



Faculty Meeting

February 15, 2001

**Proposed SUNY Budget
for
2001-2002**

Executive Budget

GOOD NEWS / BAD NEWS

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”

NOTEBOOK

work. You can't teach a child. A child brings the life into a teacher's world.

It is a lesson, however, that I believe I learned from my time after the end of my career when I had a chance to visit the "National Program."

Mr. Lofgren was a former vice president and had led the Dept. of Education for many years. He was the one who had been in charge of the program for many years. He was the one who had been in charge of the program for many years.

With the passage of time, the students have become more and more like the students of the past. The students are more like the students of the past.

STUDENTS

Are Students Actually Learning?

Survey offers way to assess undergraduates' satisfaction—and possibly to evaluate colleges

BY LEO BERNARD

What common perspective do students and their parents see in a survey of their college life? Most likely, the survey is a way to assess the quality of the education they are receiving.



William J. Flanagan of Boston, "The National Survey on Undergraduate Learning."

The use of the survey facilitates close relationships among students and faculty members, by encouraging students to share their views on their college experience, and by giving them a voice in the process.

Members of the National Survey of Student Engagement (NSSE)

A President's Council on Higher Education and the Learning Revolution

NSSE members group colleges—do not reject their status.

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George Kuh (director of the survey) stated, "There are some really hidden jewels out there."

Continued on Following Page

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

FRIDAY, APRIL 11, 1986



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. Silverstein 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

Research Recognition Honorees

Dr. Randall L. Barbator SUNY Downstate Medical Center	Dr. Henri Begleiter SUNY Downstate Medical Center
Dr. Thomas Bittinger University at Stony Brook	Dr. Christina L. Blochman University at Buffalo
Dr. Lance F. Bissert University at Albany	Dr. Lawrence A. Finkbein SUNY at New Paltz
Dr. James M. Hassett College of Environmental Science and Forestry	Dr. Bruce A. Holden University at Buffalo
Dr. Barbara Jacak University at Stony Brook	Dr. Josef Jalife Upstate Medical University
Dr. Timothy L. Lance University at Albany	Dr. M. Cristina Leske University at Stony Brook
Dr. Serge Lary University at Stony Brook	Dr. Gail Mandel University at Stony Brook
Dr. Ronald Miles Binghamton University	Dr. Omkardevi Satlik Binghamton University
Dr. Robert M. Silberestein College of Environmental Science and Forestry	Dr. Paul Stewart College of Oswego
Dr. William H. Swanson State College of Osteopathy	Dr. Ruth Weinstock Upstate Medical University

Dr. Taher Zandi
College of Pittsburgh

WINTER 2000
ENVIRONMENTAL
GRANTMAKERS
ASSOCIATION

news & updates

SUNY-ESF

College & University Programs

There is a list of some of the most prominent organizations working on U.S. college campuses for environmental and social justice.

Bowdoin College (ME)

Case Western Reserve (OH)

University of Colorado Boulder

Environmental Center (umbrella group for these suborganizations)

- CU Recycling Department (largest student-run recycling facility on a college campus)
- Alternative Transportation
- Environmental Studies Club
- Wilderness Study Group
- Snags (local restoration group)
- Go-To Housing

Fort Lewis College Environmental Center (CO)

North Western University (IL) (UNIV)

Pacific Lutheran University (OR) (PLU)

Stanford University (CA) (SUA)

SUNY College of Environmental Science and Forestry (ESF)

Swarthmore College EarthNet (PA)

University of North Carolina Asheville

University of North Carolina Charlotte (UNC)

University of Buffalo Environmental Network (NY)

University of California Santa Barbara Environmental Board

University of Georgia Student for Environmental Action

University of Kentucky Green Band

University of Utah Terra Flora

University of Washington Storm

University of Wisconsin Madison Green

Virginia Tech: Taking Responsibility for the Earth and the Environment

Wells College Green Science (VT)

Western Washington University (WU) Environmental Center

Yale Student Association for campus across 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

