



2022-2027 Strategic Plan

March 2024

MISSION, VISION and CORE VALUES

Vision

We seek to be recognized as a leader among public business schools, expanding the boundaries of business knowledge and providing exceptional educational experiences.

Mission

We create an inclusive and preeminent academic environment geared to enable faculty to produce (i) research impacting the academy and (ii) graduates capable of establishing business solutions for a more equitable and sustainable society.

We Value

Engagement and Social Impact

- Within our academic disciplines
- With our students and their careers
- Within the business and university communities
- With our alumni

Excellence

- In our scholarship
- In our teaching
- In our service
- In our relationships

Integrity

- In our leadership
- In our fiscal obligations
- In our scholarship, teaching and service
- Among our students

Community

- In our respect for and support of each other
- In our support of the greater university community
- In our connection to the FSU alumni network
- In our impact on society at large

GOAL 1 Provide students with exceptional learning experiences, meaningful engagement with industry, and meaningful preparation for successful careers

Strategy 1 – Offer innovative, engaging and rigorous learning experiences

- Improve aggregated scores for the “Overall Course Content Rating” student evaluation measure
- Maintain aggregated grade point averages at levels that signify appropriate rigor
- Implement thoughtful strategies to ensure student enrollment matches the faculty, staff and space capacities of the college, as well as the appropriate pedagogical approaches for preeminent business education

Strategy 2 – Foster a culture where excellent teaching is expected

- Improve aggregated scores for the “Overall instructor rating” student evaluation measure
- Increase the number of college, university and national teaching awards won by faculty
- Support opportunities for faculty to maintain and enhance pedagogy and teaching skills
- Support opportunities for staff to maintain and enhance student services related to academic advising, professional development, and career advising

Strategy 3 – Provide meaningful industry immersion experiences that prepare students for successful careers

- Increase the percentage of students who participate in internships
- Increase the total number of internships performed by students
- Increase the number of industry immersion activities (networking events, field trips, case competitions, doctoral symposia, other team competitions) available to students

Strategy 4 – Enhance student connections to industry leaders and well-placed alumni

- Increase the number and quality of industry executives and other industry visitors who speak in courses and participate in student activities
- Increase the number and quality of well-placed alumni who speak in courses
- Increase the number and quality of high-profile academic scholars who visit campus, give research presentations, and offer career advice

Strategy 5 – Provide students opportunities for excellent job placement

- Increase job placement percentages upon graduation
- Improve average salaries upon graduation
- Increase the number of corporate networking opportunities provided by the college
- Increase the number of doctoral students who achieve placements at peer or aspirant universities

GOAL 2 Provide faculty and doctoral students with the resources for, and create a culture consistent with, being a preeminent business school

Strategy 1 – Foster a culture where premier scholarly research is the norm

- Maintain premier journal standards across the college in a way that is consistent with preeminent universities
- Increase the number of scholarly articles submitted and published in premier journals
- Maintain the summer research stipend program to support and reward publication in premier journals
- Increase the research standard for promotion and tenure (both associate and full professor) within each department

- Increase the number of articles co-authored with doctoral students that target premier journals

Strategy 2 – Provide faculty and doctoral students with the tools and resources necessary to produce research in premier outlets

- Maintain reduced teaching loads for faculty members who consistently publish premier research
- Cover all fees related to submitting articles to premier scholarly journals and conferences
- Maintain the number and amount of summer research grants available to research-active faculty
- Increase the number of full-pay (or internal) sabbaticals available to research-active faculty
- Encourage and assist centers in securing funding to support faculty and doctoral student research
- Encourage and assist the college’s centers in supporting sponsored research across the college
- Work to increase salaries, professorships, and research chairs to support highly active research faculty
- Continue to offer doctoral students stipends and other financial support that compares favorably with peer and aspirant universities
- Increase data access by encouraging the purchasing and sharing of data across departments

Strategy 3 – Enhance the college’s visibility and reputation for excellent scholarship

- Increase the number of faculty members who are invited to present research at other universities, at high profile research conferences, and at other distinguished scholarly events
- Increase the number of scholars who visit the college (short- or long-term) to present research and take part in distinguished scholarly events
- Increase the number of research symposia and other research events that occur in or are sponsored by the college
- Increase funding for faculty participation in significant scholarly conferences
- Increase support for faculty who take on editorial roles at premier scholarly journals or who play key leadership roles in high-profile research conferences and scholarly associations
- Increase the number of doctoral students who participate in high profile conferences and symposia
- Promote scholarly activities in ways that enhance the preeminence of the college

