


A scenic photograph of a sunset over a body of water. The sun is low on the horizon, casting a warm orange glow across the sky and reflecting on the water. The sky is filled with scattered, dark clouds. The foreground and middle ground are filled with numerous dark, silhouetted rocks of various sizes. The text "Vision 2020" is centered in the middle of the image in a blue, serif font.

Vision 2020

SUNY COLLEGE OF ENVIRONMENTAL SCIENCE AND FORESTRY



The SUNY College of Environmental Science and Forestry's Board of Trustees unanimously accepts and endorses this College Strategic Planning document. This visionary and inclusive plan provides a clear path for the College's success and vitality in 2020. We, the Board of Trustees, are honored to have been an integral part of this process and look forward to providing support for its implementation.

ESF Board of Trustees Resolution No. 03.6
February 28, 2003

In Context

College campuses will become increasingly diverse as the 21st century unfolds. According to a report by the Educational Testing Service, over the next 15 years, enrollment at American colleges will increase by 19 percent to 16 million, and minority students will account for 80 percent of that growth.

Kathleen Kennedy Manzo in *Black Issues in Higher Education*, June 2000

We must prepare our 21st century workforce for a 21st century world. Scientific and technological opportunities demand dramatic improvement in K-12 mathematics and science education. K-12 school systems and higher education institutions together must meet the challenge to improve mathematics and science achievement of all of our children.

Dr. Rita Colwell, Director, National Science Foundation

Contaminated water is implicated in 80 percent of the world's health problems. An estimated 40,000 people around the world die each day from diseases caused by contaminated water (14 million per year).

Marvin J. Cetron and Owen Davies, *The Futurist*, January/February 2001

An estimated 50,000 species disappear each year, up to 1,000 times the natural rate of extinction.

United Nations Environment Programme, 2002

The world used only 57 million barrels of oil per day in 1973, when the first major price shock hit. By 1999, it was using more than 73 million barrels daily. Consumption is expected to reach 110 million barrels daily by 2020.

Marvin J. Cetron and Owen Davies, *The Futurist*, January/February 2001

A better world through environmental discovery

VISION



Daring to Dream

The image of the fragile blue globe hanging in space captured the conscience of a generation around the world and, in 1970, gave birth to the environmental movement.

Long before Earth Day, SUNY College of Environmental Science and Forestry's broad and visionary programs focused on the natural environment. Born of the conservation movement of the late 19th and early 20th centuries, college programs took a comprehensive view of environmental study.

Programs incorporated not only traditional "forestry" studies, but an array of complementary disciplines. The programs – including science, design, engineering, policy and management – served to make ESF the first "college of the environment" in the U.S. with an international reputation for excellence in instruction, for landmark research, and for dedication to serving others.

The college's rich history of interdisciplinary study and research further expanded ESF's abilities to effect change. ESF pioneered programs in international forestry, urban forestry, forest engineering, forest technology (the Ranger School is the oldest forest tech program in the U.S.), polymer chemistry, chemical ecology, cellulose chemistry, and pulp and paper technology.

As ESF approaches the beginning of its second century, the world in which the college operates is changing rapidly. There is increased competition for students, faculty and research funding as more and more universities across the U.S. develop programs in environmental areas.

The emerging demographics of college student populations are revolutionizing long-held tenets about the needs of our client base. New technologies are changing the way programs and services are delivered.

In April 2001, the college community engaged in a strategic planning process aimed at renewing shared values, building on current strengths, and positioning ESF competitively to embrace the challenges and opportunities the future will bring. The college's history of exploring and responding to society's needs and environmental issues has prepared ESF to pursue these new initiatives we have 'dared to dream.'

In order to ensure our dreams become real and to gauge our progress, direction and successes, we will monitor our initiatives with respect to each of our seven strategic goals. Individual college units and departments are aligning their own strategic plans with Vision 2020. Performance metrics are critical measures of institutional progress toward our goals and we will create benchmarks for each. We will continue to engage our many supporters and partners by providing regular reports to the Board of Trustees, State University of New York, the Strategic Planning Council and the campus community.

The strategic plan is a work-in-progress, a living document that will continue to be modified as time moves forward and challenges and opportunities change. While recognizing that, this report presents our community's findings, goals and vision for the future of ESF.

Strategic Priorities

"To you from our hands we pass the torch; be yours to hold it high."

