

Department of Urban and Regional Planning Florida State University

Strategic Plan Adopted December 2021

Background

The Florida State University Department of Urban and Regional Planning (FSU DURP) adopted this Strategic Plan to define its vision and mission and identify supporting goals and objectives that aid the unit in its pursuit of greater excellence in planning education, research, and service. The Strategic Plan emerged from a six-month-long process that included engagement with faculty, staff, students, alumni, and professionals who helped to shape the vision, mission, goals, and objectives that are the heart of the plan. The planning process is discussed in the **Appendix**.

The Strategic Plan provides direction to the Department's faculty so that they can make decisions that support the fulfillment of the unit's mission and attainment of its goals. The Strategic Plan is a living document. The Department's faculty will engage with the plan on an annual basis to measure the unit's progress toward meeting its goals; assess the fulfillment of its mission; identify strategies that enhance its ability to fulfill its mission; and determine the need for plan revision. The Strategic Plan is crafted to be sensitive to the resources needed and/or available to serve the unit's educational, research, and service activities.

Values, Vision, and Mission Statements

Values Statement

FSU DURP is:

Inclusive—We create a supportive learning community based on a diverse group of faculty, staff, and students.

Engaged—We engage with and empower communities to build a more sustainable, equitable, resilient, and socially just world.

Transformative—We respond innovatively to complex planning challenges through our high-quality teaching, outstanding scholarship, and impactful service.

Vision Statement

FSU DURP is an inclusive academic community that documents, generates, and shares knowledge that inspires planners to foster sustainability, equity, resilience, and social justice. We aspire to be a top-10 planning program in the US.

Mission Statement

FSU DURP is a nurturing and diverse community that empowers students, staff, and faculty to achieve their full human potential. We educate the next generation of planning leaders to be technically adept, ethical, innovative, and culturally aware. Our cutting-edge research and engaged service transform planning scholarship and practice. We work with communities to foster sustainability, equity, resilience, and social justice.

Goals and Objectives

FSU DURP's Strategic Plan encompasses seven goals and 16 associated objectives that collectively serve to advance the vision and mission of the unit while reflecting its core values. These goals and objectives, and their associated actions, represent the priorities for the unit for the next five years.

Goal 1: FSU DURP will be recognized nationally for the excellence of its degree programs.

Objective A: FSU DURP will be a Top Ten Master's Program in the US.

Benchmark: FSU DURP's master's program will be ranked in the overall top ten by Planetizen by 2027. (We will assess this metric biannually through a comparison with the most recent Planetizen rankings.)

Actions: FSU DURP will assess the Planetizen ranking metrics and strategize ways to improve its performance on key metrics.

Objective B: FSU DURP will have a PhD program whose students are trained to be active, impactful scholars and excellent teachers.

Benchmark 1: FSU DURP PhD students, as a group, will publish, individually or in collaboration with faculty, four peer-reviewed publications per year. (We will assess this metric annually, on a calendar-year basis, through a review of PhD student annual evaluation reports.)

Actions: FSU DURP faculty will mentor and work with doctoral students to develop and implement the strategies necessary to support their pursuit of peer-reviewed publications.

Benchmark 2: FSU DURP PhD students will be recognized for teaching excellence through the receipt of teaching awards and selections to be Program

for Instructional Excellence (PIE) Teaching Associates. (We will assess this metric annually, on a calendar-year basis, through a review of PhD student annual evaluation reports.)

Actions: FSU DURP will mentor and support PhD students in developing and refining their teaching skills through regular meetings of the teaching group and phased opportunities to undertake increasingly important teaching roles in the department.

Goal 2: FSU DURP will recruit and retain a diverse community of students, staff, and faculty and create an inclusive and welcoming environment in which they will thrive.

Objective A: FSU DURP will ensure the climate in the department enables all students, staff, and faculty to feel welcome, supported, and included.

Benchmark: FSU DURP will monitor our climate and culture annually using a survey and seek continuous improvement toward students, faculty, and staff feeling welcome, supported, and included in their responses. (We will refine our existing climate instrument to include staff and faculty. We will align our instrument with emerging college and university instruments.)

Actions: FSU DURP will set expectations around tolerance and civility, facilitate training opportunities for students, staff, and faculty, and host social events geared toward nurturing a sense of community among students, staff, and faculty.

Actions: FSU DURP will integrate new students into the larger DURP community through actions like peer mentoring and informal student networking activities.

Objective B: FSU DURP will increase the diversity of its students, staff, and faculty.

