**Big Ideas for AY 2009/10**

**Goals Not Currently in Strategic Plan**

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| **GOAL** | **IMPLEMENTATION** | | | |
| Goal 1. **Enrich academic excellence in both undergraduate and graduate education** | **AY 07/08** | **AY 08/09** | **AY 09/10** | **AY \_\_\_** |
| * Promote excellence in teaching |  |  |  |  |
| * + Institute $1000 prize and faculty selection process for ESF College Foundation “Exceptional Achievement in Teaching” award | X |  |  |  |
| * + Review faculty teaching loads to assure equitability and adequate time for scholarship | X | X | X | X |
| * + - Institutional Research provides annual summary of instr. activity |  | X | X | X |
| * Refine and assess learning objectives in all programs |  |  | X |  |
| * + Implement revised learning assessment plans |  |  |  | X |
| * Enhance lower division experience |  |  |  |  |
| * + Offer all lower-division math courses at ESF (not SU) |  | X |  |  |
| * + Seek to provide more flexibility in curricula, especially in freshman year (ERFEG/PBE) |  | X | X | X |
| * + Reduce lecture size in lower division courses | X | X |  |  |
| * + Increase access to SU courses (see next item) |  |  |  | X |
| * Increase student access to SU courses by 50% |  |  |  | X |
| * Extend honors program to lower division |  | X |  |  |

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| Goal 1. **Enrich academic excellence in both undergraduate and graduate education** | **AY 07/08** | **AY 08/09** | **AY 09/10** | **AY \_\_\_** |
| * Every student have a study abroad opportunity |  |  | X |  |
| * + Establish research field station in Costa Rica | X | X |  |  |
| * + - * Host 3 faculty/student research teams at the facility | X |  |  |  |
| * + Hire Int’l Education Coordinator |  |  | X |  |
| * + Execute exchange agreement with Sichuan University |  |  | X |  |
| * + Academic departments will establish at least one study-abroad opportunity for their undergraduate students |  | X | X | X |
| * + - * Add field course in New Zealand (FNRM) |  | X |  |  |
| * + - * Summer paper engineering course in China (PBE) |  | X |  |  |
| * Emphasize Academic Integrity |  |  |  |  |
| * + - Academic Integrity Policy and Handbook |  | X |  |  |
| * Develop focused MPS programs |  |  |  |  |
| * + Development of Professional Science Masters     - * Sloan Foundation Grant CM/BPE/EFB |  |  | X | X |
| * + - ERFEG – Geospatial Analysis |  | X |  |  |
| * + - Chemistry |  | X |  |  |
| * + - Environmental Studies |  | X |  |  |
| * + - FNRM MPS |  |  |  | X |
| * Facilitate Interdisciplinary studies |  |  |  |  |
| * + Establish Environmental Science as fully functioning academic program |  |  |  | X |

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| Goal 1. **Enrich academic excellence in both undergraduate and graduate education** | **AY 07/08** | **AY 08/09** | **AY 09/10** | **AY \_\_\_** |
| * + Add Renewable Energy Option to Environmental Science |  | X | X |  |
| * + Add Applied Climate Science as Env. Science Option |  |  |  | X (09/10) |
| * + Develop new academic programs in environmental health |  |  |  | X |
| * Review and increase graduate assistantship funding | X |  |  |  |
| * Be creative w/funding |  | X |  |  |
| * Enhance curriculum offerings through partnerships |  |  |  |  |
| * + Joint graduate program in Sustainable Systems w/SU (CBM) |  | X | X |  |
| * + Collaboration w/other universities |  | X | X | X |
| * + PSM program with Oswego |  |  | X | X |
| * + Green MBA with Le Moyne |  |  |  | ? |
| * + Advanced Certificate in Sustainable Enterprise with SU |  |  | X |  |
| * Improve quality of matriculating students |  |  |  |  |
| * Increase merit and/or need-based scholarships in order to provide 30% discount rate to freshmen |  |  |  |  |
| * Increased 06/07 Foundation scholarships by 13% over 05/06 | X |  |  |  |
| * 07/08 Foundation scholarship budget increased by 17% over 05/06 |  | X |  |  |
| * ESF College Foundation Scholarship Budget |  |  |  |  |
| * + 2005-06: $477,750   + 2006-07: $539,400   + 2007-08: $560,150   + 2008-09: $593,256 |  |  |  |  |

