

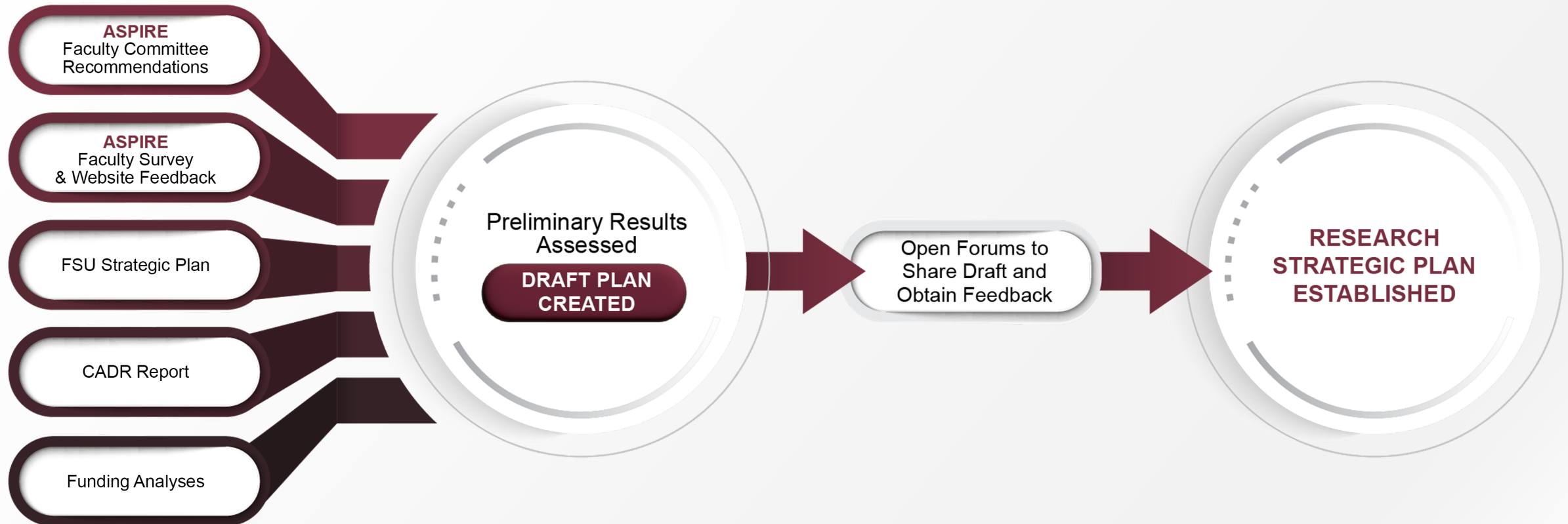
# ASPIRE

A STRATEGIC PLAN INSPIRING RESEARCH EXCELLENCE



# THE BIG PICTURE

The FSU Office of Research is engaged in a multi-faceted process that will yield a **faculty-informed** strategic plan for research at Florida State.



# ASPIRE COMMITTEE MEMBERS



**Ali Bangura**  
MagLab



**Brian Barton**  
Graduate School\*



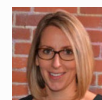
**Neelam Bharti**  
Libraries\*



**Bridget Birmingham**  
Faculty Senate President



**Patricia Born**  
Business



**Jennifer Copp**  
Criminology & Criminal J.



**Sarah Eyerly**  
Music



**Debi Fadool**  
A&S-Bio & Postdoc Dir.



**Heather Flynn**  
Medicine



**Jonathan Fozard**  
ITS\*



**Carolina Gonzalez**  
A&S-Modern Lang.



**Matt Hauer**  
Social Sci. & Pub. Pol.



**Roxanne Hughes**  
MagLab



**Katie Kehoe**  
Fine Arts



**Richard Liang**  
Engineering



**Nathan Line**  
Hospitality



**Jake Linford**  
Law



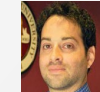
**Marcia Mardis**  
Communication & Inform.



