Proposed SUNY Budget for 2001-2002
GOOD NEWS
Solution to teaching hospital problem
2000/2001 pay bill payroll costs to be covered

BAD NEWS
No new program $ except through $11.0M in enrollment growth projections
2001/ 2002
SUNY
Executive Budget

2000/ 2001 Adjusted Based $1,761.8M ($1,090.0M State Tax Support Plus $671.8M university Income)
Lump Sum Addition $55.2M
Collective Bargaining
Inflation
Full Time Faculty Additions
Deletions -$8.1M
Optometry Rental Agreement -$5.3M
Removal of Legislative Items

2001/ 2002 Net Additions $41.8M
2001/ 2002 Executive Budget $1,803.6M (2.4% Increase)
Other Budget Issues:

Hospital Funding Realignment

SUNY core operating budget no longer to rely on $116.2M payment from hospitals
State tax dollars would support hospital payment
Changes to core operating base of $1,761.8
  Increase State Tax Support from $973.8M to $1,090M
  Reduction in SUNY Income from $788.0M to $671.8M

Hold Undergraduate Tuitions at Current Levels

Increased Enrollment Growth of 3,600 FTE
  Generation of $12.5M in additional tuition revenue
Good News for ESF
The Chronicle of Higher Education
November 17, 2000
“Are Students Actually Learning?”

National Survey of Student Engagement

- $3.3M project involving 276 institutions
- funded by the Pew Charitable Trust
- purpose of the survey:
  reveal whether the institutions surveyed
  were using their resources to provide
  deep meaningful experiences in five
  “national benchmarks of effective
  educational practices”
George Kuh (director of the survey) stated,

“There are some really hidden jewels out there.”
ESF was only one of three institutions listed under Doctoral-Intensive Universities cited as an institution “which students perform at a very high level on one or more of the benchmarks.”

Miami University
Pepperdine University
SUNY ESF
Recognition Dinner Honoring Research in Science and Medicine

The State University of New York and The Research Foundation Board of Directors

Recognition Dinner Honoring Research in Science and Medicine

Monday, January 22, 2001

State University Plaza Albany, NY
Local research scientists honored

MARK WEINER
ENVIRONMENT WRITER

Four Central New York professors are among 21 of the top research scientists within the State University of New York system. SUNY Chancellor Robert L. King honored the scientists Monday night at a dinner in Albany—the first chancellor's recognition dinner to honor research in science and medicine.

The local honorees were James Hassett and Robert M. Silberstein of the SUNY College of Environmental Science and Forestry in Syracuse, Paul Stewart of State University College at Oswego and Ruth Weinstock of Upstate Medical University.

One reason for the dinner was to draw attention to King's recently announced goal to double the amount of sponsored research conducted by SUNY scientists. King wants to raise the total to $1 billion per year within five years.

Likewise, Cornelius B. Murphy Jr., the new president of SUNY was impressed by his words.

Research Recognition Honorees

Dr. Randall L. Barbour
SUNY Downstate Medical Center

Dr. Thomas Belfinger
University at Stony Brook

Dr. Lance F. Bosari
University at Albany

Dr. James M. Hassett
College of Environmental Science and Forestry

Dr. Barbara Jaczek
University at Stony Brook

Dr. Timothy L. Lande
University at Albany

Dr. Sorge Largi
University at Stony Brook

Dr. Ronald Miles
Binghamton University

Dr. Robert M. Silberstein
College of Environmental Science and Forestry

Dr. William H. Swanson
State College of Optometry

Dr. Taiher Zandi
College at Plattsburgh

Dr. Henri Begleiter
SUNY Downstate Medical Center

Dr. Christina L. Blockbaum
University at Buffalo

Dr. Lawrence A. Fialkow
SUNY at New Paltz

Dr. Bruce A. Holm
University at Buffalo

Dr. Joel Jaffe
Upstate Medical University

Dr. M. Cristina Leske
University at Stony Brook

Dr. Gail Mandel
University at Stony Brook

Dr. Omowumi Salik
Binghamton University

Dr. Paul Stewart
College at Oswego

Dr. Ruth Weinstock
Upstate Medical University

Dr. Taiher Zandi
College at Plattsburgh
WINTER 2000
Environmental Grantmakers Association
news & updates

College & University Programs
Here is a list of some of the most prominent organizations working on U.S. college campuses for environmental and social justice.