Adapted from In Flanders Field by J. McCrae

GOAL 1

Enrich academic excellence in both undergraduate and graduate education

GOAL 2

Provide an outstanding student experience

GOAL 3

Be the "go-to" institution with a strong and visible reputation

GOAL 4

Become financially secure and independent

GOAL 5

Strategically build and enhance partnerships and collaborative relationships

GOAL 6

Respond to the needs of society

GOAL 7

Invest in ESF's human resources and physical infrastructure

Synthesis



Integration



Goal
One

Enrich academic excellence in both
undergraduate and graduate education

Interaction





Higher Education around the world must under-go a dramatic makeover if it expects to educate a workforce in profound transformation.

Jorge Klor de Alva in Educause Review, March/April 2000

Meeting environmental challenges frames the context of ESF's educational mission. The college educates and trains undergraduate and graduate students as the next generation of environmental thinkers, decision makers and problem solvers.

Today's environmental issues are inherently complex and must consider a variety of perspectives and competing interests. In 2020, four themes – Applied Ecology and Conservation Biology; Renewable Materials, Energy and Biotechnology; Sustainable Systems and Communities; and Environmental and Natural Resources Information Systems – provide a context to integrate and synthesize the cultural, natural and industrial perspectives embracing all of ESF's academic, research and service programs.

Within this framework, ESF's academic programs bring a multidisciplinary and collaborative approach that builds on past strengths and forges new ones. ESF's dynamic array of programs, with a foundation of academic excellence, offers solutions to the world's environmental problems.

Applied Ecology and Conservation Biology

The field of Applied Ecology and Conservation Biology explores how to maintain healthy, functional ecosystems and conserve the earth's rich biological diversity. Its purpose is to identify long-term measures to prevent degradation of ecosystem function and loss of biological diversity while accommodating the ever-increasing needs of human society.

Conservation biology applies scientific knowledge to maintaining and restoring the Earth's biological diversity. Conserving diversity at all levels of an ecosystem is both paramount and increasingly difficult. Conservation biology integrates biological perspectives with social, economic and political ones in order to maintain this delicate balance.

Renewable Materials, Energy and Biotechnology

The wise use of renewable materials is key to both economic and environmental well-being. Developing strategies to reduce reliance on fossil fuels as an energy source is a vital challenge for the 21st century. Biotechnology involves using organisms, including trees and their cells or molecules, to improve the human condition. It is essential to achieving environmental improvement because it creates new ways to use natural processes for human benefit and can be directed to cleanse contaminated habitats.

Sustainable Systems and Communities

The concept of sustainable development was defined by the World Commission on Environment and Development as a form of progress "that meets the needs of the present without compromising the ability of future generations to meet their own needs." At ESF, successful design and implementation of sustainable systems and communities integrate concerns for the natural environment with concerns for quality of human life and communities. Through research and education, college faculty and students explore the interactions of biological and human systems for the maintenance and long-term improvement of both.





Environmental and Natural Resources Information Systems

Scientific discovery begins with curiosity and a question that needs to be answered. From there one collects objective data and then uses or analyzes that information. Finally, the outcome or result of that methodological sequence is communicated. Through data acquisition, analysis, modeling and simulation, and interpretation, ESF brings environmental and natural resources information systems to the classroom as well as to research and public service efforts. Examples include wildlife monitoring, ecosystems and watershed modeling, GIS and remote sensing analysis, urban lead and acid rain studies and the Northern Forests Initiative.

These four themes focus ESF's academic programs to help create an effective, dynamic and diverse workforce of scientists, engineers, planners, designers, policy makers and teachers. Using analytical, communication and technical skills honed at ESF, these professionals work comfortably in an interdisciplinary setting, understanding the links between human activities and environmental impacts. Our graduates are citizens who anticipate the consequences of these activities, articulate those consequences to society, and promote behaviors and actions that result in sustainable environmental systems from the local to the planetary levels.