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| Goal 1. **Enrich academic excellence in both undergraduate and graduate education** | **AY 07/08** | **AY 08/09** | **AY 09/10** | **AY \_\_\_** |
| * + Develop “guaranteed admission” agreements with professional programs at Syracuse University Law School, Cornell College at Veterinary Medicine, and SUNY Upstate Medical University |  |  | X | X |
| * Increase Student Body at the Ranger School |  |  |  |  |
| * + Offer full two-year program of study at the Ranger School beginning Fall 2010. Partner with OCC to offer some freshman year courses online. |  |  |  | X (09/10) |
| * + Ranger School Assoc. Degree Env. Techn. (CBM) |  |  |  | X (09/10) |
| * + Obtain ABET accreditation for Survey Tech. program |  |  |  | X |
| * Other |  |  |  |  |
| * + Green Energy Co-op (MK) |  |  | X |  |
| * + Northern Forest Institute for Leadership Training |  |  | X |  |
| * Examine course scheduling to minimize conflicts (i.e., summer & evening courses; working professionals) |  |  |  |  |
| * Reexamination of summer offering due to new budget modeling |  |  |  |  |

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| Goal 2. **Provide an outstanding student experience** | **AY 07/08** | **AY 08/09** | **AY 09/10** | **AY \_\_\_** |
| * Build/promote athletic program | X | X | X | Ongoing |
| * Facilitate “Culture” of career preparation and lifelong learning | X | X | X | Ongoing |
| * Develop comprehensive residential experience in ESF housing |  |  |  |  |
| * Replace Botany/Zoology with Bio I/II Sequence |  | X | Completed |  |

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| Goal 2. **Provide an outstanding student experience** | **AY 07/08** | **AY 08/09** | | **AY 09/10** | | | **AY \_\_\_** |
| * Increased student voice in College matters |  |  | |  | | |  |
| * + Reinstate Provost’s Student Advisory Committee (CS) |  |  | |  | | |  |
| * Create Academic Success Center |  | X | | X | | |  |
| * + Enhance and expand recruitment and training of qualified Academic Success Center (ASC) tutors (CS) |  | |  | |  |  | |
| * Build a multipurpose athletic center/student union |  | |  | |  |  | |
| * Create practical experience opportunities as a part of the curriculum for every student (internship, int’l exp., or capstone) (CBM) |  | |  | |  |  | |
| * HR assistance in Ph.D. student career process (MB) with IGS Office | X | | X | | Ongoing |  | |
| * Student Union interim facilities (grad & undergrad separately) (Basement of Bray) |  | |  | |  | X (2011) | |
| * Provide funded undergraduate internships via McIntire-Stennis (NR) |  | |  | |  |  | |
| * Student esf.edu email address (MOF) | X | | X | | X |  | |
| * Propose and approve a new student athletic fee to support ESF’s intercollegiate athletics program (BF) |  | |  | | X |  | |
| * Seek institutional membership in the National Association of Intercollegiate Athletics (NAIA) (BF) | X | |  | |  |  | |
| * Seek student input and select a new athletic mascot for ESF sports teams (BF) |  | |  | | X |  | |
| * Enhance travel and internship stipends for graduate students | X | | X | |  |  | |
| * Facilitate a cohesive student life function under one Dean |  | |  | |  | X | |
| * Enhance relationship between UMU Police, Syracuse police, etc. for public safety reasons |  | |  | |  |  | |
| * Make registration process more student friendly |  | |  | |  |  | |

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| Goal 3. **Be the “go-to” institution with a strong and visible reputation** | **AY 07/08** | **AY 08/09** | **AY 09/10** | **AY \_\_\_** |
| * Take Feinstone program “on the road” to increase program visibility |  |  |  | X |
| * Push ESF to national stage for renewable energy | X | X |  |  |
| * Invest in high-profile faculty members? (Empire Innovation) | X | X |  |  |
| * Host large international conference (Fall 2009 Int’l. Biorefinery) |  | X | X | X |
| * International Climate Change Conference (Fennessy, Spuches) |  |  |  | X |
| * Evaluate and develop plan for coordination of major college events (Special Events Office or staff) (web-based) |  |  |  | X |
| * Evaluate and develop plan for coordination of major college events (Special Events Office or staff) (web-based) |  |  |  | X |
| * Increase Feinstone Program Visibility | X | X |  |  |
| * Secured international renowned New York Times journalist, Andrew Revkin, for 2007 program |  |  |  |  |
| * Developing leaders committed to sustainable practices ”Shades of Green Institute” 2 wk program; go out into community 2nd wk. |  |  |  | X |
| * Be venue for events that don’t happen at other places; environmental issues, NPR event, discussions, speeches, lecture series, debates, panels, etc. (BB) | X | X |  | X |
| * 100th Year Anniversary Planning | X | X |  |  |
| * Experts list on website |  | X | ongoing |  |
| * Faculty Engagement in Research: Enhance the role of the Committee on Research; e.g., special awards, seed grants, policy review (NR) |  | X | X |  |

