



a center for the study of MOBILITY and SUSTAINABILITY

2007-2012
Strategic Plan



**FLORIDA STATE
UNIVERSITY**
The COLLEGE of BUSINESS



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The COLLEGE of BUSINESS
Florida State University
Tallahassee, FL 32306-1111

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MISSION

The Marketing Institute at the Florida State University's College of Business is a resource for the collection, analysis, and dissemination of information that improves the marketing and management of service industries and provides an experiential opportunity for students, faculty, and professional employees to develop their own skills and test new ideas and methods related to services marketing.

HISTORY

Since its creation in 1992, the Marketing Institute (then the Florida Institute for Marketing Alternative Transportation) has become a pre-eminent research unit within the College of Business. It has executed contracts with more than 20 sponsors in its 14 year history with total funding exceeding \$6 million.

The Institute has also served as an invaluable training ground for students. To date, more than 150 undergraduate and graduate students have been employed at the Institute.



The Marketing Institute was founded in 1992 as the Florida Institute for Marketing Alternative Transportation (FIMAT) – a Type 2 University Research Center housed at the College of Business at Florida State University. Initially, it was established to fill two significant gaps in transportation research and function.

First, in the early 1990s, funds for demand-side transportation planning programs became available at an ever-increasing rate. The evaluation criteria tied to these funds, however, revealed deficiencies that new market research could help address.

Second, increased application of transportation demand management strategies also revealed that the individuals charged with implementation lacked the educational background to utilize newly adopted business models. No institution in the United States was preparing business students for careers within the public transportation sector. Instead, recruitment and retention activities focused disproportionately on urban planning and engineering students.

The Florida Institute for Marketing Alternative Transportation was created with a seed grant from the Florida Department of Transportation to help address these problems.

In response to a need for institutional growth and a desire by current staff to expand their research parameters, the Marketing Institute adopted its new name and mission in 1998 and broadened its research activities to include both tourism and sports marketing. To this date, however, transportation demand management (TDM) remains the primary research and service function of the Marketing Institute.



CURRENT RESEARCH *and* INSTRUCTION

When founded, the Marketing Institute's primary focus was market research and service delivery projects that supported efforts to increase use of alternative commuting modes such as carpooling, vanpooling, public transit, and telework. In 1997, this research focus was broadened to accommodate faculty and staff interests in sports and tourism. However, to date, transportation remains the backbone of the Institute -- one of only a handful of research institutes that looks at transportation planning from a business perspective.

Understanding Transportation Demand Management

The movement of people, as with the movement of goods and services, is an integral component of the U.S. economy. The movement of people, however, is more complex, influenced by diverse behaviors, needs, and wants.

In its 14 year history, the Marketing Institute's research has focused on observing, measuring, and influencing behaviors that affect consumption of transportation services. The Institute has also been involved on the consumer level by developing services, in cooperation with its numerous sponsors, to help satisfy often overlooked needs for greater consumer choice in transportation products.

Historically, transportation research has focused on supply-side strategies that seek to move ever increasing numbers of motorists through increased capacity (e.g. roadway construction, parking, etc.). As evidenced by continued and growing concerns over traffic congestion, air quality, childhood and adult obesity, and environmental degradation, the success of supply-side transportation planning has become somewhat suspect, succeeding more often than not in moving vehicles rather than people. Rising concerns over the fiscal investment in roadway construction and maintenance (as well as the personal economics of rising fuel costs) have only exacerbated the problem.

Transportation demand management or TDM approaches transportation planning differently by examining a host of factors from the consumer's point of view – factors that influence his/her willingness and readiness to use (i.e. purchase) transportation resources that mitigate demand, improve mobility, and maximize the existing capacity.

Demand-side strategies employ a host of tools to achieve this goal. Some tools are technology-driven (i.e. traffic signalization) while most focus on expanding transportation products and service delivery options such as public transit, carpooling, biking, walking, and telework. Subsequently, transportation demand programs



must also systematically implement programs that influence and/or alter intrinsic commuter behaviors and consumption patterns.