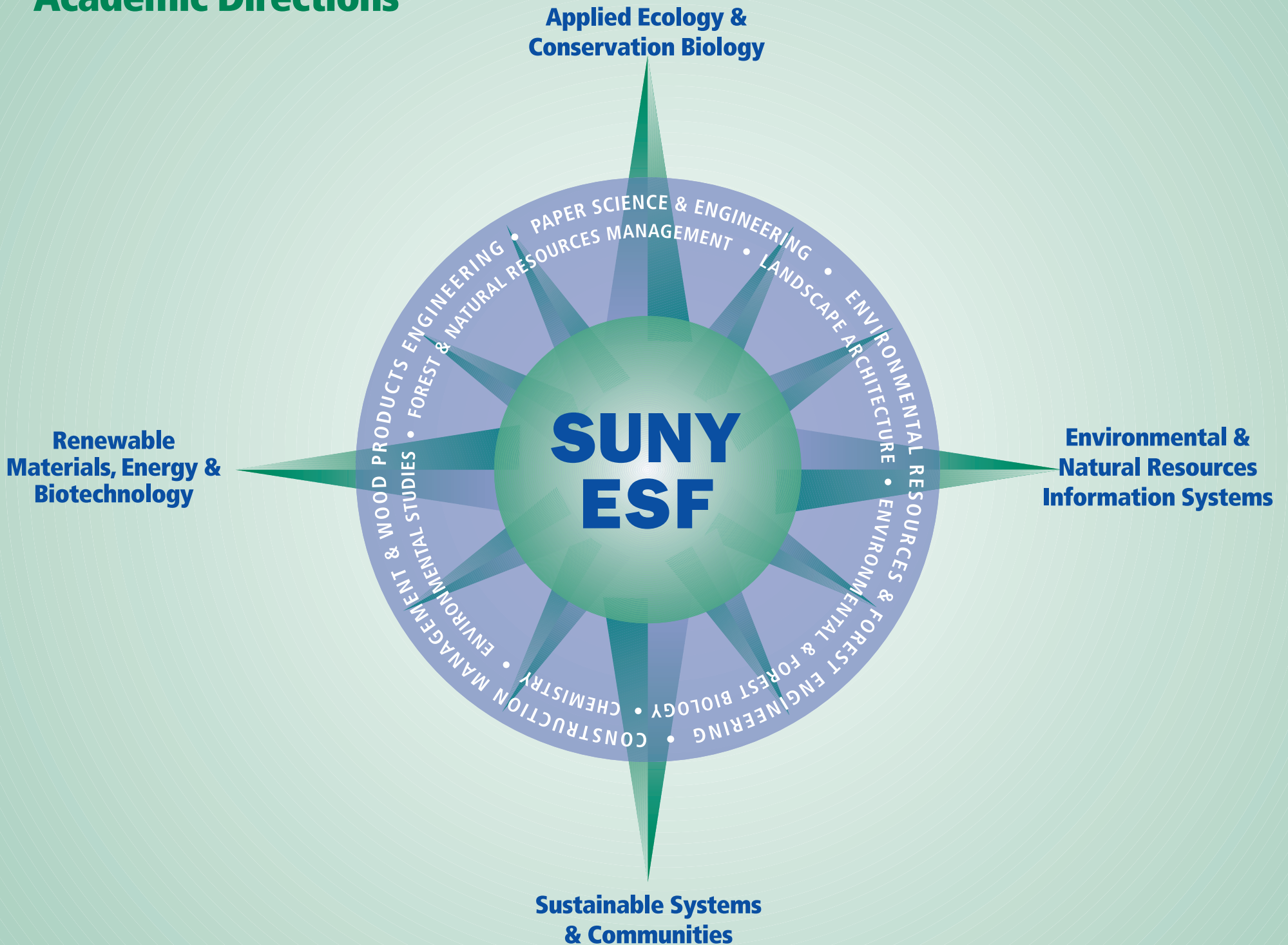
Targets to Achieve by 2020

- Five programs to be ranked in the top five of their kind nationally
- Add new academic programs
- Add summer bridge programs to assist entering freshmen in meeting math and science requirements

- Implement outcomes-based learning
- Increase collaborative, multidisciplinary and multi-institutional programs
- Achieve additional academic program certification, accreditation or validation
- Achieve distinction in the areas of distance learning, information technology and classroom technology and media
- Strategically recruit and hire at least eight new exceptional faculty members
- Strengthen the caliber of our freshman class so that 90 percent are admitted under "most selective" or "highly selective" criteria
- Achieve a diverse student body such that 15 percent of graduating students are from under-represented populations
- Strengthen support services to enhance academic excellence



Academic Directions





Creating

Goal
Two

Provide an outstanding student experience

Balance





As a student looking at where ESF is to be in 2020, I am overwhelmed by the prospects. The facilities, programs and ideas proposed take the aspects of ESF that already are strong and make them even stronger. This generates excitement and support in a way the student body can grasp on multiple levels.

— Sarah Spooner '03
President
Undergraduate Student
Association

Students in the year 2020 will be more numerous and more diverse. They will arrive at college with widely varied racial and ethnic backgrounds, family situations, values and goals, and personal and professional destinations. They may study on campus or at a remote location. Academic programs will need to accommodate this diversity. For offices providing enrichment and support services, adapting to these new clients and their expectations will be critical.

Excellence in academic programs provided by top quality faculty is complemented at ESF by excellence in support services and enrichment programs outside the classroom. Stimulating and responsive campus programs advance personal, social and professional development.