Benchmark 1: FSU DURP's student diversity will be reflective of the Census demographic profile of Florida. (We will assess this metric each fall after data from the University's annual student census becomes available.)

Actions: FSU DURP will actively recruit and fund minorities and women who are underrepresented in the planning profession. FSU DURP will strengthen mentoring, advising, and support for underrepresented minorities and women.

Benchmark 2: FSU DURP will increase the proportion of its faculty and staff who are from underrepresented groups. (We will assess this metric annually, on a calendar-year basis, using data available from FSU's HR systems.)

Actions: FSU DURP will refine existing strategies for active recruiting, advertising, mentoring, and support for historically underrepresented groups in the field.

Objective C: FSU DURP will increase the size of its student population.

Benchmark 1: FSU DURP will increase its combined total of master's and doctoral students to 100 students by 2024. (We will assess this metric annually, on an academic-year basis, using university enrollment statistics available from FSU Institutional Research.)

Action: FSU DURP will implement the unit's student recruiting plan and assess its effectiveness on an ongoing basis.

Benchmark 2: FSU DURP will increase the student credit hours from its undergraduate course offerings to 2,750 student credit hours per year by 2025. (We will assess this metric annually, on an academic-year basis, using university enrollment statistics available from FSU Institutional Research.)

Action: FSU DURP will identify the instructional resources needed to offer more undergraduate courses at the 4000-level.

Goal 3: FSU DURP will educate the next generation of planning leaders.

Objective A: FSU DURP will require all students to complete coursework that equips them to be ethical and culturally aware planners capable of working successfully with diverse communities to foster sustainability, equity, resilience, and social justice.

Benchmark: FSU DURP will ensure that all students in the program are exposed to content that reflects core values of the field.

Action: FSU DURP will evaluate the curriculum every two years to ensure content related to sustainability, equity, resilience, social justice, ethics, and cultural awareness are integrated into the core curriculum effectively. When key content is not covered sufficiently, FSU DURP faculty will make changes to courses or the curriculum to improve coverage.

Objective B: FSU DURP will provide class-based opportunities for students to participate in community-engaged exercises or projects in addition to the studio capstone experience.

Benchmark: FSU DURP will offer students the opportunity to enroll in courses (beyond the studio capstone) that include community-engaged projects.

Actions: FSU DURP will evaluate the curriculum every two years to assess attainment of this benchmark. FSU DURP will work with faculty to enable

community-engaged projects in courses by making connections with relevant organizations and supporting faculty in strengthening community ties.

Objective C: FSU DURP will increase the number of students who participate in professional development activities.

Benchmark 1: FSU DURP will increase the number of Mentor A Planning Student (MAPS) participants to 25 per year by 2024. (We will assess this metric annually, on an academic-year basis, using data collected by the FSU DURP MAPS co-organizer.)

Action: FSU DURP will work with APA Florida Capital Section partners to increase participation by students and mentors in MAPS.

Benchmark 2: FSU DURP will increase the number of master's students participating in conferences each year to 40 by 2024. (We will assess this metric annually, on an academic-year basis, using data kept by departmental staff.)

Action: FSU DURP will promote student attendance at professional conferences, such as APA state and national conferences.

Benchmark 3: FSU DURP will increase the number of doctoral students participating in conferences and other professional development opportunities each year to 10 by 2024. (We will assess this metric annually, on an academic-year basis, using data kept by departmental staff.)

Action: FSU DURP faculty members will advise doctoral mentees to regularly attend academic conferences or other professional development opportunities each year.

Goal 4: FSU DURP will provide its staff and faculty with the support needed to further their professional development.

Objective A: FSU DURP will strengthen its mentoring infrastructure for staff and faculty.

Benchmark: Each FSU DURP faculty and staff members will provide positive feedback on its mentoring strategies through an anonymous feedback mechanism. (We will develop a simple survey instrument for faculty and staff to give feedback on mentoring efforts).

Action: FSU DURP will ensure that faculty and staff are paired with mentors and will communicate opportunities for broader mentoring support such as university trainings, college and university affinity groups, and National Center for Faculty Development and Diversity (NCFDD) mentoring programs.

Action: FSU DURP will continue to implement and refine its mentoring strategies for assistant professors.

Action: FSU DURP will develop and implement mentoring strategies for specialized faculty and associate professors.

Objective B: FSU DURP will increase the leadership capacity among the faculty in the department.