Demand-side strategies examine land-use policies and practices that facilitate a more efficient use of the existing transportation infrastructure while maintaining and strengthening residential and commercial growth. Demand-side strategy researchers are also beginning to look at the impacts that constrained transportation supply has on American employers/ businesses and the strategies for relaxing those bottlenecks within the existing system.

Since the success of TDM relies heavily on assessing and responding to the behavior of both commuters and their employers, marketing and communications have become a cornerstone of most programs. Given the specificity of TDM within not only the transportation planning field but all career disciplines, most TDM professionals are ill-equipped to achieve their organizational goals using traditional marketing models. Many of the projects and services provided by the Marketing Institute have been intended to correct those limits.

Sponsors

Since its inception, the Institute has worked with numerous and varied sponsors and clients, representing both the public and private sector, in its endeavors to examine the consumer side of transportation economics. Financial awards to the Marketing Institute have totaled approximately \$6.4 million, attesting to the importance of transportation demand research.

The Florida Department of Transportation has been the primary sponsor of most Institute projects, contributing more than \$4.9 million to its overall operations. Joint participation agreements have been executed between both the central FDOT office as well as its various district offices which act autonomously on most activities. Table 1 provides a list of clients with whom the Institute has entered into a sponsored research agreement.

Table 1: Select Sponsor/Client Listing

- Florida Department of Transportation
- Florida Department of Transportation District 2
- Florida Department of Transportation District 3
- Florida Department of Transportation District 4
- Center for Urban Transportation Research (CUTR) Univ. of South Florida
- National Urban Transit Institute/National Center for Transit Research
- South Beach Transportation Management Association
- West Florida Regional Planning Council
- Leon County (Florida)
- Carr Smith Associates
- Cobb County Improvement District (Georgia)
- Florida Department of Community Affairs
- Sprinkle Consulting (Gainesville)
- UrbanTrans Consulting, Inc.
- Center for Transportation and the Environment (CTE) (Atlanta)
- State of Massachusetts Highway Department/MASS RIDES
- URS Corporation
- Susquehanna Regional Transportation Partnership
- Commuter Club (Atlanta)
- Perimeter Transportation Management Association (Atlanta)
- City of Knoxville (Knoxville Area Transit)
- Hartsfield Area Transportation Management Association
- Clifton Corridor Transportation Management Association

CURRENT PROJECTS/FINANCIALS

The Marketing Institute is currently under contract to four sponsors on six projects with total awarded funding of \$1,055,835. Many of these projects are multi-year contracts or renewable contracts with the Florida Department of Transportation. Table 2 summarizes these projects, including project period and sponsor. Table 3 provides a summary of pending proposals and award amount.

Table 2: Active Marketing Institute Projects & Funding Levels				
Project	Sponsor	Award Period		Award
Commuter Assistance Support 05-08	FDOT Dist. 3	10/01/2005	09/30/2008	\$ 756,000.00
Florida TDM Mktg. Support Ctr.	FDOT	06/13/2003	06/12/2006	\$ 195,000.00
Visual BACSCAP PA	Susquehanna COG	04/04/2006	03/31/2007	\$ 13,917.50
Visual BACSCAP FL	FDOT	07/01/2005	06/30/2006	\$ 40,000.00
Visual BACSCAP MA	URS Corp.	01/13/2006	12/31/2006	\$ 13,917.50
Commuter Choices Week '06	FDOT	08/16/2005	06/15/2006	\$ 37,000.00
TOTAL				\$1,055,835.00

Table 3: Proposals Pending Review or Under Development				
Project Title	Sponsor	Award Period		Award
FDOT Paratransit Evaluation	FDOT	02/01/2007	12/31/2009	\$ 420,000.00
Florida TDM Mktg. Support Ctr.	FDOT	02/01/2007	01/31/2010	\$ 215,000.00
Florida Rural Transit Branding*	FDOT	06/01/2007	05/31/2009	\$ 140,000.00
MBTA User Survey*	Mass DOT	02/01/2007	05/31/2007	\$ 40,000.00
TOTAL				\$ 815,000.00