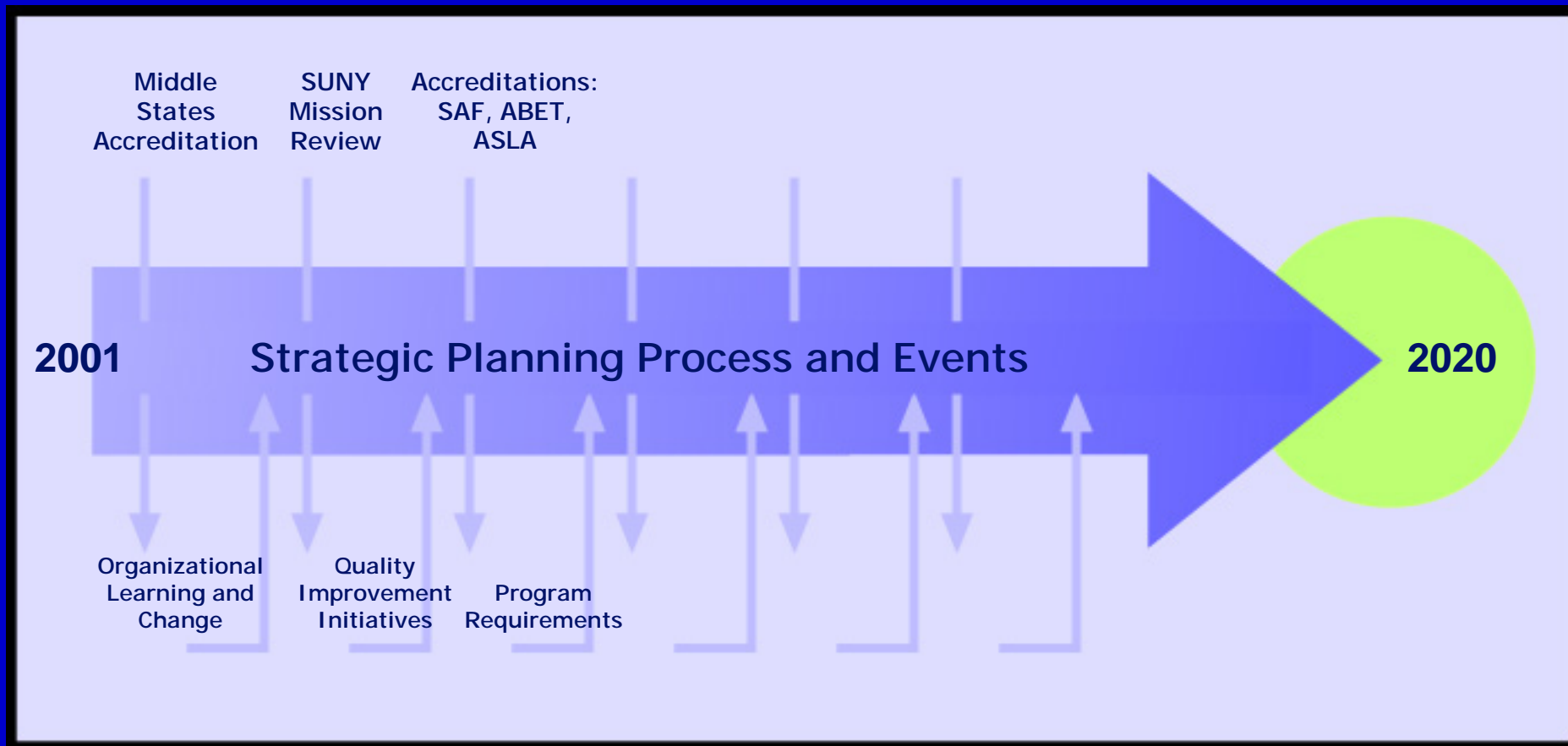
**Thinking and
Acting
Strategically**



Key Constituencies Conceptual Model



Action Coincident with Planning (Examples)



A Conceptual View of the Process



Key Constituencies

(Participant • Representative • Contact)