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| * Sustainability website |  | X |  |  |
| * Environmental Art |  |  |  |  |
| * Int’l Climate Change Conference to coincide with the College’s 100th Anniversary in 2011 (NM, CD) |  |  |  | 2011 |

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| * Secure a nationally known individual as Feinstone Award winner/speaker in 2011…someone along the lines of Robert F. Kennedy, Jr., Al Gore, Robert Redford (NM, CD) |  |  |  |  |
| * Pave the way in 2010 with a winner/speaker who can draw a crowd: MS alumna Jennifer Hayes w/David Doubilet (National Geographic photographers) (NM, CD) |  |  |  |  |
| * Have ESF represented at the November 2009 Copenhagen Climate Change meeting (NM, CD) |  |  |  |  |
| * Secure Secretary of State Clinton as an Honorary Degree recipient in May 2011 (NM, CD) |  |  |  |  |
| * Create an ESF presence in NYC (ESF’s Metro Center) in conjunction with the Levin Institute/Connect with Inside ESF edition on college activities in the city (NM, CD) |  |  |  |  |
| * Secure a national radio broadcast along the lines of “Science Friday” for on-campus broadcast in 2011 (NM, CD) |  |  |  |  |
| * Establish an ESF research/interpretive center on Onondaga Lake with support from Honeywell and New York state (NM, CD) |  |  |  |  |
| * Secure Chronicle of Higher Education coverage of ESF’s Climate Action Plan (including other sustainability projects with significant student input such as Heiberg wind turbine, biodiesel project) (NM, CD) |  |  |  |  |
| * Strengthen international program offerings (including Moscow State University, Sichuan University, Dubai, etc.) (NM, CD) |  |  |  |  |

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| Goal 3. **Be the “go-to” institution with a strong and visible reputation** | **AY 07/08** | **AY 08/09** | **AY 09/10** | **AY \_\_\_** |
| * Continue pursuit of national magazine exposure, such as Popular Science’s Brilliant 10 list (almost made it this year) (NM, CD) |  |  |  |  |
| * Centennial events, magazine/website/video (NM, CD) |  |  |  |  |

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| * Seek exposure on a national TV network (Discovery, PBS) (Discovery has touched on ESF with climate change and Iroquois Nation stories on subchannels; Good Morning America was here but we lost the story to California wildfires) (NM, CD) |  |  |  |  |
| * Going Green: expand to a broader audience in the northeastern U.S. (NM, CD) |  |  |  |  |
| * Expand Web coverage of our research/service/teaching (inspired by success of Why Leaves Change Color; Snakes of NY; Antarctica sites (NM, CD) |  |  |  |  |
| * Art exhibit focusing on nature/sustainability (in the Gateway Bldg.). Feature student journals, photography, “beauty of science” pieces (NM, CD) |  |  |  |  |
| * Initiate global health and sustainability as the theme of the College’s academic thrust (BB) |  |  |  |  |

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| Goal 4. **Become financially secure and independent** | **AY 07/08** | **AY 08/09** | **AY 09/10** | **AY \_\_\_** |
| * Organize & market graduate programs collectively as “The Graduate School of Environment” (SSS) |  |  | X | X |
| * Develop centralized graduate admissions process for MPS/PSM degree programs (SSS) |  |  | X | X |
| * Focus on unrestricted giving | X | X |  |  |
| * Increased membership in 1911 Society from 32 to 40 members (25%) |  |  |  |  |
| Goal 4. **Become financially secure and independent** | **AY 07/08** | **AY 08/09** | **AY 09/10** | **AY \_\_\_** |
| * Inventory of properties and development of resources |  |  |  |  |
| * Generated nearly $100,000 in unrestricted income |  |  |  |  |