Bard College CECUS (NY)
Cornell University CUSE (NY)
University of Colorado Boulder
- Environmental Center's Earth Day event
- CU Recycling Department crosses student-run recycling facility on a college campus
- Alternative Transportation
- Environmental Studies Club
- Wilderness Study Group
- Snark (unofficial Earth Day group)
- Go-To Housing

Fort Lewis College Environmental Center (CO)

Pacific Lutheran University EDS
center (WA)
Stanford University EAWS (CA)
SUAP College of Environmental Science and Forestry (NY)
Swarthmore College Earth Day (PA)
University of North Carolina Asheville

University of North Carolina Charlotte (NC)
University of Buffalo Environmental Network (NY)
University of California Santa Barbara Environmental Board
University of Georgia Students for Environmental Awareness
University of Kentucky Green Thumb
University of Iowa Terra Firma
University of Washington Green
University of Wisconsin Madison Earth Day
Virginia Tech Taking Responsibility for the Earth and the Environment
West College Earth Day (CO)
Western Washington University AS Environmental Center
Asian Students Association (5 or companies around the country)
2001
State of the State
Governor George E. Pataki
Brownfields

“I will submit a package of initiatives to give State tax credits for brownfields redevelopment, particularly for large brownfields, and to give local assistance for redevelopment.”

“Every acre of contaminated land in our cities and towns represents lost jobs, unrealized tax dollars, and unfulfilled possibilities.”
Linking High Tech Economic Development with Our World-Class University System to Create Partnerships for Economic Progress

“I will propose a new, one billion dollar high tech initiative to fund this research, working in collaboration with leading businesses and universities.”

“Over the next few months, I will announce the creation of as many as six research facilities called STAR Centers.”
Quality Communities Initiative

“As part of the Quality Communities initiative to revitalize our Main Streets and protect open spaces.”

Headed up by Lieutenant Governor
Mary Donohue
DARING TO DREAM

Thinking and Acting Strategically
Key Constituencies Conceptual Model

College Community
- Academic Council
- Alumni
- Board of Trustees
- Classified Staff
- College Foundation
- Faculty/Faculty Governance
- Graduate Assistants
- Professional Staff
- Research Assistants
- Undergraduate and Graduate Student Associations

Full Cabinet

Strategic Planning Team

“Customers” Collaborators • Stakeholders
- Accrediting Bodies
- Business Community
- Citizenry
- Community Organizations
- Donors
- Employers
- ESPRA
- Feeder Institutions
- (High Schools/transfer Colleges)
- Local, State, Elected Officials
- Local, State, and Federal Governments
- Parents/Families
- Professional/Programs
- Advisory Boards
- President’s Council
- Scholarly Community
- SPPF
- SU
- SUNY System Administration
- SUNY Trustees
- University Hill Corporation

Daring to Dream
Action Coincident with Planning (Examples)

2001  
Strategic Planning Process and Events

Middle States Accreditation  
SUNY Mission Review  
Accreditations: SAF, ABET, ASLA

Organizational Learning and Change  
Quality Improvement Initiatives  
Program Requirements

2020
A Conceptual View of the Process

- **Organize**
  - Commitment
  - Process
  - Planning/Team Roles
  - Assignments

- **Take Stock**
  - History
  - Present
  - Mission and Values
  - Opportunities/Threats
  - Strengths/Weaknesses
  - Critical Issues

- **Vision and Strategy**
  - Alternatives
  - Vision for the Future
  - Strategy Mix
  - Initiatives
  - Needs