Strategic Planning Team

Neil Murphy
President

Bill Tully
Provost/Vice President for Academic Affairs

Jim Heffernan
Vice President for Student Affairs and Educational Services

Connie Webb
Vice President for Administration

Maureen Fellows
Director of Information Technology and Institutional Planning

Julie Rawls
Strategic Planning Consultant & Facilitator

Chuck Spuches
Strategic Planning Consultant & Facilitator

College Community

Academic Council

Alumni

Board of Trustees

Classified Staff

College Foundation

Faculty/Faculty Governance

Graduate Assistants

Professional Staff

Research Assistants

Students

Customers • Collaborators • Stakeholders

Accrediting Bodies

Business Community

Citizenry

Community Organizations

Donors

Employers

ESPRA

Feeder Institutions

Local, State, Elected Officials

Local, State & Federal Governments

Parents/Families

President's Council

Professional/Program Advisory Board

Scholarly Community

SPPF

SU

SUNY System Administration

SUNY Trustees

University Hill Corporation

Full Cabinet

Neil Murphy
President

Bill Tully
Provost/Vice President for Academic Affairs

Jim Heffernan
Vice President for Student Affairs and Educational Services

Connie Webb
Vice President for Administration

Bob Frey
Dean of Instructional and Graduate Studies

Ed White
Dean/ Director of Forestry Research & Development

Susan Sanford
Director of Admissions/inter-Institutional Relations

Maureen Fellows
Director of Information Technology and Institutional Planning

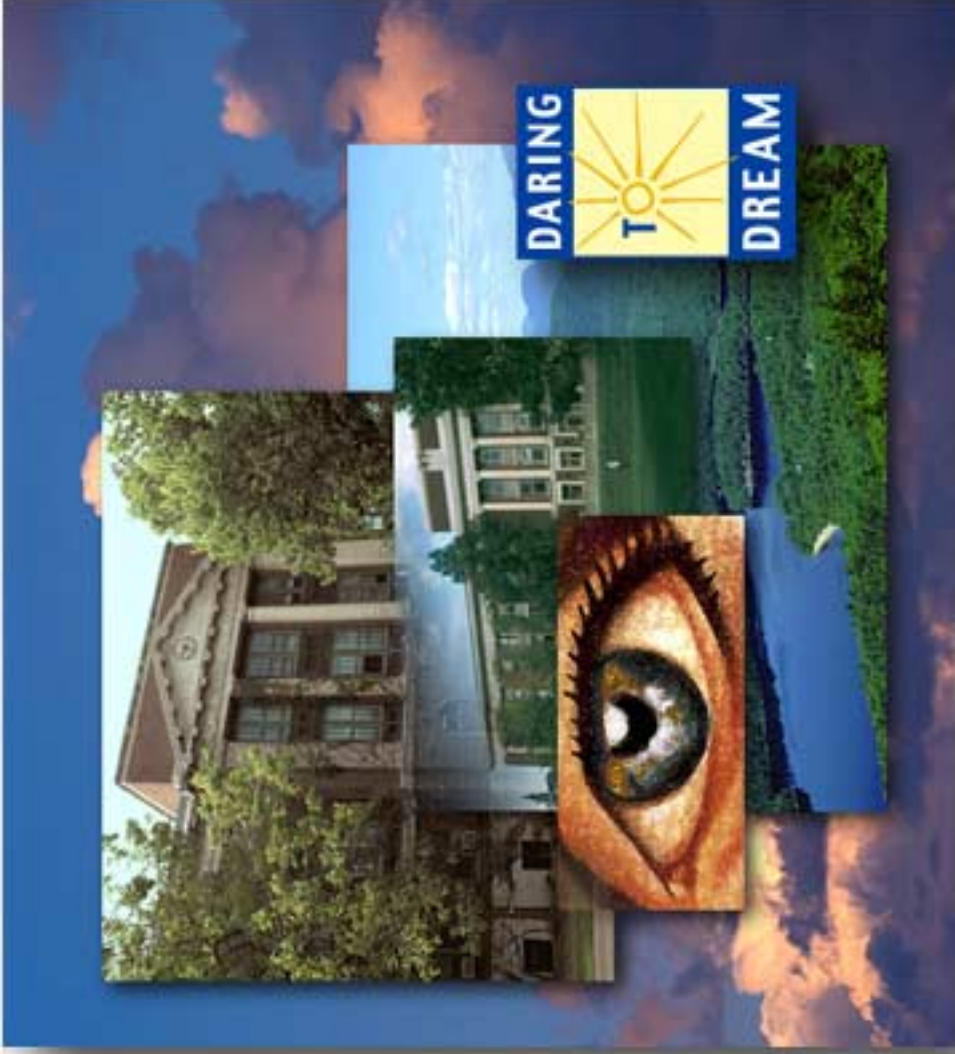
Mark Fennessy
Director of Business Affairs

Elaine Irvin
Director of Personnel

Jeri Lynn Smith
Director of New and Publications

Brenda Greenfield
Assistant to President for Development

Lucy Popkess
Assistant to President



Share the Dream

Visibility Initiatives

The Daily Orange

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



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

The Legislative Gazette

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

	Freshmen	Transfer	TOTAL
EFB			
CHE			
FRM			
DUAL			
ES			
LA			
CMWPE			
ERFEG			
PSE			
FT			
Undeclared			
TOTAL	195	250	445

- 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?

APC Application Rates as of 2/12/01			
	Freshmen	Transfer	TOTAL
1998	635	215	850
1999	531	155	686
2000	702	170	872
2001	694	147	841
% Chg 00-01	-1%	-14%	-4%
% Chg 99-01	31%	-5%	23%
% Chg 98-01	9%	-32%	-1%

Apparent Result Spring 2001 Table

	<u>Applicants</u>	<u>Accepted</u>	<u>Paid</u>	<u>Enrolled</u>	<u>Yield (EN/AC)</u>
Spring 1998	114	84	56	61	72.6%
Spring 1999	92	65	33	43	66.1%
Spring 2000	117	65	45	41	63.1%
Spring 2001	111	61	43	49	80.3%

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 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