**Meredith McQuerry**  
Entrepreneurship



**Josh Newman**  
Education/HHS



**Yaacov Petscher**  
Social Work



**Harrison Prosper**  
A&S-Physics



**Gary Tyson**  
Arts & Sci-Comp. Sci.



**Frankie Wong**  
Nursing

\*members representing overarching areas

# ASPIRE SUPPORT & FACILITATION

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**Hal Beardall**, Director, FCRC Consensus Center

**Joe Frascella**, Chief Clinical Officer, FSU

**Rachel Goff-Albritton**, Assistant Director, Research Development

**Kathleen Haughney**, Assistant Director, Research Communication

**William Hill**, Director and Attending Veterinarian, Laboratory Animal Resources

**Beth Hodges**, Director, Research Development

**Eric Holmes**, Assistant Vice President for Research

**Rafael Montalvo**, Associate Director, FCRC Consensus Center

**Kerry Peluso**, Associate Vice President for Research

**Nicole Viverito**, Coordinator, Health Science, Research Development



A Preeminent Florida University  
Carnegie R1 Institution

Founded 1851

# FLORIDA STATE UNIVERSITY



OUR TIME IS *NOW*

**TOP 25**



**#23 OVERALL RANKING**

among public universities  
US News & World Report

- Growth in all metrics in 2022

**BEST VALUE IN FLORIDA**

Ranked #21 in the nation by  
Princeton Review, 2022

**\$2.62B** OPERATING BUDGET

**15,000+** EMPLOYEES

**1,905** FACULTY

**487** ACRES  
Tallahassee campus

**2** **CAMPUSES**

- Tallahassee, FL
- Panama City, FL

**6** **REGIONAL MEDICAL CAMPUSES**

**4** **INTERNATIONAL STUDY CENTERS**

Ranked #3 overall nationally  
Institute of Int'l Education, 2022

# STUDENTS



OUR TIME IS NOW