- **Create Plan**
  - Format
  - Drafts/Reviews
  - Presentation
  - Revision
  - Adoption

- **Implementation**
  - Education/Distribution
  - Execution Strategy
  - Strategic Management and Decision-making
  - Monitor
  - Corrective Action
  - Update

**Continual Review and Assessment**
### Projected Timeline

#### 2000

<table>
<thead>
<tr>
<th>November</th>
<th>December</th>
<th>January</th>
<th>February</th>
<th>March</th>
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<th>November</th>
<th>December</th>
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</thead>
<tbody>
<tr>
<td>Strategic Planning</td>
<td>Executive cabinet presentation</td>
<td>Board of trustees presentation</td>
<td>Finalization of strategic plan</td>
<td>Process begins</td>
<td>Taking Stock</td>
<td>Define the Future</td>
<td>Create the Plan</td>
<td>Implementation Strategy</td>
<td>Putting the Vision Together</td>
<td>Preparation of first draft</td>
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<tr>
<td>Cabinet presentation</td>
<td>Faculty meeting presentation</td>
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#### 2001

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<th>January</th>
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<th>November</th>
<th>December</th>
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<tbody>
<tr>
<td>Draft to board of trustees</td>
<td>Campus-wide distribution and preservation of draft</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Finalize plan</td>
<td></td>
<td>Board of trustees final plan</td>
<td>Public distribution</td>
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#### 2002

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<th>September</th>
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<tbody>
<tr>
<td>Milestone Celebration</td>
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</tbody>
</table>
# Key Constituencies

**Participant • Representative • Contact**

## Strategic Planning Team

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Position</th>
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</thead>
<tbody>
<tr>
<td>Neil Murphy</td>
<td>President</td>
</tr>
<tr>
<td>Bill Tully</td>
<td>Provost/Vice President for Academic Affairs</td>
</tr>
<tr>
<td>Jim Heffernan</td>
<td>Vice President for Student Affairs and Educational Services</td>
</tr>
<tr>
<td>Connie Webb</td>
<td>Vice President for Administration</td>
</tr>
<tr>
<td>Maureen Fellows</td>
<td>Director of Information Technology and Institutional Planning</td>
</tr>
<tr>
<td>Julie Rawls</td>
<td>Strategic Planning Consultant &amp; Facilitator</td>
</tr>
<tr>
<td>Chuck Spuches</td>
<td>Strategic Planning Consultant &amp; Facilitator</td>
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## College Community

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Position</th>
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<tbody>
<tr>
<td>Academic Council</td>
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<tr>
<td>Alumni</td>
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<td>Board of Trustees</td>
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<td>Classified Staff</td>
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<td>College Foundation</td>
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<td>Faculty/Faculty Governance</td>
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<tr>
<td>Graduate Assistants</td>
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<td>Professional Staff</td>
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<tr>
<td>Research Assistants</td>
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<tr>
<td>Students</td>
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</table>

## Customers • Collaborators • Stakeholders

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Position</th>
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<tbody>
<tr>
<td>Accrediting Bodies</td>
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<td>Business Community</td>
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<td>Citizenry</td>
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<tr>
<td>Community Organizations</td>
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<td>Donors</td>
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<td>Employers</td>
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<td>ESPRA</td>
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<tr>
<td>Feeder Institutions</td>
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<td>Local, State, Elected Officials</td>
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<tr>
<td>Local, State &amp; Federal Governments</td>
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<tr>
<td>Parents/Families</td>
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<tr>
<td>President's Council</td>
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<tr>
<td>Professional/Program Advisory Board</td>
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<tr>
<td>Scholarly Community</td>
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<td>SPPF</td>
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<td>SU</td>
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<tr>
<td>SUNY System Administration</td>
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<tr>
<td>SUNY Trustees</td>
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<tr>
<td>University Hill Corporation</td>
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</tbody>
</table>