**These two projects are in early development and contractual figures may not accurately reflect final award funding.*

CHALLENGES > OPPORTUNITIES

There is much more sponsored research activity that the Institute can and will facilitate. Conversations with current sponsors and TDM industry leaders have indicated that transportation demand management, in its most accepted parameters, may be too limiting in its range as a research function for a college of business. Further informal evaluations of faculty interests and skills indicate that a broadened vision is necessary in order to engage new faculty and student research. In turn, a set of Institute goals and objectives is being undertaken.

Strengths & Weaknesses

Step one in achieving any new goal is understanding where the Institute's strengths and weaknesses lie and how a new vision capitalizes on existing staff skills and peer/ sponsor networks. Long-term success depends on a complete understanding of our strengths that will serve as the foundation from which we will propel ourselves into the future. Planning for success also requires a long-overdue redress of weaknesses. As such, the following strengths and weaknesses have been identified.

STRENGTHS	WEAKNESSES
<p>The Marketing Institute is one of only two established business-based transportation research institutes in the United States focusing on demand-side strategies.</p> <p>The Institute is recognized by a broad and varied network of professionals in a variety of disciplines and is recognized by local, regional, and state land use agencies for review, monitoring, and compliance for land-use policies.</p> <p>Institute staff has a combined 60 years of sponsored research and customer service experience.</p> <p>Long-standing relationships with the University's Sponsored Research Office and an in depth understanding of its policies and procedures will facilitate future success.</p> <p>Well-established partnerships with existing sponsors will ensure both near-term and long-term funding.</p> <p>The Institute has an established record of cross-disciplinary research with other University colleges and other Universities within the state university system.</p> <p>The Institute successfully manages approximately \$500,000 annually in sponsored research funding with current, multi-year awards totalling more than \$1 million.</p>	<p>The Institute suffers from a lack of visibility within both the University and the College of Business.</p> <p>College of Business faculty have failed to take advantaged of the research opportunities afforded by the Marketing Institute.</p> <p>Current contract obligations restrict staff's ability to pursue additional sponsored research activities more commensurate with faculty and student interests.</p> <p>Lack of funds inhibits the Institute's ability to retain skilled employees and attract the level of new staff expertise necessary for growth.</p> <p>The Institute's scope of research has become too restrictive.</p> <p>The College of Business' various curriculums do not adequately reflect the type of sponsored activities the Institute undertakes.</p> <p>Too few student internships and fellowships are allowable under the Institute's current contracts.</p> <p>Private corporate and foundation sponsorships of research activities represent a disproportionately small level of historical funding.</p>

A NEW VISION

As part of the College of Business' new strategic vision and effort to heighten the visibility and credibility of its institutes and centers, the Marketing Institute intends to re-energize itself and its research objectives through a natural extension of the research that helped it build and maintain its reputation. This new vision will focus on mobility and sustainability (both environmental and economic) – two fields of study that herald even greater research opportunities for College of Business faculty and students.

The mobility of our citizens is critical to the financial health and prosperity of our nation. Regrettably, the limits of existing mobilization efforts have been seen in the prelude and tragic wake of both natural and human-made disasters. These same events trigger a ripple effect in the U.S. economy – impacting business continuity, product movement, and consumer pricing.