**44,597**

**STUDENTS**

74% undergraduate

24% graduate/professional

2% non-degree seeking

**130**

**COUNTRIES REPRESENTED**

**71,788**

**APPLICANTS in 2022**

156% Growth since 2016

**96%**

**FRESHMAN RETENTION**

**The Best 4-Year Graduation  
rate in Florida**



# ACADEMICS



OUR TIME IS *NOW*

**17** COLLEGES

**58+** CENTERS & INSTITUTES

## FACULTY NATIONAL AWARDS

**143** Association of American University Awards

**200** Top American Research University Awards

**454+** Additional Honors

**103** Baccalaureate Degree Programs  
196 fields

**107** Masters Degree Programs  
227 fields

**63** Doctoral Degree Programs  
138 fields

**4** Professional Degree Programs  
8 fields

*20 FSU graduate programs are nationally ranked in the top 25*



# Florida's Future Workforce

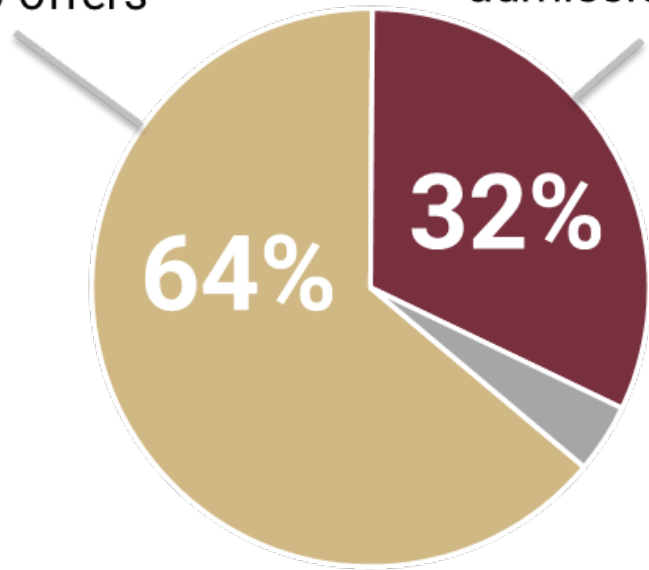
## OUR GRADUATES

### SEEKING EMPLOYMENT

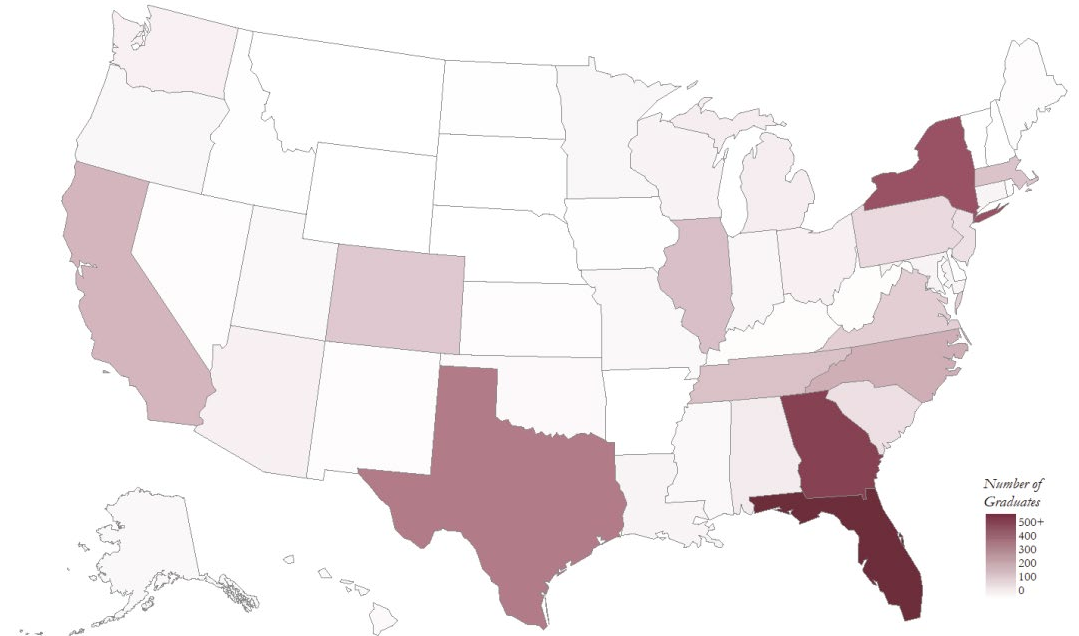
83% one or more  
job offers

### PURSUING FURTHER EDUCATION

81% one or more  
admission offers



Graduate Employment and Education by State



# INNOVATION



OUR TIME IS *NOW*



**1st** STAND ALONE COLLEGE OF  
ENTREPRENEURSHIP

**928** STUDENT AND GRADUATE  
STARTUPS

**\$6M** NEW NSF AWARD TO  
ACCELERATE RESEARCH  
TRANSLATION



**JIM MORAN INSTITUTE FOR  
GLOBAL ENTREPRENEURSHIP**  
Training business leaders across FL

- Jacksonville
- Orlando
- Tampa Bay
- Tallahassee
- South Florida

# RESEARCH



OUR TIME IS *NOW*



**NATIONAL SCIENCE FOUNDATION**  
Highest funding in Florida

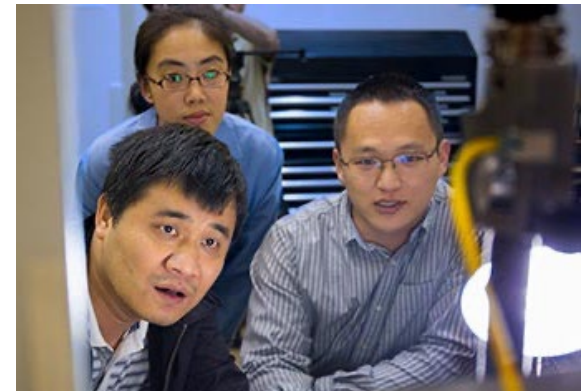
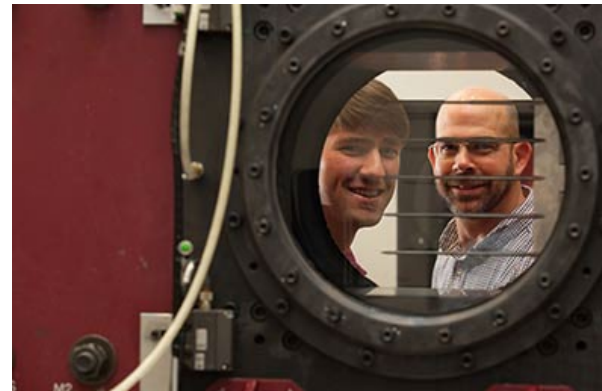
**\$75.4M in 2023**