## Full Cabinet

<table>
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<td>Vice President for Student Affairs and Educational Services</td>
</tr>
<tr>
<td>Connie Webb</td>
<td>Vice President for Administration</td>
</tr>
<tr>
<td>Bob Frey</td>
<td>Dean of Instructional and Graduate Studies</td>
</tr>
<tr>
<td>Ed White</td>
<td>Dean/Director of Forestry Research &amp; Development</td>
</tr>
<tr>
<td>Susan Sanford</td>
<td>Director of Admissions/inter-Institutional Relations</td>
</tr>
<tr>
<td>Maureen Fellows</td>
<td>Director of Information Technology and Institutional Planning</td>
</tr>
<tr>
<td>Mark Fennessy</td>
<td>Director of Business Affairs</td>
</tr>
<tr>
<td>Elaine Irvin</td>
<td>Director of Personnel</td>
</tr>
<tr>
<td>Jeri Lynn Smith</td>
<td>Director of New and Publications</td>
</tr>
<tr>
<td>Brenda Greenfield</td>
<td>Assistant to President for Development</td>
</tr>
<tr>
<td>Lucy Popkess</td>
<td>Assistant to President</td>
</tr>
</tbody>
</table>
Visibility Initiatives
YES! SU Students Can Take Classes at ESF

A course from ESF will broaden your experience and enhance your major. Just look at some of our 300 course offerings:

- Art Through Scientific Eyes
- Global Environment
- Tropical Ecology
  (a spring break field trip!)
- Land and Culture: Native American Perspectives
- Geographic Information Systems
- Government and the Environment
- Environmental Chemistry
- Economics of Wood-Using Industries
- Mass Media and Environmental Affairs
- Psychology of Leisure Behavior
- Women in Scientific and Environmental Professions
- Construction Contracts and Specifications
- Ethnobiology
- Marine Science
- Perspectives on the Environment

If you need to drop/add, take a look at ESF.
See your academic advisor to register.

SUNY College of Environmental Science and Forestry
www.esf.edu
The Eagle News

Great jobs exist in the fields of science, engineering, design, policy and management of natural resources.

One of them can be yours.

For more information and to arrange a campus visit, call Office of Undergraduate Admissions
Toll-free at 1-800-777-7373 or 315-470-6600 • E-mail us at esfinfo@esf.edu

SUNY College of Environmental Science and Forestry
Syracuse, N.Y. www.esf.edu
The Legislative Gazette

SUNY-ESF
Proud to Call Syracuse ‘Home’

Since its founding in 1911, ESF has worked with individuals, community groups, businesses and government to explore and enrich our parks, our neighborhoods, our schools and our economy. And, information gathered by college scientists from these efforts has been used to better the quality of life in cities all over the world.

SUNY College of Environmental Science and Forestry
Improving our environment for more than 90 years

www.esf.edu
Syracuse New Times

SUNY-ESF
In YOUR environment for more than 80 years!

ESF is the premier college in the U.S. focusing on the science, design, engineering, policy, and management of natural resources and the environment.

College of Environmental Science and Forestry  www.esf.edu
Recruitment Push for Fall 2001
## Where do we need to be?

### Fall 2001 Undergraduate Enrollment Targets

<table>
<thead>
<tr>
<th></th>
<th>Freshmen</th>
<th>Transfer</th>
<th>TOTAL</th>
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<td>EFB</td>
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<td>CHE</td>
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<td>FRM</td>
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<td>DUAL</td>
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<td>ES</td>
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<td>LA</td>
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<td>ERFEG</td>
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<td>PSE</td>
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<td>FT</td>
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<tr>
<td>Undeclared</td>
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<tr>
<td>TOTAL</td>
<td>195</td>
<td>250</td>
<td>445</td>
</tr>
</tbody>
</table>
- SUNY Application Processing
  - Backlog gone
  - Data turn around 48 hours
  - Credentials receipt 4-5 days
Admissions Decision Process