Benchmark: FSU DURP faculty will hold leadership positions in the department appropriate to their rank, consistent with their leadership growth and development, and appropriately distributed among faculty in the unit. (We will assess this metric annually through the assignments and workplan for faculty committees and positions.)

Action: FSU DURP will identify faculty career development opportunities and support faculty pursuing such opportunities.

Action: FSU DURP will develop and implement a strategy to provide faculty members with the opportunity to pursue leadership opportunities within DURP, the college, and university, including through service as a committee chair, a program director, and department chairperson. (The Chairperson will use meetings with faculty to gauge interest in pursuit of these opportunities and will take faculty interest into account when making committee and other service assignments.)

Goal 5: FSU DURP will increase its production of impactful and transformative scholarly and applied research.

Objective A: FSU DURP will increase the number of peer-reviewed scholarly publications and applied professional reports produced by its faculty.

Benchmark 1: FSU DURP faculty will produce an average of at least 2.5 peer-reviewed scholarly publications per year per faculty member. (We will assess this metric annually, on a calendar-year basis, using data reported in FEAS and in faculty annual evaluation reports.)

Actions: FSU DURP will support faculty to enable a consistent and increasing level of productivity through assignments of responsibility as described in our by-laws and facilitated by actions such as course buy-outs, research leaves, fellowships, and similar ways to increase research capacity.

Benchmark 2: The collective FSU DURP faculty will produce eight applied professional reports per year. (We will assess this metric annually, on a calendar-year basis, using data reported in FEAS and in faculty annual evaluation reports.)

Actions: FSU DURP will support faculty in seeking extramural funding that leads to applied research projects that generate professional reports that guide policy and decision making at local, regional, state, and national levels. These projects will be especially encouraged when faculty can articulate a pathway to utilize the research to generate peer-reviewed publications.

Objective B: FSU DURP will increase the amount of contract and grant funding obtained by its faculty.

Benchmark: FSU DURP faculty will obtain \$600,000 per year in external funding, inclusive of funding for research and/or student support. (We will assess this metric annually, on a calendar-year basis, using data reported in FEAS and in faculty annual evaluation reports.)

Action: FSU DURP will work with departmental and college staff to facilitate application processes for extramural funding to enable more consistent applications from faculty.

Action: FSU DURP will encourage faculty to seek funding to support students by ensuring faculty are able to select students for research support, by funding tuition waivers when contracts or grants do not fund these costs, and by allowing faculty to receive departmental RA support when feasible.

Objective C: FSU DURP faculty will be recognized by external bodies for their scholarly achievement and standing through the receipt of awards and or keynote speaking engagements.

Benchmark: The collective FSU DURP faculty will receive at least one such recognition per year. (We will assess this metric annually, on a calendar-year basis, using data reported in FEAS and in faculty annual evaluation reports.)

Action: FSU DURP faculty will be supported in applying to recognitions and awards when appropriate and encouraged to accept keynote engagements when feasible.

Goal 6: FSU DURP will engage its alumni community to enhance the educational training and career development experiences of our current students.

Objective: FSU DURP will strengthen the engagement in our program of our alumni and the broader professional planning community through teaching, mentoring, and professional development activities.

Benchmark: FSU DURP alumni will support the department's educational mission by serving as instructors in 2 courses a year and engaging in 8 guest speaking events beyond professional topics each year. (We will make a count annually of these engagements.)

Actions: FSU DURP will invite alumni to serve as guest speakers, to teach courses that are appropriately taught by active professionals, and to support professional development programming and the professional topics course.

Goal 7: FSU DURP will be recognized for its meaningful and impactful community engagement and its outstanding service to the planning academy.

Objective A: FSU DURP's Community Partners will attest to the impact of our applied work and community engagement activities.

Benchmark: The collective FSU DURP faculty will receive at least one award or other recognition for their applied work each year. (We will assess this metric annually, on a calendar-year basis, based on information in FEAS.)

Benchmark: The collective FSU DURP faculty will receive at least one recognition for their service from professional planning associations, planning commissions, and other similarly situated bodies. (We will assess this metric annually, on a calendar year basis, based on information in FEAS and faculty communications with service organization staff or members.)

Actions: FSU DURP will engage in applied work and will seek feedback from community partners including news reports, testimonials, letters of support and the like on its quality and impact.

Action: FSU DURP will apply for awards and recognitions featuring applied projects where appropriate.

Objective B: FSU DURP's Peers will recognize our faculty for their contributions to the planning academy.