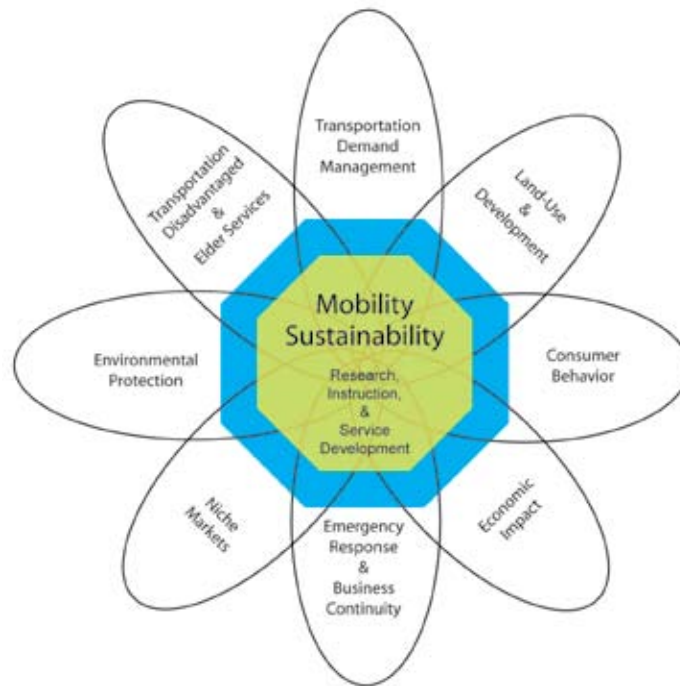
Traditional mobility approaches have also neglected or failed to penetrate into some populations such as the transportation disadvantaged, mitigating their potential as an important consumer segment. The ability of employers and business to overcome such barriers in the recruitment and retention of both employees and customers also needs to be addressed.

Accepting that these barriers exist, the fundamental challenge now becomes how to increase mobility while sustaining a community's economic and environmental health. How do we develop transportation products and services that facilitate increased mobility demands without depleting natural resources? How do we package transportation services in a way that influences and motivates consumer use? How do we, as a nation, rethink land-use patterns that minimize urban sprawl while maintaining economic growth?

These are the research fundamentals of demand-side strategies and the foundation upon which the Institute will build an ever increasing body of work.

This renewed research focus will succeed by capitalizing on gaps in research and instruction from a demand-side or consumer perspective. It will also position the Institute as the only research center in the country examining the areas of mobility and sustainability from an economic and business perspective. Rather than limiting research opportunities for

Figure 1: the Marketing Institute's Proposed Research Coordination Diagram



Research, instruction, and service development will serve as the center of the Marketing Institute's operations. From this central premise, research and instructional opportunities will expand outward with activity in one discipline or field triggering new opportunities in another.

faculty and students, the functional hub of the Institute will serve as a springboard for new research pursuits (Figure 1). For example, a natural progression from mobility to medicine is both possible and probable using research and instruction from one segment to support another.

The need for business-related instructional support has also grown significantly within these disciplines. New benchmarking and evaluation criteria require familiarity with business models not historically associated with the planning and engineering functions within these disciplines.

Such instruction occurs on two levels. First, the Institute and the College of Business have an opportunity to prepare students for often overlooked career opportunities through internships that put premise into practice. Second, existing professionals

within these fields require ongoing professional development as the way we perceive and respond to our environment changes in the wake of economic, social, and natural realities.

The following pages summarize both the research and instructional goals and objectives the Marketing Institute will undertake during the next five years. Operational considerations such as staffing, facilities, and increasing the Marketing Institute's visibility are also provided.

GOALS *and* OBJECTIVES

Goal 1 -- RESEARCH -- Strengthen the Marketing Institute as a national leader in business-related transportation demand management research and use this position to expand into broader research areas of mobility, sustainability, and related fields of study.

The Marketing Institute's primary research activities have, to this date, been related to the study and marketing of transportation demand management services. Although these activities have lifted the Institute to a level of authority within the field, this specific research focus, despite its diversity, has, at times, limited the Institute's research pursuits. Furthermore, it has not adequately reflected the diverse interests and expertise of College of Business faculty and students.

Mobility and sustainability are proper extensions of the Institute's current body of work. Our new research vision also maintains a respect for the work we have completed and the sponsors that have supported our longevity and growth. TDM will, by default, remain the cornerstone of our research interests, but a new vision provides a springboard into a more varied research arenas.