**NATIONAL INSTITUTES OF HEALTH**  
Area of focus for targeted growth

**\$45.5M in 2023**

**\$400+M Total Research Expenditures**



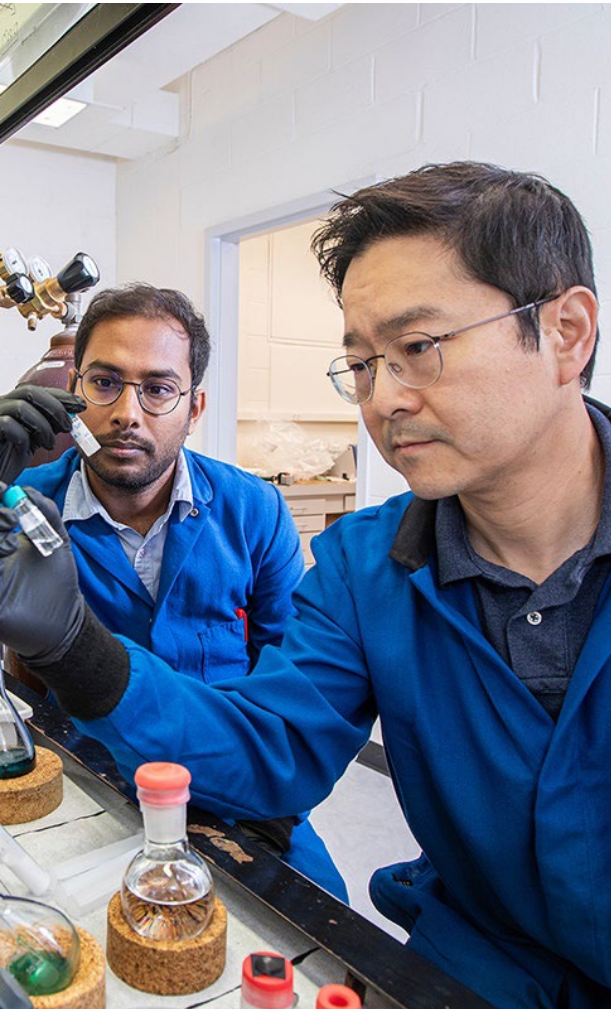
# ASPIRE

A STRATEGIC PLAN TO INSPIRE RESEARCH EXCELLENCE

Identify strategic areas of focus and investment to ensure FSU's burgeoning research enterprise has sustainable impact for our future.

# STRATEGIES

# STRATEGY #1 Our People



Growing and supporting diverse faculty and staff is the key enabler for achieving our ambitious goals. Competition for top talent is fierce, and we must intensify our efforts to recruit and retain outstanding people and support their career development.

- 1.1. Retain and recruit high-quality faculty and staff.
- 1.2. Increase research support.
- 1.3. Support broad perspectives and inputs.
- 1.4. Establish incentives that encourage creativity and innovation.
- 1.5. Invest in research assistants and post-docs.