Benchmark: FSU DURP faculty will be elected or selected into leadership positions within ACSP or other scholarly associations. At least one faculty member per year will hold such positions within ACSP or other scholarly associations. (We will assess this metric annually, on a calendar year basis, using information in FEAS.)

Actions: FSU DURP faculty will engage in service and leadership to the academy with a focus on making quality contributions through relevant duties. FSU DURP will support these faculty contributions to the academy by aligning service assignments appropriately.

Resource Requirements to Fulfill the Plan

FSU DURP requires resources sufficient to enroll diverse students into our degree programs, assist the faculty in their pursuit of research and creative activities, and

support the service mission of the Department. The Department draws on financial resources obtained from state appropriations, our endowments, and contract and grant activity to support our efforts. The Department's staffing level is set by the University.

FSU DURP's 11-member full-time faculty is adequate to serve an anticipated student enrollment of between 35 and 42 new master's students and four doctoral students per year. This size faculty is sufficient to support the basic advising, instruction, research, and service activities of the unit, and to maintain the current diverse curricular structure which is regarded as an important strength of the program.

However, the faculty have identified resources whose acquisition will be necessary to achieve many of the Goals and Objectives contained within this plan. Some resources can be obtained through the work of FSU DURP's faculty and the increased generosity of our alums and friends, while others require additional investments by the College of Social Sciences and Public Policy and Florida State University. The most important resource needs are as follows:

1. FSU DURP needs to hire at least one faculty member at a tenured rank, either an Associate Professor or Professor, within the next five years to enhance its departmental reputation. FSU DURP will need to work with the College and University to pursue hires at a more senior level when such opportunities arise. The ability to hire at the senior level to replace faculty who retire or move on to other opportunities is critical to enhancing the department's reputation in national rankings, recruiting the best students, and advancing the research program of the department.
2. FSU DURP needs to increase its student financial aid budget, inclusive of stipends, waivers, and scholarships, to \$850,000 by 2025. This level of financial aid spending represents an approximately 12 percent increase over existing annual spending levels and is essential for the unit to recruit a diverse group of outstanding graduate students. FSU DURP will pursue these resources through increased development activity and extramural research funding.
3. FSU DURP needs to increase its financial support for student conference participation to \$10,000 per year by 2024. This level of commitment represents as approximately 12 percent increase over existing annual spending levels and is essential to support the increased student participation in professional development activities envisioned within the Strategic Plan. FSU DURP will pursue these resources through increased development activity and extramural research funding.
4. FSU DURP needs to increase the amount of giving by alumni and friends to \$40,000 each year by 2025. This increased level of support is needed to fund the increasing student scholarships, professional development, and other activities envisioned by the plan. FSU DURP will work with College and University development staff, communicate regularly with alumni about programming and

departmental achievements, and provide opportunities for alumni to see the direct benefits of their giving.

Process for Evaluating Progress in Attaining Plan Goals and Fulfilling Mission

The Department assesses progress toward attaining the plan's goals, and thereby fulfilling our mission, on an annual basis. The Department Chairperson presents a report on the results of our outcome measures for faculty discussion at either the end of year (May) or start of year (August) faculty meetings. The resulting assessment and discussion are used to develop the Department's work plan and committee assignments for the academic year to follow. These discussions may also inform the use of departmental resources or lead to requests for additional resources from the College, University, or other sources that aid the unit in its efforts to attain its goals and fulfill its mission.

Every three years, the Department will engage in a more substantive discussion of the Strategic Plan to take place at the end of year (May) faculty meeting. This discussion will consider the various components of the plan, identify the need for any revisions to values, vision, mission, goals, and/or objectives, and develop a timeline for the development and implementation of any desired changes. If the faculty identifies a need for substantial changes, a new Strategic Planning process will be undertaken that engages faculty, students, alumni, and local planning professionals through a participatory and collaborative planning process.

The Department defines the fulfillment of our mission as the attainment of our goals. However, the Department also recognizes that its mission will evolve based on changing circumstances. A program of ongoing assessment and regular engagement with our Strategic Plan will allow the unit to track its progress and to initiate changes in the mission or goals of the Department as deemed necessary.

Appendix. 2021 Strategic Planning Process

The Department appointed a committee made up of faculty (Butler, Kim, Brown), students (Austein for MSP students and Gladwin for PhD students), and staff (Arend) to lead the strategic planning effort.

1. Preliminary Work on Draft Values, Vision, Mission (August-September 2021)

The committee designated two members (Butler and Brown) to review FSU and college strategic plans as well as current strategic plan and diversity/ inclusion plans for department and college as background to its work.