The success of our research also rests on the ability of the Institute to identify and pursue new research opportunities, but such success is also contingent upon the willingness of faculty and graduate students to participate and partner with the Institute in such endeavors.

Objective 1.a: Increase sponsored research activity, emphasizing mobility and sustainability. In order to remain relevant, the Institute must pursue new research opportunities that benefit the College of Business faculty and students as well as the greater University community. Mobility and sustainability portend great opportunities for the College's various departments while providing an elastic framework that can facilitate even greater research interests.

Objective 1.b: Strengthen the Institute's current body of sponsored research activities as we build new research paths and partnerships. The Marketing Institute was founded on a solid research premise, initiated and supported by long-standing partnerships. We must solidify this support by continuing to provide quality service in the field of transportation demand management. The strength of these partnerships will in turn lead to new opportunities tethered in principle to the Institute's mission.

Objective 1.c: Expand the Institute's body of research in land-use. Florida's four-decade old population boom has initiated unprecedented economic growth for the state. This growth has dramatically changed the state's physical landscape, raising concerns about the sustainability of our natural and built environments. It is also unclear if these built environments influence mobility patterns or if the reverse is true. We will seek to capitalize on the interest of the Real Estate department as well as the Department of Urban and Regional Planning in research to address these dilemmas.

GOALS *and* OBJECTIVES

Goal 1 -- Research (cont.)

Objective 1.d: Seek funds to research the impacts of disaster management mobilization strategies. Tragic events in the U.S. in the last five years have fostered greater awareness of mobility as an integral component of disaster management. As a hotbed for hurricane activity, Florida businesses suffer operational continuity problems in both preparedness and aftermath due to customer and employee dislocation. We will seek new partnerships to research these impacts and methods for mitigating their severity.

Objective 1.e: Facilitate greater research of mobility barriers. Transportation obstacles impact the social and economic integration of an estimated 3.2 million Florida residents. We will seek funds to explore the needs of these transportation disadvantaged citizens, whether medically or economically influenced, and how their economic power is either facilitated or restricted. As Florida's and the nation's elderly population continues to grow, this research function will become more and more important, leading to greater information needs of governments as well as the medical and insurance communities.

Objective 1.f: Foster private sector partnerships and investment in research. The majority of the Institute's research funds have come from public entities. Although such funding sources will sustain and even facilitate the Institute's research objectives, private corporate and foundation funds will be sought to bridge gaps.

Objective 1.g: Participate in the research and development of new software and hardware products. Using in-house expertise and experience, the Institute will seek our partnering opportunities to continued development and refinement of new technologies such as GIS modeling that facilitate ever-faster delivery of mobility services.

Objective 1.h: Seek designation as a Type 1 research center. The Marketing Institute is currently categorized as a Type 3 research center. Such designation limits operational growth by restricting staff activity to specific contractual agreements. A Type 1 center provides a dedicated revenue source, allowing select Institute staff to focus exclusively on research and development efforts.

Objective 1.i: Facilitate research opportunities for faculty. Although the Institute's new vision accommodates a host of research opportunities, many faculty will seek research outside our scope. In such cases, the Institute will provide guidance and assistance, capitalizing on its 13 year relationship with Sponsored Research Services.

GOALS *and* OBJECTIVES

Goal 2 -- INSTRUCTION -- The Marketing Institute will work closely with the College of Business to become a pre-eminent source of business-oriented scholarship and training for undergraduate and graduate students as well as a source for continued professional development.

The Marketing Institute values instruction as much as it values research. The projects we undertake provide unique opportunities for business scholarship on many levels. We take great pride in the opportunities afforded the approximately 150 students who have contributed to the research and service the Marketing Institute has conducted in its 13 year history.

Our ongoing participation and leadership in professional development has established trust in the services we provide, and we will continue to make scholarship a key component of our mission as we branch into new territory.