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| * Focus on unrestricted giving (continued) |  |  |  |  |
| * Alumni participation in giving rose to 32% |  |  |  |  |
| * + Timber property |  |  |  |  |
| * + Parking garage |  |  |  |  |
| * Foundation owned parking facility |  |  |  | X |
| * Launching “Campaign for Excellence” to raise big $$ |  | X |  | X |
| * Request For Proposal from capital campaign consultants completed for Fall start | X |  |  |  |
| * Utilize Foundation resources to be better in line with College priorities |  |  |  | X |
| * Housing space alternatives |  |  |  | X |
| * Purchased 3 new rental properties adding 28 student beds for a total of 102 beds |  |  |  |  |
| * Initiated conceptual design feasibility study for architectural plans and site analysis | X |  |  |  |
| * New student housing project – hire developer |  | X |  |  |
| * Establish sustainable funding for centers and institutes and specific goals |  |  |  | X |
| * Provide more resources for scholarships |  | X |  |  |
| * Reduce campus housing costs to equal average net cost at SUNY Centers (through increased aid, lower SU rates, and/or ESF residence halls) |  |  |  | X (10/11) |
|  |  |  |  |  |
| * Obtain influence in BAP process (JR) |  |  |  |  |
| * Build, own and operate student residence hall |  |  |  | X |
| * Student Alumni fee |  | X |  |  |
| * Develop marketing plan to educate about financial plan |  | X |  |  |
| * Acquisition of Large Forested Property for Carbon Credits et al. |  | X |  | X |
| * Increasing sponsored research goals |  | X |  | Ann. Yr. 11/12 |
| * Increasing external research funding to $20M with 25% IDC |  |  |  |  |
| * Adding one new funded Center: Energy/sustainability and related (NR) |  |  | X |  |
| * Seeking to increase legislative support for tuition increase |  | X |  |  |
| * Purchase or find a donor to acquire the Upstate Freshwater Institute |  |  |  |  |
| * Team w/Development Office to create a Research Scholar program |  |  |  |  |
| * Build an innovations fund from license income to attract faculty/staff experts in technology transfer and commercialization of IP |  |  |  |  |
| * Use indirect funds to fund a position to work with centers, institutes, consortia, and to expand responses to ARRA opportunities (NR) |  |  | X |  |
| * Develop Heiberg Forest and Lafayette Road campuses (CBM) |  |  |  | X |
| * Exclusive alumni dinners w/College President for alumni/friends who have large gift potential (JC) |  | X |  |  |
| * Market MPS/PSM degrees as viable professional programs suitable for “self-funded” acceptance (MBA/MPA model) – develop internal accounting/budgeting mechanism to reserve significant part of tuition revenue for incentives to units/departments to grow these programs (SSS) |  |  | X | X |

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| Goal 4. **Become financially secure and independent** | **AY 07/08** | **AY 08/09** | **AY 09/10** | **AY \_\_\_** |
| * Increase the College’s revenue stream with sources outside the traditional state budget allocation (JR, BG, MF, NR) |  |  |  |  |
| * + Research: Acquire research entities consistent with ESF mission (e.g., Upstate Freshwater Institute) |  |  |  |  |
| * + Research: Establish research program funding and expenditure goals of $100M by 2020 with an associated indirect cost recovery of $25M |  |  |  |  |
| * + ESF Foundation: The College’s Vision 2020 currently calls for the creation of $100M in assets to include increased alumni, corporate, and foundation giving. In order to exceed this goal, the Foundation will make strategic acquisitions of other revenue generating assets (e.g., transfer of SU land held in trust to ESF Foundation for revenue generation) |  |  |  |  |