# STRATEGY #1 Our People

- 1. Retain and recruit high-quality faculty and staff.**
  2. Increase research support.
  3. Support broad perspectives and inputs.
  4. Establish incentives that encourage creativity and innovation.
  5. Invest in research assistants and post-docs.
- Ensure start-up packages and compensation are competitive with peer institutions
  - Plan for teaching loads to be competitive with peer institutions
  - Boost ongoing professional development opportunities and protections for faculty and staff

# STRATEGY #1 Our People

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1. Retain and recruit high-quality faculty and staff.
  - 2. Increase research support.**
  3. Support broad perspectives and inputs.
  4. Establish incentives that encourage creativity and innovation.
  5. Invest in research assistants and post-docs.
- Grow the number of high-quality departmental grants management staff
  - Develop grants support plans for underserved colleges/units
  - Enhance assistance with grants development and management



# STRATEGY #1 Our People

1. Retain and recruit high-quality faculty and staff.
  2. Increase research support.
  - 3. Support broad perspectives and inputs.**
  4. Establish incentives that encourage creativity and innovation.
  5. Invest in research assistants and post-docs.
- Preserve the academic freedom of faculty research and scholarship
  - Foster a culture of respect and inclusion that lead to a sense of belonging for all members of the campus community
  - Train and mentor our research community to encourage varying perspectives that lead to better outcomes

# STRATEGY #1 Our People

---

1. Retain and recruit high-quality faculty and staff.
2. Increase research support.
3. Support broad perspectives and inputs.
4. **Establish incentives that encourage creativity and innovation.**
  - Develop a reward and recognition system that promotes the participation in creative and innovative endeavors
  - Outline paths for promotion and opportunities for professional growth
5. Invest in research assistants and post-docs.

# STRATEGY #1 Our People

---

1. Retain and recruit high-quality faculty and staff.
2. Increase research support.
3. Support broad perspectives and inputs.
4. Establish incentives that encourage creativity and innovation.
5. **Invest in research assistants and post-docs.**
  - Streamline and increase hiring flexibility
  - Encourage and recognize mentoring efforts

# STRATEGY #2

## Partnerships & Innovation



The development and nurturing of partnerships is required to fully realize our potential. Partnerships often bridge the gaps in knowledge and expertise and allow us to leverage strengths and resources that result in better solutions and more efficient translation to real-world application and impact.

- 2.1. Establish and communicate FSU's bold vision.
- 2.2. Develop simple commercialization and partnership engagement processes.
- 2.3. Increase opportunities to work together to develop impactful solutions.
- 2.4. Encourage cross-disciplinary engagement for students and faculty.

# STRATEGY #2

## Partnerships & Innovation

---

- 1. Establish and communicate FSU's bold vision.**
  2. Develop simple commercialization and partnership engagement processes.
  3. Increase opportunities to work together to develop impactful solutions.
  4. Encourage cross-disciplinary engagement for students and faculty.
- Define the value of partnerships, collaboration and innovation to FSU
  - Educate the FSU community about the value of all types of research and its translation
  - Communicate existing resources and services aimed at facilitating partnerships and collaboration

# STRATEGY #2

## Partnerships & Innovation

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1. Establish and communicate FSU's bold vision.
2. **Develop simple commercialization and partnership engagement processes.**
  - Reimagine FSU's technology transfer and corporate partnership processes
  - Centralize support for strategic partnerships
  - Include faculty in the process and communicate it broadly
3. Increase opportunities to work together to develop impactful solutions.
4. Encourage cross-disciplinary engagement for students and faculty.

# STRATEGY #2

## Partnerships & Innovation

---

1. Establish and communicate FSU's bold vision.
  2. Develop simple commercialization and partnership engagement processes.
  - 3. Increase opportunities to work together to develop impactful solutions.**
  4. Encourage cross-disciplinary engagement for students and faculty.
- Evaluate opportunities to provide additional protected time for collaborative initiatives
  - Offer additional occasions for faculty to innovate ideas and develop fruitful partnerships
  - Focus efforts on FSU strengths that bring broad groups to the table