Targets to Achieve by 2020

- Continue to provide a safe and supportive learning environment

- Achieve the highest graduation rates in SUNY (80 percent)
- Strengthen faculty/student interaction
- Define and facilitate a set of skills and knowledge all ESF students will have upon graduation, such as personal responsibility, citizenship, appreciation of diversity, leadership, and information technology
- Add summer eco-camps to expose underprivileged children in the Syracuse area to science/environmental education
- Further develop programs designed to assist students at risk
- Increase experiential learning opportunities
- Balance the need for and use of technology with the importance and benefits of personal interaction
- Fully develop regional and international learning experiences
- Provide adequate scholarship dollars to ensure successful academic performance



Nobody in 1980 assumed that the number of adults going to college would be so high today. Of the 15 million students in college, almost half of them are adults with kids and jobs.

Harold Hodgkinson, quoted in The New York Times
August 5, 2001



Cornering

Goal
Three

Be the “go-to” institution
with a strong and visible reputation



the Market



The 21st century is going to be the “century of the environment,” the century in which, after 300 years of taking nature apart, we finally begin putting it back together. This holds enormous potential for the future of institutions like ESF. We will have to use our unique attributes — our small size, our strong traditions in natural history and natural resources, our commitment to education in the field — in uniquely imaginative ways.

— J. Scott Turner
Executive Chair
ESF Faculty Governance

College reputations are built on a complex set of relationships. Programs offered, cost, and location combine with such intangible elements as history, tradition and public perception. With increased competition for students, collaborators and donors, an effective public presence is critical to ESF’s success.

In the year 2020, ESF’s name is immediately recognized and associated with quality and achievement. The college is established as the authority and source for environmental news among reporters. Business, government and agency leaders regularly seek to consult with ESF faculty and staff, and college scientists are sought-after research collaborators.

Targets to Achieve by 2020

- Create brand-name recognition and attraction
- Be a major player for environmental consultation by business, government, grantmakers and the like

- Target high schools to communicate our excellence
- Pursue college programs and activities to include student outreach and teacher development in multiple off-site locations including international arenas
- Establish strength in marketing and external relations
- Become the authority and source for environmental news
- Establish a multi-institutional national environmental academy
- Enhance our web-based presence
- Establish visible research initiatives
- Enhance college recognition programs, such as the Feinstone Environmental Awards, to garner additional publicity and respect
- Make the Feinstone Award the most respected and well-known recognition program of its type

“Companies that create the future do more than satisfy customers, they constantly amaze them.”

Gary Hamel and C.K. P





Foundation

Goal
Four

Become financially secure and independent

for the
Future





A strong fund-raising program – incorporating alumni giving, support from private foundations, corporate donations – and a large endowment can mean the difference between excellence and mediocrity.

In 2020, ESF capitalizes on its strong position with alumni and corporate collaborators, and the public's perception of the importance of its mission. The college's large and growing endowment, as well as sufficient operating funds, allow ESF to recruit and retain top-caliber students and faculty, enhance and develop academic programs, and protect itself against the vagaries of state funding.

Targets to Achieve by 2020

- Strengthen and diversify the endowment and research dollar sources
- Create a \$100 million endowment (in 2020 dollars) to include increased alumni, corporate, and foundation giving
- Achieve \$30 million in annual research monies through diversified funding sources
- Establish eight endowed faculty chairs
- Establish faculty-specific scholarships and target unit-specific foundations and other previously untapped entities for support
- Develop a web-based donation program to solicit and accept gifts in support of ESF programs

- Through the ESF College Foundation, acquire properties as investments and/or revenue-generating opportunities
- Improve the royalty stream from author/principal investigator-derived intellectual property
- Create a full-service development organization supported by the endowment of the Foundation
- Launch an e-commerce initiative to promote our intellectual capital

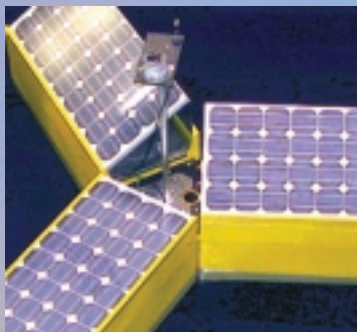


The process to develop "Daring to Dream" did not rely on one person but rather included many stakeholders such as the community, businesses, faculty, alumni, college staff and students, allowing this to become everyone's dream. The process demonstrated patience, commitment and diligence in its development over a two-year period, which has resulted in stakeholder alignment, consistency and excitement. The process to develop the dream must continue with the same passion, excitement and resolve.

– Terry L. Brown, PE
President
O'Brien & Gere, Ltd.