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| Goal 5. **Strategically build and enhance partnerships and collaborative relationships** | **AY 07/08** | **AY 08/09** | **AY 09/10** | **AY \_\_\_** |
| * Examine quality of MOUs with other academic institutions |  | X |  |  |
| * Joint Ph.D. w/SU | X |  |  |  |
| * SUNY UMU |  | X |  |  |
| * SUNY Oswego Metro Business/Management | X |  |  |  |
| * INECOL/Mexico (NR) |  |  |  |  |
| * CUNY or other: NYCF academic program; e.g., MPS (NR) |  |  | X |  |
| * Strengthen international relationships |  |  |  |  |
| * Each dept to establish (most dept have established) [Need to coordinate and monitor] |  |  |  |  |
| Goal 5. **Strategically build and enhance partnerships and collaborative relationships** | **AY 07/08** | **AY 08/09** | **AY 09/10** | **AY \_\_\_** |
| * Active Faculty advisory councils (LA, PBE, ERFEG, CM/WPE) | X | X |  |  |
| * SUNY Oswego to offer courses and an alternative to students taking SU courses |  | X |  |  |
| * Partner with SUNY and SUNY Faculty Senate to deliver widely 1 credit and 3 credit On-line Climate Change course throughout all of SUNY |  |  |  |  |
| * Create ESF’s Metro Center and partner with the NY Academy of Sciences to establish an ESF New York City presence |  |  |  |  |
| * Host a significant conference to attract secondary school educators who influence students’ decisions for college (guidance counselors, etc.) |  |  |  |  |
| * Strategically build and enhance partnerships related to each Federal appropriation |  |  |  |  |
| * + Circuit Rider – NY Wood Products Development Council |  |  |  |  |
| * + NSRC – NSRC membership, US Forest Service, Senators from ME, NH, and VT |  |  |  |  |
| * Collaborate with other SUNY institutions for alumni events across the country/world |  |  |  |  |
| * Create a plan to strategically reach out to alumni in extraordinary ways to celebrate ESF’s 100th anniversary and support the Capital Campaign |  |  |  |  |
| * Partner with Google on an environmental/energy project |  |  |  |  |
| * Strategically recruit renown spokespeople for College projects and initiatives (celebrities, prominent scientists, writers and columnists) |  |  |  |  |

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| Goal 5. **Strategically build and enhance partnerships and collaborative relationships** | **AY 07/08** | **AY 08/09** | **AY 09/10** | **AY \_\_\_** |
| * Present at or help organize the American College & University Presidents’ Climate Commitment 2010 or 2011 Climate Leadership Summit |  |  |  |  |
| * Strategically unearth and “display” ESF’s treasures on/off campus |  |  |  |  |
| * + Roosevelt Wildlife Collection at the Museum of Natural History |  |  |  |  |
| * + Tropical Timber Collection – 35,000 specimen H.P. Brown Memorial Wood Collection |  |  |  |  |
| * + Making biodiesel takes to the road going to high schools |  |  |  |  |
| * + The Thomas M. Cook Collection on the history of papermaking at the Smithsonian |  |  |  |  |
| * Chittenango Falls State Park: A Model for NYS Parks for the 21st Century |  |  |  |  |
| * + ESF enhances established joint collaborations with NYS Parks, Recreation and Historic Preservation, DEC, and DOT. Existing projects include environmental interpretation, landscape architecture and EFB’s Ovate Amber Snail work |  |  |  |  |
| * + Extensive opportunities available for green construction, hydrology, recreation energy projects and policy |  |  |  |  |
| * Look for partners in area of Biorefinery |  |  |  |  |

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| Goal 6. **Respond to the needs of society** | **AY 07/08** | **AY 08/09** | **AY 09/10** | **AY \_\_\_** |
| * Continue to promote STEM education across whole educational spectrum—natural systems/environmental focus | X | X |  |  |
| * Submitted NSF STEM proposal ($550K) |  | X |  |  |
| * Continuing Education |  |  |  |  |
| Goal 6. **Respond to the needs of society** | **AY 07/08** | **AY 08/09** | **AY 09/10** | **AY \_\_\_** |
| * Acquire Financial Support for GK-12 Education | X | X |  |  |
| * 3 yr GK-12 renewal grant |  |  |  |  |
| * Focus on general public education on environmental issues (working with media) | X | X |  |  |
| * Going Green TV segments |  |  |  |  |
| * Conduct Gap Analysis—What are the BIG needs? |  |  | X |  |
| * Health issues…connectivity with Upstate to define programs/interventions? |  |  |  |  |
| * Sustainable use of resources |  |  |  |  |
| * Land use planning |  |  |  |  |
| * Exotic/Invasive Species |  |  |  |  |
| * Global Warming |  |  |  |  |
| * Energy/Alternative Fuels |  |  |  |  |
| * Examine Millennium Report |  |  |  |  |
| * Entrepreneurship Program—better leverage business concepts to solve big, environmental problems | X |  |  |  |
| * + Kauffman Green Entrepreneurship; CNY-BRC; CoE |  |  |  |  |
| * Create an Onondaga Lake Research and Education Center |  |  | X |  |
| * Develop Native American Institute |  | completed |  |  |
| * Created an endowment for Center for Native People and the Environment | X |  |  |  |
| * Regular, Useful Reports from Institutes and Centers (e.g. “white papers”) | X | X |  | continuing |