- Encourage applicant to submit credentials: “Ready for review”
- “Ready” to routine decision 1-3 days
- “Ready” to special decision 3-5 days
- Conversion from mainframe to client server: Kudos to ADP!
- Development of Articulation Guidelines including Gen Ed with Faculty assistance

Financial Aid Award Process

- John View will outline
Housing Application Process

- Supporting information prepared by February 21 (application process, promotion freshmen options in existing and new learning communities and new randomization, penalties associated with new housing caps & deadlines)
- First round applications out March 1 (SU publication dependant)
- Enclosed with acceptance package as decisions made after March 1
- Freshman response deadline by May 15; transfers by June 15
On-Campus Accepted Student Receptions (ASR’s)

- Campus-wide effort (hosted by faculty, students, SAES staff & SU Staff)
  - Saturday, March 24 (compressed 2 weekday sessions to increase attendance)
  - Friday, April 6 (just before high school break)
  - “Last Chance” Saturday, April 28 (dual track with 2002-2004 Prospective Student Open House)
Regional Accepted Student Receptions

- Hosted by Admissions staff, local alumni, current students (if available)
- Mini version of on-campus ASR
  - Long Island Marriott, March 13
  - Manhattan Southgate Towers, March 16
  - Albany Holiday Inn, March 21
  - Buffalo Marriott, April 4
Department-to-Accepted Student Connections

- Correspondence from Chair/Curriculum Coordinator (e-mail not yet available)
- Phone contacts from Faculty, grad. students and undergraduate students
- “Awards” (e.g. ERFEG book)
- Message (to be scripted):
  - Personal connection with accepted students
  - Create excitement for program of study and ESF
  - Encourage attendance at ASR or individual visit before final decision
  - Stress importance of quick response for on-campus housing applications
  - Review Orientation/Registration process (allay concerns of course close-outs, etc.)
  - Refer to others for questions (e.g. Financial Aid, SU Housing, Student Activities)
Where are we now?

<table>
<thead>
<tr>
<th>APC Application Rates as of 2/12/01</th>
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<table>
<thead>
<tr>
<th>Year</th>
<th>Freshmen</th>
<th>Transfer</th>
<th>TOTAL</th>
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<tr>
<td>1998</td>
<td>635</td>
<td>215</td>
<td>850</td>
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<tr>
<td>1999</td>
<td>531</td>
<td>155</td>
<td>686</td>
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<tr>
<td>2000</td>
<td>702</td>
<td>170</td>
<td>872</td>
</tr>
<tr>
<td>2001</td>
<td>694</td>
<td>147</td>
<td>841</td>
</tr>
<tr>
<td>% Chg 00-01</td>
<td>-1%</td>
<td>-14%</td>
<td>-4%</td>
</tr>
<tr>
<td>% Chg 99-01</td>
<td>31%</td>
<td>-5%</td>
<td>23%</td>
</tr>
<tr>
<td>% Chg 98-01</td>
<td>9%</td>
<td>-32%</td>
<td>-1%</td>
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</table>
Through Spring 1997 we enrolled very small numbers of students (10-15) targeted at shortfalls in fall enrollments for specific programs.

Spring 1998 was the spring semester we were asked to admit “true” spring class. As you can see below our application rates are steady. The one year of 61 enrollees seems to have driven our aspirations for a spring enrollment. However, the more recent history reflects a truer picture of a qualified, committed applicant pool.

Our yield this year is, at least in part, a reflection of the interventions the Admissions Office staff targeted at applicants and Faculty targeted at Accepted students. Additionally, with our enhanced staff we were able to be more proactive and timely with our application processing. This timeliness in turn would have allowed the Financial Aid Office to respond to accepted students earlier.
Process

- UA will direct ADP to forward data file (.txt format) via e-mail to each Chair or designee beginning next week.
- Same format as spring 2001 with additional data elements.
- By next spring hope to have ability housed with each department to initiate this process at their command thanks to new client server based reports system.
What Can Faculty Do to Help?