The United States has approximately 3,700 colleges and universities competing for the enrollment of approximately 14 million people currently availing themselves of higher education services. Institutions aggressive in pursuing innovations attractive to students will garner the benefits of enhanced resource bases — state tax allocations and tuition and fee revenue.

William D. Rezak in the AAHE Bulletin



Joining

Goal
Five

Strategically build and enhance
partnerships and collaborative relationships

Forces





Any successful organization must, from time to time, step back and carefully assess where it is, where it wants to be in the future and how best to get there. Dr. Murphy and everyone involved is to be commended for undertaking a strategic planning process that has been comprehensive, broadly inclusive and appropriately focused. The output will serve the college well in the challenging times ahead.

— William E. Davis
Chairman
National Grid USA

ESF has enjoyed a long history of productive external relationships. Strategic partnerships and other collaborative relationships build on ESF's strengths and leverage the strengths and needs of our partners.

Developing synergistic relationships will strengthen ESF's ability to achieve the goals outlined in the strategic plan.

In 2020, ESF provides policy makers with the peer-reviewed basic and applied science upon which natural science policy is developed. The college serves as a catalyst for economic development through mutually beneficial public and private partnerships, ensuring that science links economic vitality and environmental quality. ESF also serves the greater community by making its resources available to regional companies and academic institutions that cannot afford sophisticated analytical equipment.

Similarly, ESF's academic programs are strengthened through strong collaborative relationships with industry, government and others that provide valuable insight into future educational needs for a productive workforce.

Targets to Achieve by 2020

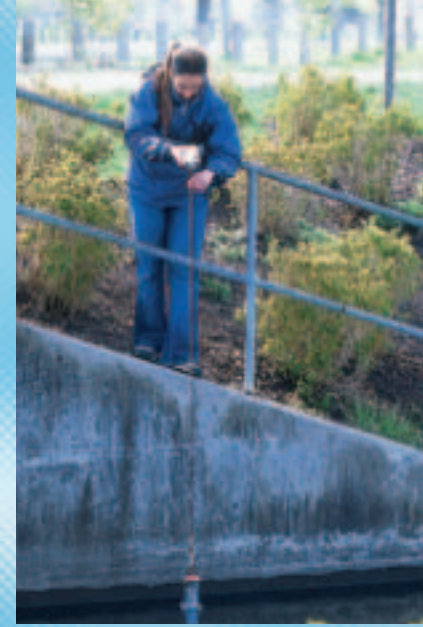
- Contribute the science upon which developing natural resource policy is based
- Act as a catalyst for economic development in New York
- Strengthen relationships with other SUNY and private institutions



- Enhance and develop continuing education programs for non-traditional students and industry
- Establish additional external advisory councils
- Strengthen and develop links with program-related industries, other educational institutions, alumni and government organizations

Overall, companies that began in business incubators have a better chance of succeeding. About 87 percent of the companies started in incubators were still operating in 1997, according to a survey that year by the National Business Incubation Association. Those companies had been in business for at least "several" years after spending two to three years in an incubator. By comparison, the U.S. Small Business Administration reported in December 2000 that 49.6 percent of all small businesses are still open four years after they started.

Martin Van Der Werf and Goldie Blumenstyk in *The Chronicle of Higher Education*, March 2, 2001



Heeding

Goal
Six

Respond to the needs of society

the Call





Decades from now, world history will illustrate that the 20th century was truly unique in its dependence on fossil sources of energy. Our vision is that ESF will be a catalyst for change in a global evolution – an evolution to a renewable and biobased portfolio of fuels, chemicals and advanced materials for a sustainable future.

– Arthur J. Stipanovic
Director
Analytical and
Technical Services, ESF

Throughout its history, ESF has addressed the needs of the natural resource and environmental professions and the public. Through outreach, continuing education, demonstration and public service, ESF faculty, staff and students share the results of their teaching, learning and scholarship with business and industry, educational institutions, government agencies and the public.

In 2020, ESF's commitment to outreach and service remain an integral part of the college's mission. Faculty and staff vigorously pursue new knowledge and disseminate these discoveries broadly to improve the Earth's environmental conditions and foster the wise use of natural resources. Citizens, industry and government all benefit through programs for professionals and programs and resources for students and teachers.