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| Goal 6. **Respond to the needs of society** | **AY 07/08** | **AY 08/09** | **AY 09/10** | **AY \_\_\_** |
| * Move toward 50% of non-matriculated instruction online |  | X |  | X |
| * Global Env. DL |  | X |  |  |
| * Need to offer DL degree or certificate |  |  |  |  |
| * Having students participate in deconstruction of Foundation acquired homes and Gateway/Residence Projects |  |  |  | X |
| * Designate a day where college employees engage in community service as part of a regular work day, hosted by QWL (currently weekend) | X | X |  | completed |
| * Offer “cooperative extension” to the public |  |  |  |  |
| * + Tree pest extension |  |  |  |  |
| * + Kim Adams |  |  |  |  |
| * + Circuit Rider |  |  |  |  |
| * Encourage IP/Tech transfer |  |  |  |  |
| * ESF’s biomass research program and the SUNY Center for Sustainable and Renewable Energy entails working with the community, particularly Onondaga County, the City of Syracuse and businesses such as Catalyst Renewables Corp., Bristol-Myers Squibb and Albany Molecular (NR, MK) |  |  |  |  |
| * The new CNY Biotechnology Research Center will provide startup and incubator opportunities for businesses in the region and a connection with academic expertise at the College (NR, MK) |  |  |  |  |
| * Our synergy with the CoE, including a pilot plant within the new building, will provide opportunities for expansion of community programs and business (NR, MK) |  |  |  |  |
| * The Lake Source Cooling Project (EPA) is specifically targeted to improve air quality and enhance water quality and fisheries resources in the region (NR, MK) |  |  |  |  |
| Goal 6. **Respond to the needs of society** | **AY 07/08** | **AY 08/09** | **AY 09/10** | **AY \_\_\_** |
| * A set of Outreach Programs help to disseminate sustainable technologies to the community. Additional programs hosted through outreach are a genuine contribution to the needs of society (NR, MK) |  |  |  |  |
| * The evolving program at the Carpenter’s Brook Hatchery will provide not only an enhancement of the facility and its contribution to recreation, but an increased appreciation of the Parks programs in synergy with academic programs at the College (NR, MK) |  |  |  |  |
| * Generally enhance the College’s outreach role (BB) |  |  |  |  |

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| Goal 7. **Invest in ESF’s human resources and physical infrastructure** | **AY 07/08** | **AY 08/09** | **AY 09/10** | **AY \_\_\_** |
| * Aggressively work to aggregate student rental properties |  | X |  |  |
| * One new property under contract | X |  |  |  |
| * Two property offers in current negotiation | X |  |  |  |
| * 102 to 183 beds |  | X |  |  |
| * Complete aggregation process |  | X |  |  |
| * Become a founding member of the Upstate NY HERC (higher education recruitment consortium) | X | X |  | Completed |
| * HR Web-based employment application process |  |  |  | Completed |
| * System complete – currently testing on 2 searches |  |  |  | Completed |
| * + Enhanced search process | X |  |  | Completed |
| * Focus on “Strategic” Hires and Succession Planning |  | X |  | Completed |
| * Identified potential retirees over next 3 years; met w/significant no. of employees on a confidential basis | X |  |  | Completed |