First Committee Meeting: September 3rd at 1:30pm. Held on Zoom: The committee reviewed and updated the timeline for committee activities and developed a draft Values Statement.

Second Committee Meeting: September 17th at 2:00pm. Held on Zoom: The committee refined the draft values and developed draft vision and mission statements after reviewing vision and mission from the existing Strategic Plan.

Faculty Meeting: September 24th at 1:30pm. Held on Zoom: The committee presented the draft Values, Vision, and Mission statements to the faculty. The faculty revised the drafts to distribute to stakeholders.

2. Stakeholder Engagement on Draft Values, Vision, and Mission (September-October 2021)

Weeks of September 27- October 8 (stakeholder feedback on values, vision, mission):

FSU DURP shared the draft Values, Vision, and Mission statements with stakeholders through the planning listserv, alumni listserv, and distribution through the Capital Section of APA Florida. The Department sought input from stakeholders through a Qualtrics survey that ran from September 27- October 8 and through forums for stakeholder groups. Forty-four persons participated in the survey and 37 persons participated in the forums (see Table 1).

September 28th at Noon. Alumni Council Forum. Held on Zoom: Strategic Planning Process session to obtain Alumni Council input into department Values, Vision, and Mission.

September 29th at 6:35pm. Master's Student Forum. Held on Zoom: Strategic Planning Process session to obtain MSP Student input into department Values, Vision, and Mission.

October 1st at 12pm. PhD Student Forum. Held on Zoom: Strategic Planning Process session to obtain PhD Student input into department Values, Vision, and Mission.

Table 1. Participation in Outreach on Values, Vision, and Mission

Group	Venue	Participants
Alumni Council	Zoom forum	11
PhD Students	Zoom forum	13
MSP Students	Zoom forum	13
Graduate Students	Survey	12
DURP Alumni	Survey	22
Non-Alumni Professionals	Survey	8
Adjunct or Affiliated Faculty	Survey	2
Staff	Survey	0
Total Participants		81

3. Finalize and Adopt Values, Vision, and Mission Statements (October 2021)

Third Committee Meeting: October 15th at 1:30 pm. Held on Zoom: The committee reviewed the feedback received from stakeholders and revised the Values, Vision, and Mission statements.

Faculty Meeting: October 29th at 1:30pm. Held on Zoom: The faculty adopted the Values, Vision, and Mission statements.

4. Develop goals and objectives (October 2021)

Fourth Committee Meeting: October 22nd at 1:30pm. Held on Zoom. The committee developed a draft set of Goals and Objectives for consideration by the faculty.

Faculty Meeting: October 29th at 1:30pm. Held on Zoom. The faculty reviewed and edited the draft Goals and Objectives and approved their distribution to stakeholders.

5. Stakeholder Engagement on Draft Goals and Objectives (November 2021)

Weeks of November 1- November 12 (stakeholder feedback on goals and objectives):

The Department shared the draft Goals and Objectives with stakeholders through the student and faculty listserv, the alumni listserv, and distribution through the Capital Section of APA Florida. The Department sought input from stakeholders through a Qualtrics survey that ran from November 1-November 12 and through forums for specific stakeholder groups. Fourteen persons participated in the survey and 35 persons participated in the forums (see Table 2).

Table 2. Participation in Outreach on Goals and Objectives

Group	Venue	Participants
Alumni Council	Zoom forum	9
PhD Students	Zoom forum	10
MSP Students	Zoom forum	16
Graduate Students	Survey	2
DURP Alumni	Survey	10
Non-Alumni Professionals	Survey	1
Adjunct or Affiliated Faculty	Survey	1
Staff	Survey	0
Total Participants		49

November 3rd at 6:35pm. Master’s Student Forum. Held on Zoom. Strategic Planning Process session to obtain master’s student input into department goals and objectives.

November 4th at 5pm. Alumni Council input session. Held on Zoom. Strategic Planning process session to obtain council input into department goals and objectives.

November 5th at 12pm. PhD Forum. Held on Zoom. Strategic Planning Process session to obtain doctoral student input into department goals and objectives.

6. Finalize and Adopt Goals and Objectives (November-December)

Fifth Committee Meeting: November 19th at 1:30pm. Held on Zoom. Discussion of Feedback received, refine goals and objectives.

Faculty Meeting: December 3rd at 1:30pm. Held on Zoom. The faculty adopted the Goals and Objectives, thus completing the Strategic Planning process.