Targets to Achieve by 2020

- Infuse entrepreneurship into ESF's culture
- Provide continuing education and preeminent curricula and materials for K-12 science

teachers to help meet the national math/science initiative

- Reconfigure existing programs to be most relevant to the needs of society
- Provide business incubation opportunities on campus
- Structure academic programs such that community service is a significant part of the curriculum (service learning)
- Enhance and develop new areas of research
- Engage in large, national and international environmental issues
- Work with the local community to increase the diversity of our workforce
- Implement a homeland security initiative in the area of water and air sensor development
- Strengthen outreach efforts



Higher education can and must make a difference in society. Collaboration with the local community is one way of doing so. It is powerfully allied with the need to educate college students about how they can personally take responsibility for shaping the world they will lead and contribute to as adults.

Michael L. Jackson and Cynthia Cherrey in New Directions for Student Services, Fall 2002



Close

**Invest in ESF's human resources
and physical infrastructure**

Goal
Seven

to Home





I've never seen anyone enlist the participation of such a broad cross section of the work force as we have done with the 'Daring to Dream' initiative. I hope we continue this process of inclusion. Then, we will all be proud of the college, its graduates and its achievements in 2020 and beyond.

— Charles E. Carpenter
Groundsworker
Physical Plant, ESF

The people comprising the ESF faculty and staff are the college's most important resource, and the campus infrastructure supports all their initiatives.

In the year 2020, ESF is home to a supportive community of workers who have numerous opportunities for professional development and are well compensated. College facilities demonstrate state-of-the-art, environmentally friendly technologies in construction and maintenance.

Targets to Achieve by 2020

- Improve the ease of doing business; continuing process improvement
- Promote the professional and personal development of faculty and staff
- Achieve "green campus" distinction
- Implement a campus physical facilities plan to include new and renovated space
- Create organizational agility
- Recruit and develop faculty members from underrepresented groups in order to create a cohort of renowned diverse environmentalists

- Create a climate for the development of National Academy of Science, National Academy of Engineering, and Nobel Prize Laureates
- Achieve recognition in the areas of regulatory compliance and health and safety
- Develop the ability to provide seamless business services to local and distant clients
- Provide wireless campus networks
- Implement a comprehensive crisis management plan
- Incorporate renewable energy resources and energy management systems
- Develop a fully automated indoor environmental control system for the campus
- Expand our properties contiguous to the Syracuse campus
- ESF faculty and staff will be compensated in the top 10 percent of public-supported colleges and universities
- Implement family-supportive practices for our employees
- Develop a strategic planning assessment tool to provide the framework to measure progress



The challenge today is not about fixing educational institutions that are broken, but about redesigning our whole educational systems for a dramatically different world than it was created for originally.

Arthur Levine in Converge
October 2000

MISSION

The mission of the College of Environmental Science and Forestry is to advance knowledge and skills and to promote the leadership necessary for the stewardship of both the natural and designed environments.

Timeline

Goal 1: Enrich academic excellence in both undergraduate and graduate education

- 2003 Achieve accreditation or certification of three faculty programs
- 2004 Implement the bachelor of science in biotechnology degree program
- 2010 Have five programs nationally ranked in the top five programs of their kind
- 2016 Endow eight chairs or professorships
- 2017 Ensure that 15 percent of the graduating class is comprised of underrepresented students

Goals 2: Provide an outstanding student experience

- 2003 Institute the Wanakena summer bridge program
- 2004 Develop additional ESF international programs
- 2005 Define student-required skills
- 2008 Achieve the highest graduation rate in SUNY
- 2010 Complete development of a nationally renowned “green” student center

Goal 3: Be the “go-to” institution with a strong and visible reputation

- 2004 Hire a vice president for marketing
- 2005 Implement a “branding” program
- 2006 Ensure the Feinstone Awards Program is nationally recognized
- 2008 Develop an international component of the Joachim Center
- 2010 Establish ESF as the lead partner in a multi-institutional National Environmental Academy

Goal 4: Become financially secure and independent

- 2003 Institute a web-based donation program
- 2004 Launch an e-commerce initiative
- 2008 Complete the transition to a self-supporting ESF Development Office
- 2010 Earn \$0.5 million from patent-derived income
- 2020 Realize a \$100 million endowment for the ESF College Foundation
- 2020 Achieve \$30 million in sponsored research funding

Goal 5: Strategically build and enhance partnerships and collaborative relationships