Objective 2.a: Facilitate student scholarship and employment. The Institute will work to establish internal and external internship programs for both undergraduate and graduate business students through sponsored research agreements. We will help build career paths for students and seek opportunities that provide them with real world practice and application.

Objective 2.b: Facilitate professional development. The Institute will continue to build on a tradition of providing instructional support to agencies and individual professionals within industries benefiting and impacted by the Institute's sponsored research projects (e.g. CPD, AICP, PE, etc.).

Objective 2.c: Add transportation marketing class to curriculum. In order to truly integrate and elevate the value of our research, the Institute will work with College of Business departments to create a class exposing students to often overlooked career options.

Objective 2.d: Launch distance learning opportunities. In support of undergraduate, graduate, and professional development study, the Institute will seek new methods and funds for distance learning, building from an already established body of work and using the expertise of the College's faculty.

Objective 2.e: Diversify graduate education. We will contribute to the diversity of the student body by recruiting non-business professionals to the College of Business' graduate programs, elevating both the student's and the College's marketability.

GOALS *and* OBJECTIVES

Goal 3 -- SERVICE -- the Marketing Institute will strive to provide the highest quality of service by providing relevant, credible, ethical, and beneficial research and instruction.

The Marketing Institute does not undertake research for research's sake or for financial gain alone. We must focus on research that yield greater efficiencies for the state and nation. We must focus on the best approach using the proper motivations.

The quality of service provided by the Institute and its staff will reflect on the credibility of the College of Business and the University. We strive to continue to reflect positively on our peers and supporters.

Objective 3.a: Contribute to the quality of life for Florida's citizens. The research and instruction undertaken by the Marketing Institute should contribute to the betterment of Florida's citizens and the ability of both business and government to respond to their needs.

Objective 3.b: Enhance the abilities and potential of the public and private sectors. Business and government must, from time to time, re-evaluate their relationship to and understanding of their consumers. We will seek research that facilitates this understanding and positions them for more efficient delivery of services and decision making.

Objective 3.c: Combine premise and practice. The Institute will study research applications by serving as a laboratory through which products and services can be tested. Only when we deliver and experience services from either the client or consumer's perspective can we truly estimate the value of the work we do.

Objective 3.d: Improve operational efficiency. The Marketing Institute must maintain the strength of its relationships with internal University departments, primarily Sponsored Research Services. However, we will seek ways to increase the efficiency of contract execution as well as purchasing and human resource management. A lack of efficiency in these areas inhibits our ability to attract new clients and impedes the delivery of services.

GOALS *and* OBJECTIVES

Goal 4 -- COMMUNITY -- The Marketing Institute will strengthen its role and contributions within the College, the University and the broader research community.

“ The aim (of education) must be the training of independently acting and thinking individuals who, however, can see in the service to the community their highest life achievement. “

Albert Einstein

Objective 4.a: Strengthen the prominence of the College of Business and the University.

The Marketing Institute will contribute to and honor the University’s status as a national research institution by becoming the leading research unit within the College of Business. We will build upon our existing research while pursuing prominent and relevant projects for faculty and students.

Objective 4.b: Uphold the values of the College of Business. In all undertakings, the Institute will abide by and promote the principles and goals of the College of Business.

Objective 4.c: Strive for excellence. The Institute will seek ways in which the Marketing Institute can facilitate and support the University’s *Pathways to Excellence* Initiative

Objective 4.d: Facilitate cross-disciplinary partnerships. The Institute will identify partners within the College and greater university community to engage in cross-disciplinary research and instruction. Targeted units include the Department of Urban and Regional Planning, the College of Communications, and the Medical School.

GOALS *and* OBJECTIVES

Goal 5 -- Visibility -- The Marketing Institute will increase its visibility through a series of actions to attract new research and instructional partners.

The Marketing Institute must do a better job of marketing itself. Vision and opportunity are benign words without efforts to turn them into action.

To truly maximize visibility for the Institute, we will take several actions, both internally and externally, that heighten the Institute brand.