Summary

1) Correspondence, phone calls and timely responses to inquiries
2) Full participation in the Accepted Students receptions
3) Availability to meet with students and parents during campus tours
4) Emphasis on students’ opportunities for research experience with faculty (90% of ESF students have had research experience with faculty before they graduate)
Action Items Raised at Faculty/Staff Forum (1/9/01)

Subcommittee on Students and the Educational Program
Student Quality

Need to be recruited more aggressively from urban areas and from other regions in the US and from other countries.

- Increase out of state cohort from ~10% to 15%
- Continue Urban Initiative
Research/ Community Service

Focused and very strong in some curricula, very mixed in others; highly desirable for all

- USA students group to develop more community service projects
- Faculty meeting presentation to define community service and opportunities
Sense of Community

The College needs to block out a period of time to promote college-wide interaction among faculty, staff and students.

- Spring semester reception
- College-wide picnic
- QWL Initiatives
ESF’s Relationship with SU

Relationship has deteriorated significantly in terms of accessing their courses that our curricula require.

- Set up working team with Provost Freund of SU to minimize conflicts.
- Assess what additional courses ESF might offer that are now offered at SU.
Action Items Raised at Faculty/Staff Forum (1/9/01)

Subcommittee on Library and Learning Resources, Financial Resources and Equipment and Other Resources
Degradation or eroding of support staff has had an effect on faculty and has added more work and responsibility on them.

- Increase enrollment and sponsored research to Mission Review objectives will yield $2.5M to restore eroded support staff.
All classrooms should be wired with high-end equipment for PowerPoint and other software, as well as, Internet access. Equipment must be secure and “professor proof”

- Approx. $150K of instruction technology equipment was authorized by the Provost following December Academic Council
- Provost/IDEaS presentation at Faculty meeting
Computing resources and services need to be consolidated, coordinated and be connected to IDEaS in some respects

- Administration will review and maximize delivery of computer support services
- Connie Webb has instituted a study on optimizing computer resources
Development efforts are viewed as important though largely not well understood. Some education as to what is and should be happening would be helpful.

- Development Office will present overview at Faculty Meeting, participate in the training initiative and invite faculty to the Institutional Development Team
Physical Plant folks should see themselves as marketing staff. How we look says much about how we feel about ourselves.

- Physical Plant will outreach to campus to develop ideas to improve image
- Annually a list is put together for appearance based campus improvements at a level of $25K/yr
Action Items Raised at Faculty/Staff Forum (1/9/01)

Subcommittee on the College and Promotional Materials and Other External Requirements
Comments relative to the clarity, completeness, accuracy and honesty of the catalog in its portrayal of ESF? The catalog is pretty much accurate and complete, but not necessarily exciting.

- Consideration will be given to break up catalog into undergraduate and graduate
- Need to put better description of complex programs in undergraduate portion
- Clean out dead wood information
- Need catalog updates earlier
Further use of Internet and ESF website to advance the Mission of the College
  - Web coordinator/master to be hired 1st quarter
  - Substantial improvements within 6 months

Consistency needed for the way the College represents itself in brochures et al.
  - We will work to develop a consistent approach to representing the College
Action Items Raised at Faculty/Staff Forum 
(1/9/01)

Subcommittee on Faculty, Administration and Staff
Mentoring is inconsistent between faculties and December Initiative is not enough
- Training program for faculty chairs will cover more information as to how to mentor
- Mentoring program will be more formalized
Advising suffers from the lack of faculty training and students not properly preparing themselves

- Faculty meeting will be used to help train faculty
- Student requirement to properly prepare themselves will be stressed in Orientation session
New faculty and professional staff find it too difficult to find out basic information about procedures, resources, etc.

New faculty orientation session will be held once a year
Performance reviews are inconsistently and poorly conducted. Faculty and professional staff need feedback particularly relative to Tenure and Continuing Appointment.

- Performance Review Training will be initiated in April for Supervisors.
- New faculty will receive information about Tenure requirements during orientation.