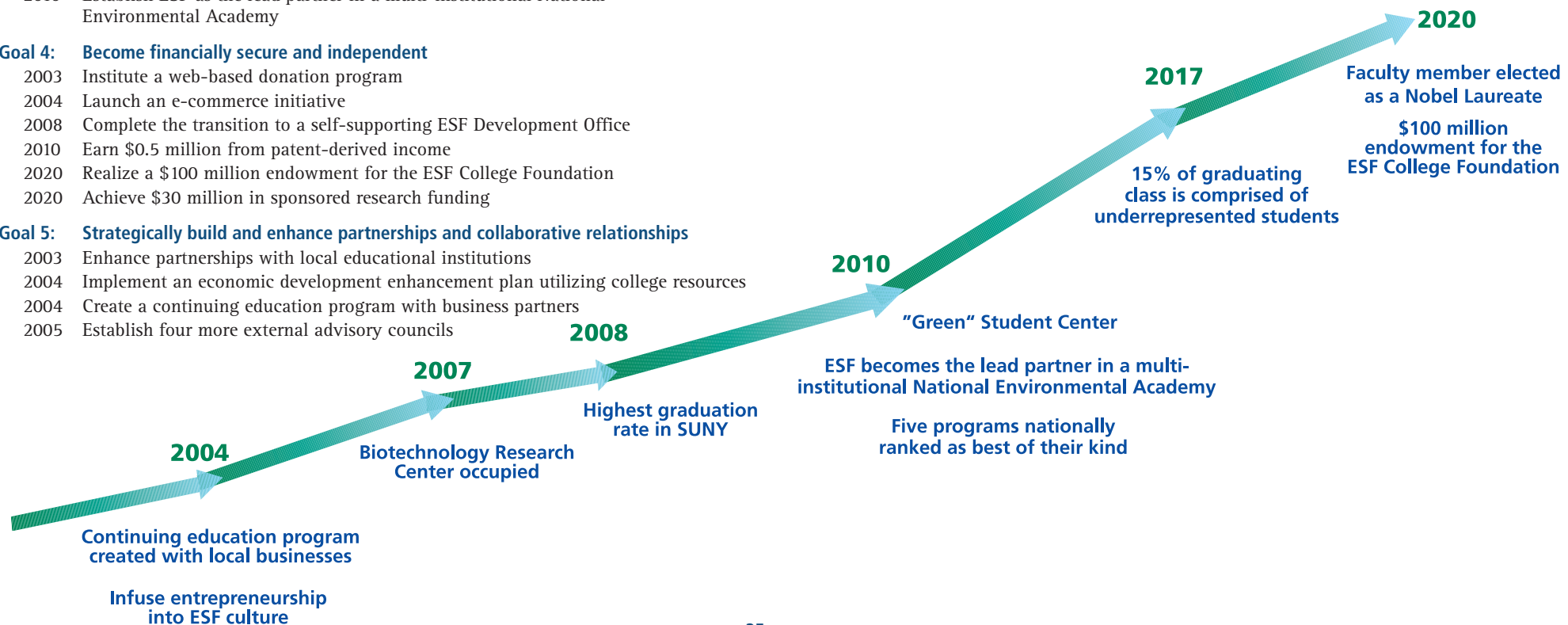
- 2003 Enhance partnerships with local educational institutions
- 2004 Implement an economic development enhancement plan utilizing college resources
- 2004 Create a continuing education program with business partners
- 2005 Establish four more external advisory councils

Goal 6: Respond to the needs of society

- 2003 Implement a homeland security research initiative
- 2003 Structure the Center for Sustainable and Renewable Energy
- 2004 Infuse entrepreneurship into the ESF culture
- 2007 Expand ESF in the High School into a statewide program
- 2008 Achieve national recognition of student service initiative
- 2010 Establish sustainable funding for ESF’s 22 councils, centers and institutes

Goal 7: Invest in ESF’s human resources and physical infrastructure

- 2003 Initiate a continuous process improvement program
- 2004 Implement a professional development plan for faculty and staff
- 2005 Complete an ESF residence hall
- 2005 Implement a campus salary equity plan
- 2006 Achieve “green” campus distinction
- 2006 Complete Phase 3 of the Baker Laboratory renovation
- 2007 Occupy the new Biotechnology Research Center building
- 2008 Complete a parking garage and expansion of Moon Library
- 2009 Achieve 15 percent faculty/staff diversity
- 2011 Complete a new academic and research building
- 2014 Have five faculty named members of the national academies of science or engineering
- 2020 Have a faculty member distinguished as a Nobel Laureate



Metrics: A Preliminary Guide to Quality and Growth



	ESF 2002	ESF 2020
Undergraduates – On Campus	1,267	1,600
Undergraduates – Off Campus		1,000
Graduate Students	628	900
Underrepresented Students	10 percent	15 percent
Freshmen Graduation Rate	71 percent	80 percent
Student: Faculty Ratio	12:1	12:1
Endowment	\$8.2 million	\$100 million
Sponsored Research	\$10.5 million	\$30 million
Physical Space	600,000 sq.ft.	900,000 sq.ft.