Objective 5.a: Enhance/strengthen Institute leadership. Leadership does not necessarily spring from one individual. It can also be established by the example set by a dedicated team of persons, dedicated to a shared purpose. The Institute will seek to establish itself as a research leader with all staff taking its cues from the example set by its Director. This leadership will usher in a new era of heightened visibility for the Institute.

Objective 5.b: Rebrand the Institute. As we look forward, others will be looking at us. To reflect a renewed spirit of opportunity and an expanded research scope, the Institute will undertake a new branding campaign, focusing on both print and digital collateral.

Objective 5.c: Redesign the Institute's web site. In an effort to facilitate greater information delivery and exchange, the Institute will redesign its web site. This site will not only relay important information about important Institute actions, it will also serve as a clearinghouse for research and instruction.

Objective 5.d: Membership on Executive Committee. For too long, the Marketing Institute has not promoted itself internally. This will change as we reach out to Department Chairs and faculty and seek a seat on the College of Business Executive Committee.

Objective 5.e: Increase regional and national meeting participation. Travel funds will be established within all executed contracts to allow Institute staff professional development opportunities and a process for disseminating Institute information as both a service and a sales opportunity.

NEW PATHS = NEW PARTNERS

Revised research objectives necessitate a strengthening of existing partnerships even as we develop new ones. As they reach to attain new goals and benefits, our sponsors routinely seek new and innovative research applications. We must capitalize on those opportunities, but new partners must be found to fund many of the research goals and objectives outlined in the preceding pages.

Tables 4 summarizes a list of targeted sponsors. It includes both current sponsors whose research needs continue to grow and agencies whose aspirations are consistent with our own. These sponsors represent potential that has gone untapped.

Table 4: Potential Sponsors
<ul style="list-style-type: none"> FL Department of Transportation U.S. Department of Transportation Federal Highway Administration FL Commission for the Transportation Disadvantaged FL Department of Community Affairs Department of Homeland Security National Science Foundation/Transportation Research Board FL Department of Environmental Protection FL Agency for Health Care Administration U.S. Environmental Protection Agency National Institutes of Health FL Department of Health Center for Transportation and the Environment Private Foundations and Corporations Florida League of Cities/Counties Regional Planning Commissions
Affiliates
<ul style="list-style-type: none"> American Public Transit Association Association for Commuter Transportation FSU Department of Urban and Regional Planning FSU College of Communications FSU College of Engineering FSU School of Nursing American Planning Association Marketing/Engineering/Planning Consultants (URS, Parsons Brinckerhoff, UrbanTrans, etc.) Private Developers Center for Transportation and the Environment

OPERATIONAL ASSETS *and* NEEDS

In order to function efficiently the institute must assess its operational assets and deficiencies. Staffing, facilities, and technology are the three key areas of function for the Institute, and each will undergo routine evaluation to assess any need for improvement necessitated by sponsored research activity.

Staffing

Marketing Institute staff currently consists of 5 full-time positions (one position is currently vacant) and 2 OPS student hires. This staff has more than 60 years of experience in proposal development, contract management, research, and instruction. Other key skills represented by our staff include strong customer service, publication design, branding, and public relations.

Appropriate staffing is a fundamental step as we venture into new research territory, and the diversity of skills they possess will bode well for the future.

Still, certain problems do exist and must be overcome. In order to address these problems, we must:

- enforce all University human resource policies and procedures;
- instill a sense of professionalism among staff in both conduct and appearance;
- reduce turnover among key Institute personnel;
- conduct routine performance evaluations to ensure that proper staff and skill sets are assigned to project needs;
- facilitate continued professional development for staff;
- recruit the most qualified individuals by offering competitive salaries and benefits;
- balance Institute goals and objectives with project-specific employment;
- provide training to ensure that Institute staff is capable of operating the most up to date software;
- *and* reconfigure FTE distribution so that staff can focus on and perfect specific tasks.

[NOTE: A strategic review of position funding and staff performance is currently being undertaken. It is anticipated that a request to review all position descriptions will be undertaken, and new staffing strategies will be proposed to current contract sponsors.]