# STRATEGY #2

## Partnerships & Innovation

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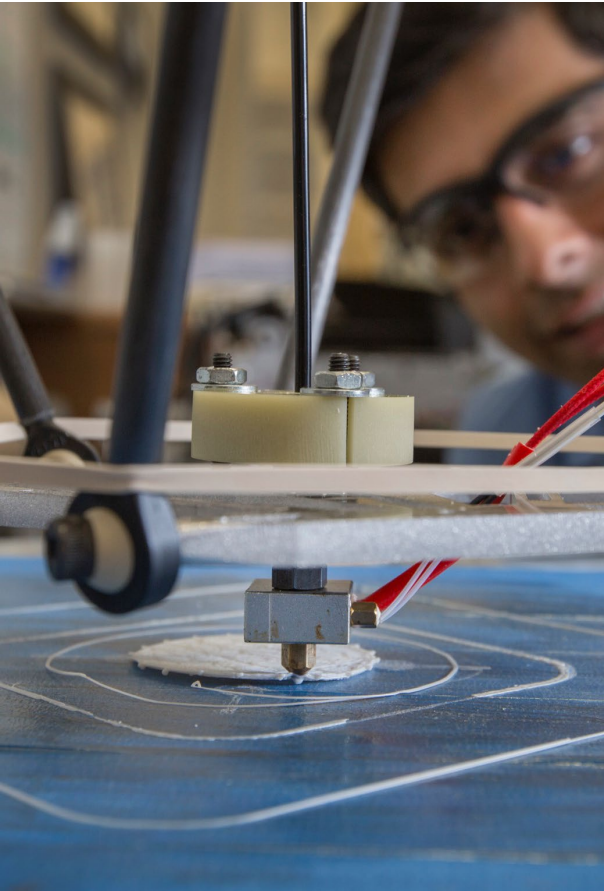
1. Establish and communicate FSU's bold vision.
2. Develop simple commercialization and partnership engagement processes.
3. Increase opportunities to work together to develop impactful solutions.
4. **Encourage cross-disciplinary engagement for students and faculty.**
  - Remove the barriers for students and faculty to engage in partnerships
  - Promote dual degree programs
  - Encourage joint appointments across disciplines



# STRATEGY #3

## Supporting Infrastructure

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Fostering a robust research, innovation, and creative research enterprise focused on the development of new ideas and platforms is key to our success. Reaching this goal requires reducing the barriers to conducting investigator-initiated research and team-based projects all across the university.

- 3.1. Improve and expand facilities.
- 3.2. Streamline and enhance administrative support systems.
- 3.3. Enhance training programs.
- 3.4. Increase and maintain shared resources.

# STRATEGY #3

## Supporting Infrastructure

---

- 1. Improve and expand facilities.**
  2. Streamline and enhance administrative support systems.
  3. Enhance training programs.
  4. Increase and maintain shared resources.
- Identify and prioritize buildings that need maintenance and improvements
  - Develop multi-purpose, shared, and collaborative spaces
  - Ensure access to parking at all times

# STRATEGY #3

## Supporting Infrastructure

---

1. Improve and expand facilities.
- 2. Streamline and enhance administrative support systems.**
  - Identify opportunities for streamlining processes in systems (e.g. RAMP, HR, procurement, guest access, CONCUR)
  - Look for ways to reduce the administrative burden
  - Invest in facilitators to support the administrative processes
3. Enhance training programs.
4. Increase and maintain shared resources.

# STRATEGY #3

## Supporting Infrastructure

---

1. Improve and expand facilities.
  2. Streamline and enhance administrative support systems.
  - 3. Enhance training programs.**
  4. Increase and maintain shared resources.
- Create enhanced training for faculty, staff and students new to research and the funding processes
  - Ensure training is available as needed
  - Develop continuous training opportunities for faculty and staff

# STRATEGY #3

## Supporting Infrastructure

---

1. Improve and expand facilities.
2. Streamline and enhance administrative support systems.
3. Enhance training programs.
4. **Increase and maintain shared resources.**
  - Increase availability of IT support and computing capacity
  - Develop and disseminate inventories of available equipment, materials, software, and data
  - Monitor the lifecycle of existing assets and establish policies for timely replacement of outdated resources/equipment

# STRATEGY #4 Focus on Scholarship & Excellence

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Committing to excellence is a vital ingredient to our success. FSU enjoys strong faculty and staff leadership in broad areas that have significance and relevance to our world and its people. We must celebrate our achievements and tell our stories

- 4.1. Communicate excellence.
- 4.2. Celebrate success.
- 4.3. Recognize the contributions of all disciplines at all levels.
- 4.4. Align efforts to ASPIRE.

