

ESF Strategic Plan

The mission of ESF is to educate future environmental leaders of all backgrounds, advance knowledge and skills necessary to promote scholarship and stewardship of the natural to designed environments, and act both locally and globally to improve our world.



IDEA+SJ & Sustainability: Meeting the Future

Growing Opportunity & Excellence for Student Success

Access & Affordability

1. Institutionalize enrollment planning and develop a financial aid strategy
2. Grow enrollments in URM communities
3. Develop international student recruitment plan
4. Enhance the graduate student community
5. Increase access and affordability for all students
6. Increase retention rates and reduce time to degree
7. Establish transition programs for URM and 1st gen students

Teaching & Learning Opportunity

1. Expand learning opportunities for a wide range of learners
2. Develop new programs in high-demand areas
3. Create a community of faculty with diverse pedagogies
4. Increase global fluency through international opportunities
5. Develop customized student success supports
6. Provide experiential learning opportunities
7. Expand "Open Academy" to cater to traditional and non-traditional students using multiple pedagogies and multiple credentials (degrees, certificates, microcredentials)
8. Rebuild ESF's assessment infrastructure. Revise CLOs to reflect what an ESF student is.

Transdisciplinary Scholarship & Research Expansion

Research & Scholarship Empowerment

1. Increase effectiveness of faculty research time
2. Expand grant-making success and research funding
3. Redesign and improve grad student funding process
4. Use the cluster hires to facilitate and encourage transdisciplinary scholarship and research opportunities.
5. Incentivize transdisciplinary scholarship and research productivity
6. Develop and maintain collaborative and reliable databases
7. Build partnerships with industry and government labs for scholarship and research

Resource Enhancement

1. Increase effective utilization of existing resources
2. Increase revenue streams
3. Enhance HR effectiveness
4. Enhance the effectiveness of the business office
5. Enhance the effectiveness of research programs
6. Promotion guidelines for instructional/teaching professor faculty
7. Conduct regular reviews to keep faculty on track at all levels
8. Create clearinghouse for all ESF funding for grads and undergrads
9. Identify resources to pay GA/TA's a competitive wage

Intentional Cultivation of Community & Belonging

Wellbeing

1. Make the ESF campus a welcoming environment for all
2. Enhance the ESF student experience
3. Make ESF a top place to work
4. Address deferred maintenance (SWOTs)
5. Build career advancement and leadership opportunities for faculty/staff
6. Promote and establish an inclusive workplace culture
7. Work adaptation — remote & hybrid, split faculty/staff positions (combine two half time to create one full time)

Community Outreach & Engagement

1. Advance commitment to external community connections
2. Grow sustained STEM career pathways in K-14
3. Create opportunities for civic engagement
4. Enhance and engage in industrial and government partnerships
5. Increase ESF's visibility and external communication
6. K-12 outreach w/ faculty and student organizations
7. Develop "STEMbassador" program through partnerships among student organizations and clubs