Charge to the Strategic Planning Steering Committee

The Strategic Planning Steering Committee should guide the development of a plan that should recommend several institutional-level goals and associated objectives, and between six and ten actions (tasks or projects) that the College will complete during the next five years to achieve or advance the identified objectives. The Committee should advise the President from time to time of its progress, particularly prior to major decision points. The aim is to present a plan or critical elements of a plan to the President before the end of the 2015-16 academic year.

The plan should build on existing strengths of the College while taking into account the imperatives to increase visibility of ESF nationally, to differentiate ESF from its competitors, and to attract new investors through an inspiring vision. Sources for the Committee to consider include, but are not limited to, the existing draft documents from May and September 2015, the collected materials gathered over the past year, the President’s Inaugural (September 2014), The Power of SUNY system-level strategic plan and the priorities of the current SUNY Excels initiative, the ESF Vision 2020 strategic plan, and the Middle States re-accreditation process.

I ask that the Committee pursue the overall interests of ESF at the College level, painting an inspiring vision of our future grounded in the excellence of the present and traditions of the past. The plan should be concise and focused; perhaps no more than 30 pages in length, and establish a bold, forward-looking direction for the College. Longer, more extensive documentation can, of course, be made available through our website. The Committee is charged with representing ESF as a whole.
As has been the case in planning so far, milestones along the way should be posted to the strategic planning website so as to be widely available.

Meetings should be announced and open to observers. I also encourage you to use an external facilitator for your work. Names of facilitators are available from SUNY.

Strategic planning should not be confounded with the immediate work of closing of our budget gap, even though it has clear and great implications for the College’s long-term financial well-being. Thus, while you are advancing the plan, I will with Executive Cabinet continue to focus on balancing the budget and identifying new sources of revenues for the college through SUNY and other state and federal sources, foundation and corporate philanthropy, individual philanthropy, creation of auxiliary services, an increase in out-of-state tuition revenue, as well as additional cost efficiencies and transitions to more cost-favorable sources for services. Having said that, I will make myself available to you as we mutually work to finalize the Strategic Plan as an additional very important tool to advance the College.

I have one goal, which I know is shared by our entire community: the continued excellence and success of ESF. Ultimately, this is the primary goal of a strategic plan, too.