OPERATIONAL ASSETS *and* NEEDS

(cont.)

Facilities

Marketing Institute staff currently occupy approximately 860 ft² in two separate, unconnected rooms within the Rovetta Business Building B. Given that growth will occur as part of this strategic plan's implementation, facilities will become more important.

Immediately, the Institute proposes to consolidate operations into one contiguous office of approximately 1000 ft². This staff consolidation will improve project management for principal investigators and build greater teamwork.

We also plan to refurbish office equipment such as desks and chairs for Institute staff in order to improve employee morale while providing private accommodations for the Director and Assistant Director.

The challenge in implementing these changes is funding. Our contracts do not allow for purchase of space and/or furniture. Such expenditures must come from existing PI and SRAD residual accounts or from E&G funds of the College.

Technology

Remaining competitive means that the Institute and its staff must have access to the best technology and training. Furthermore, provision of technological services are an important selling point in proposal development.

The Institute will implement a regular rotation of desktop computers and incorporate accommodations within new projects for the purchase of the most current and advanced software. PI and SRAD residual accounts will also be used for this task.

The Institute will also appoint a key person to work with the Technology Center to implement new software and hardware needs.

Finances

As of October 2006, the Institute's current contractual obligations and agreements total \$1.1 million, representing projects through 2008. An estimated \$120,000 is reserved in a PI-based research and development account -- funds that will be used to assist in the tasks outlined in this plan.

Annual Institute funding (excluding PI residuals) for the past 5 years has averaged between \$450,000 and \$500,000. Due to ongoing contract negotiations resulting in multi-year contracts and provisions for the Institute within long-term work plans of its sponsors, we anticipate that our minimum annual funding will remain at that threshold. However, as a consequence of seeking new funding opportunities, we estimate a 15% increase in average annual funding at the end of this five year cycle.

It should be noted that the Institute receives no dedicated funding from either the University or the State of Florida. Therefore, all operational funds are tied to sponsored activities which are impacted and driven by innumerable factors. Although we will be seeking methods for receipt of fixed funds, our operations will undoubtedly be driven by contractual obligations first while working with our sponsors to develop new funding sources.

Existing research and development funds will be dedicated to this purpose as we recruit new staff to function in cross-disciplinary capacities.

KEY INDICATORS & CONCLUDING REMARKS

The Marketing Institute's previous 14 years bode well for its next five. Changes in the way individuals and organizations view personal mobility within the context of both economic and environmental sustainability are sure to evolve, especially as the U.S. population exceeds the 300 million threshold.

The Marketing Institute and the College of Business can be key contributors to educating and facilitating those views through its research and instructional goals. And the Institute's partners, both old and new, are poised to assist in that endeavor.

Growth and diversity will be the two guiding principles against which the Institute will operate in the next five years. We anticipate that our current funding level will be maintained, assuring significant sponsored research activity within the College of Business.

Although many accomplishments will attest to the Institute's vitality, there are some key factors that will highlight its progress. These will include:

- increased sponsored research funding by 10%;
- establishment of at least two graduate student internships, tied specifically to sponsored research activity;
- formalized submission of papers to annual workshops/conferences (ACT, APTA, APA, etc.) and participation by Institute staff and College of Business faculty;
- partnering on at least two regional and national conferences annually to highlight Institute research and instructional achievements and provide instructional support;
- expanded research pursuits by acquiring sponsored research funding in at least two research areas noted within "Goals: Research;"
- creation of distance learning modules as part of pending projects with the FDOT;
- inclusion of public transportation marketing course and/or module within the College of Business curriculum;
- *and* launch of a new public information campaign to promote the Institute and the College of Business through creation and distribution of new communications materials.

All accomplishments of the Institute will be communicated to the Dean of the College of Business as well as faculty, staff, and students. Only when our contributions to the University and College community are noted can we establish the buy-in and reliability to hasten our future success.