# STRATEGY #4 Focus on Scholarship & Excellence

---

- 1. Communicate excellence.**
  2. Celebrate success.
  3. Recognize the contributions of all disciplines at all levels.
  4. Align efforts to ASPIRE.
- Increase the visibility of faculty research, grants, and awards
  - Boost our investment in research, innovation and creative excellence programs and recognition
  - Amplify faculty work beyond the FSU website (e.g. national press, conferences)

# STRATEGY #4 Focus on Scholarship & Excellence

---

1. Communicate excellence.
  - 2. Celebrate success.**
  3. Recognize the contributions of all disciplines at all levels.
  4. Align efforts to ASPIRE.
- Develop new ways to recognize faculty scholarship and excellence
  - Leverage existing leadership and service in national organizations (e.g. AAAS, NASEM)
  - Create awards or celebrations of faculty and staff for their support of research (e.g. service, mentorship, community engagement, partnership development)



# STRATEGY #4 Focus on Scholarship & Excellence

---

1. Communicate excellence.
2. Celebrate success.
- 3. Recognize the contributions of all disciplines at all levels.**
  - Invest in early career faculty and the communication of their work
  - Highlight how all disciplines contribute to the FSU research enterprise
  - Develop ways for more people to engage in creative and innovative endeavors
4. Align efforts to ASPIRE.

# STRATEGY #4 Focus on Scholarship & Excellence

---

1. Communicate excellence.
2. Celebrate success.
3. Recognize the contributions of all disciplines at all levels.
4. **Align efforts to ASPIRE.**
  - Communicate the ASPIRE plan broadly
  - Incentivize work within colleges that tie directly to the plan

# IMPACT AREAS



# FSU Impact Areas and Crosscuts

FSU will invest strategically in areas that build on existing strengths to accelerate our impact. We identified three overarching collaborative research areas and two crosscutting themes to which the ASPIRE committee developed relevant subcategories for each. These areas will be priorities for strategic investment. FSU will continue to evaluate these and new areas over the coming years as we grow and develop.

To advance our impact, we will consider these areas when identifying priorities for FSU colloquia, pilot/seed projects, joint research efforts, shared services, and faculty recruitment.



## FSU Impact Area #1 **Healthy Florida**

- Successful aging
- Mental and behavioral health
- Health technologies
- Human performance and well-being

## FSU Impact Area #2

# Advancing Materials

- Superconductivity
- Quantum science and engineering
- Polymer composites and manufacturing
- Drug discovery and delivery



## FSU Impact Area #3

# A Resilient Future

- Climate science and extreme weather
- Disaster preparedness and recovery
- Responding to trauma and violence
- Sustainable solutions



# CROSSCUT 1. The future of data

Data is being generated at an unprecedented rate. Harnessing these data and developing our data science capacity in emerging fields such as artificial intelligence and machine learning is essential to advancing basic, translational, and clinical research efforts across the University.





## CROSSCUT 1. **The human experience**

As a Research 1 University, FSU has a responsibility to expand and communicate knowledge and positively influence society. To have real impact, we must always consider the people we serve. The FSU College of Medicine, the College of Social Work, the Florida Center for Reading Research among others have a long tradition of community engaged research. Our rich history in the arts and humanities also permeates the university's research enterprise. It's the expertise of the faculty in these areas that help enrich our lives, open new avenues of inquiry, and enhance our research impact.

As we develop our strategic Impact Areas, we will emphasize human impact. For example, researchers examining health should consider the limitations of underserved populations; faculty studying hurricanes or other climate-related disasters may want to examine how to mitigate long-term effects on mental health, food security and housing; and teams developing new technologies, particularly ones involving AI or machine learning, have a responsibility to consider how they affect privacy, independent thought and creativity.

FSU faculty are creative thinkers with passion and drive to heighten the human experience through their work. That is a quality that makes FSU special and a key component of ASPIRE.

**WE WANT YOUR FEEDBACK!**

**Email: [aspire@fsu.edu](mailto:aspire@fsu.edu)**