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| Goal 7. **Invest in ESF’s human resources and physical infrastructure** | **AY 07/08** | **AY 08/09** | **AY 09/10** | **AY \_\_\_** |
| * 6 strategic hires including Empire Innovation Program that integrates initiatives; e.g., in global climate change, environmental medicine, and biotechnology (NR) | X |  |  | Completed |
| * Hire a consultant to assist with Campus Master Planning process (campus committee to serve as advisory) | X | X |  |  |
| * Combined Program Study Consultant selection process completed |  |  |  |  |
| * Consultant will be under contract in September 2007 | X |  |  |  |
| * + Completion of Program Study |  | X |  |  |
| * Future Construction 🡪 Green | X | X |  | X |
| * + LEED Silver Minimum |  |  |  |  |
| * Student “Business Affairs” processed via internet (electronic transfers for refunds) |  | X |  | X |
| * Create a secure computing environment |  |  |  | X |
| * + Consultant hired to complete audit |  | X |  | X |
| * Implement a web-based ride board (e.g., Nuride) to encourage carpooling (BF) |  | X |  |  |
| * Providing network file service for faculty and staff |  | X |  |  |
| * Providing Microsoft desktop bundle license agreement for ESF campus |  | X |  |  |
| * Explore a major property acquisition that would increase Foundation forest property assets by 30-100% in an effort to increase income from sustainable forestry, carbon credit sequestration and conservation easements (BG) |  | X |  |  |

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| Goal 7. **Invest in ESF’s human resources and physical infrastructure** | **AY 07/08** | **AY 08/09** | **AY 09/10** | **AY \_\_\_** |
| * Complete a security audit and annual disaster preparedness drills | X | X |  |  |
| * Participation with SU |  |  |  |  |
| * Obtain preliminary/conceptual designs for upcoming projects |  |  |  |  |
| * Combined Program Study Consultant selection process completed |  |  |  |  |
| * Consultant will be under contract in September 2007 | X |  |  |  |
| * + Completion of Campus Program Study |  | X |  |  |
| * Explore better ways to utilize Heiberg Forest |  | X |  |  |
| * Develop Forest Resource Information System: Process data regarding forest properties to use in research, studies, carbon sequestration info. |  | X |  |  |
| * Evaluate available downtown facilities for possible surge space use |  |  |  |  |
| * Year-long efforts to purchase former Charter School building were unsuccessful |  |  |  |  |
| * Kennedy Square Utilization for CNY-BRC 15,000 ft2 |  | X |  |  |
| * Syracuse CoE 5,000 ft2 |  |  |  |  |
| * Actively engage in self-assessment to improve campus services and self-esteem | X | X |  |  |
| * Succession planning – Administrative functions | X |  |  |  |
| * Library Self Assessment/ORF Self Assessment/Outreach |  |  |  |  |
| * Use salary savings from retirements to reward meritorious work through the Presidential Salary increase mechanism | X |  |  |  |

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| Goal 7. **Invest in ESF’s human resources and physical infrastructure** | **AY 07/08** | **AY 08/09** | **AY 09/10** | **AY \_\_\_** |
| * Training series on employee benefits |  | X |  | Completed |
| * IT Training Program UUP Development Funds |  | X |  |  |
| * Development of ESF Forest Information System |  | X |  |  |
| * Enhance need/space ability for campus (i.e., Lafayette Rd.) (CSW) |  |  |  | X |
| * Establish a State arboretum (Lafayette Rd.) |  |  |  | X |
| * On-site multi-educational facility; meeting space, parking (Lafayette Rd.) |  |  |  | X |
| * NYC Education Center – use SUNY space to teach courses to create identity in NYC market (CBM) |  | X |  |  |
| * Emeriti office/center |  |  |  | X |
| * Green Remodeling/reconstruction (MK) |  | X |  |  |
| * Carpooling (JC) | X | X |  |  |
| * Reducing carbon mileage by 10% |  |  |  |  |
| * Making grounds more natural transitioning into less energy and time consumed (10%) |  | X |  |  |
| * Develop standards for temperature control for offices |  | X |  |  |

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|  |  |  |  |  |
| * Proactively Manage Succession Planning (JR, MB, YT) |  |  |  | X |
| * Invest in physical infrastructure (JR, MB, YT) |  |  |  |  |
| * + Fully fund and implement the projects as described in the College’s Campus Strategic Initiatives #2 |  |  |  |  |
| * + Expand campus west of I-81 |  |  |  |  |
| * + ESF metro center in NYC |  |  |  |  |
|  |  |  |  |  |
| * Advance Campus Master Plan |  |  |  |  |
| * Program to reduce the college’s carbon footprint |  |  |  |  |
| * Physical facilities for athletic programs |  |  |  |  |
| * Strengthen physical space planning for future generations (NM) |  |  |  |  |