Strategy 4 – Maintain a comprehensive focus on recruiting and retaining highly productive students, faculty, and staff

- Continually monitor how students, faculty, and staff are recruited and retained to ensure a cohesive culture that performs at a preeminent level
- Monitor and continually improve the culture of the college
- Continually review salary, promotion, and opportunity gaps for faculty and staff members
- Leverage development activities to increase funding dedicated to the recruitment and retention of highly productive students, faculty, and staff
- Fully leverage the college’s status and participation in The PhD Project to recruit faculty members and doctoral students

Goal 3 Foster an Understanding of the Importance of Social Impact

Strategy 1 – Enhance student exposure to global and multicultural perspectives

- Increase the number of students who study abroad, participate in international immersion trips, and take courses via international exchange agreements
- Increase the number of faculty members who teach abroad and participate in international exchange agreements
- Improve the breadth of global and multicultural topics taught in courses

- Increase the number of doctoral students who attend conferences and conduct research that exposes them to global and multicultural perspectives
- Increase representation of global and multicultural perspectives in committees and groups

Strategy 2 – Enhance social responsibility of students, faculty, and staff

- Increase coverage of ethical problems facing businesses
- Encourage student participation in service projects

Goal 4 Foster an environment that encourages alumni and corporate engagement

Strategy 1 – Increase faculty and student involvement with alumni

- Ensure department and program boards meet regularly and always involve faculty and students
- Improve connections across boards within the college through cross-board invitations to events and holding joint board activities when possible
- Maintain or increase the number of alumni events at regional, state, and national levels
- Ensure the college, departments, and programs regularly communicate with alumni
- Ensure programs regularly invite alumni to participate in classes and events
- Maintain or expand departmental speaker series that include prominent alumni

Strategy 2 – Increase alumni participation in student engagement activities

- Increase student and alumni participation in the Business Mentoring Program
- Maintain connections with graduates of the Seneff Honors Program to ensure their continuing involvement with the program
- Increase the number of alumni (and businesses) that provide job shadowing, networking, and professional development opportunities to students
- Ensure alumni involvement in the full breadth of programs and activities sponsored by the college's Center for Professional Success
- Strengthen ties to successful master's and doctoral alumni to better support graduate students

Strategy 3 – Increase the state, regional, and national presence and recognition of the college

- Leverage executive education programs to connect faculty and students with alumni and business leaders around the state, region, and nation
- Establish partnerships with business leaders, associations, chambers of commerce, and other groups to enhance avenues for faculty and student involvement with industry
- Seek corporate sponsorship support to allow the college's centers and institutes to offer programs and events around the state, region, and nation

Strategy 4 – Increase faculty and student engagement with the business community

- Increase development efforts to support student travel for industry events, corporate tours, internships, and other activities that engage the business community
- Support faculty and staff who want to join chambers of commerce or other industry associations
- Establish a summer faculty internship program to support faculty members who desire to work with industry on key research projects

Goal 5 Secure the financial resources necessary to support preeminence

Strategy 1 – Increase the number and size of gifts from alumni and friends

- Develop and disseminate a clear vision of why it is important for the college to think, act, and perform like a preeminent business school and why private gifts are essential to us getting there
- Engage the Recent Alumni Board to establish programs that encourage students and recent alumni to give back to the college
- Establish a recognition program for alumni and friends who support the college (e.g., Rovetta Society)
- Create a call-to-action on top funding priorities that are essential to achieving preeminence
- Utilize department chairs and key faculty to share the college’s vision and tighten connections to alumni groups and friends

Strategy 2 – Increase the number and size of gifts from corporations and foundations

- Increase the number of corporate and foundation partners that financially support programs, departments, and centers
- Fully implement the college’s Corporate Partners Program to cultivate corporate gifts and sponsorship of college, department, and center events
- Increase the number executive education programs to enhance revenue for the college

Strategy 3 – Increase external research funding

- Increase the number and size of financial resources from funded research
- Develop an incentive system to encourage faculty and doctoral students to pursue funded research opportunities, including recognizing funded research in merit and promotion evaluations
- Identify the external entities that are most likely to support scholarly research in business and develop and disseminate best practices for securing funding from them
- Develop a special recognition program for externally funded research that is published in premier scholarly outlets

Strategy 4 – Responsibly grow and utilize funds derived from online programs

- Invest funds from online programs in the staff, graduate assistants, and faculty necessary to deliver exceptional online experiences
- Implement a comprehensive strategy to support best practices in online teaching
- Explore the creation of additional revenue-generating programs, such as an Executive DBA and a fully online BBA program

Voted on and ratified by the College of Business General Faculty February 18, 2022