I'm pleased to see ESF has improved in the 30 years since I graduated. It is stronger academically and more diverse culturally and philosophically. Now, I have another reason to be concerned with the college's future: My daughter is a junior at ESF. She loves the college and all it offers. What more can a parent ask for than a college that is committed to academic excellence?

*— Arnie Talgo
Senior Policy Analyst
New York Power Authority*

Resource Requirements

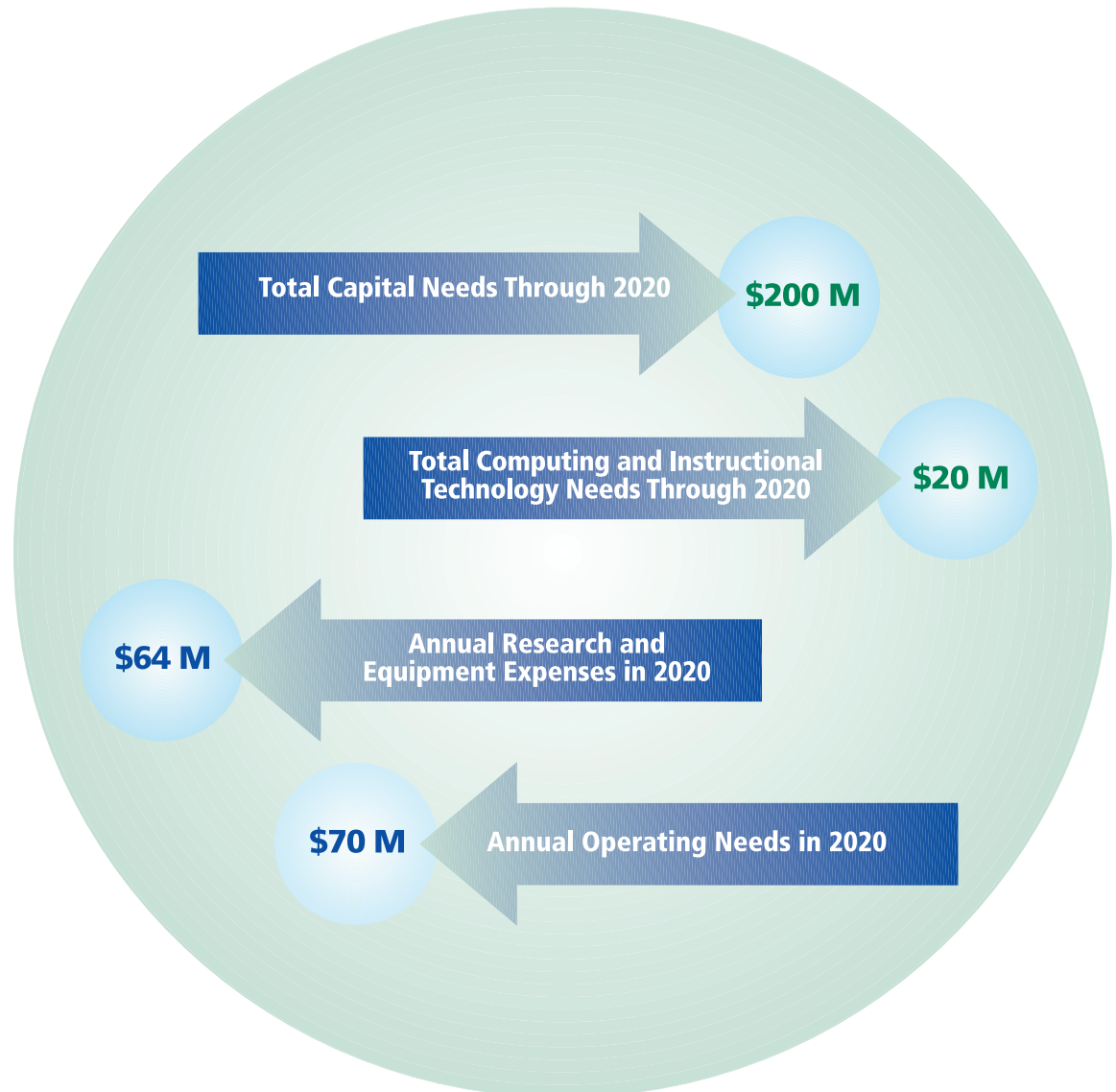


One of the wonderful things about any institution is its traditions. But what makes each institution the best it can be is to celebrate current traditions and develop new ones. As we at ESF invest in the cultural and ethnic diversity of our students, we will embrace the changes that come about. The vision of a more diverse student body will enrich our college's traditions as well as the experiences of our students.

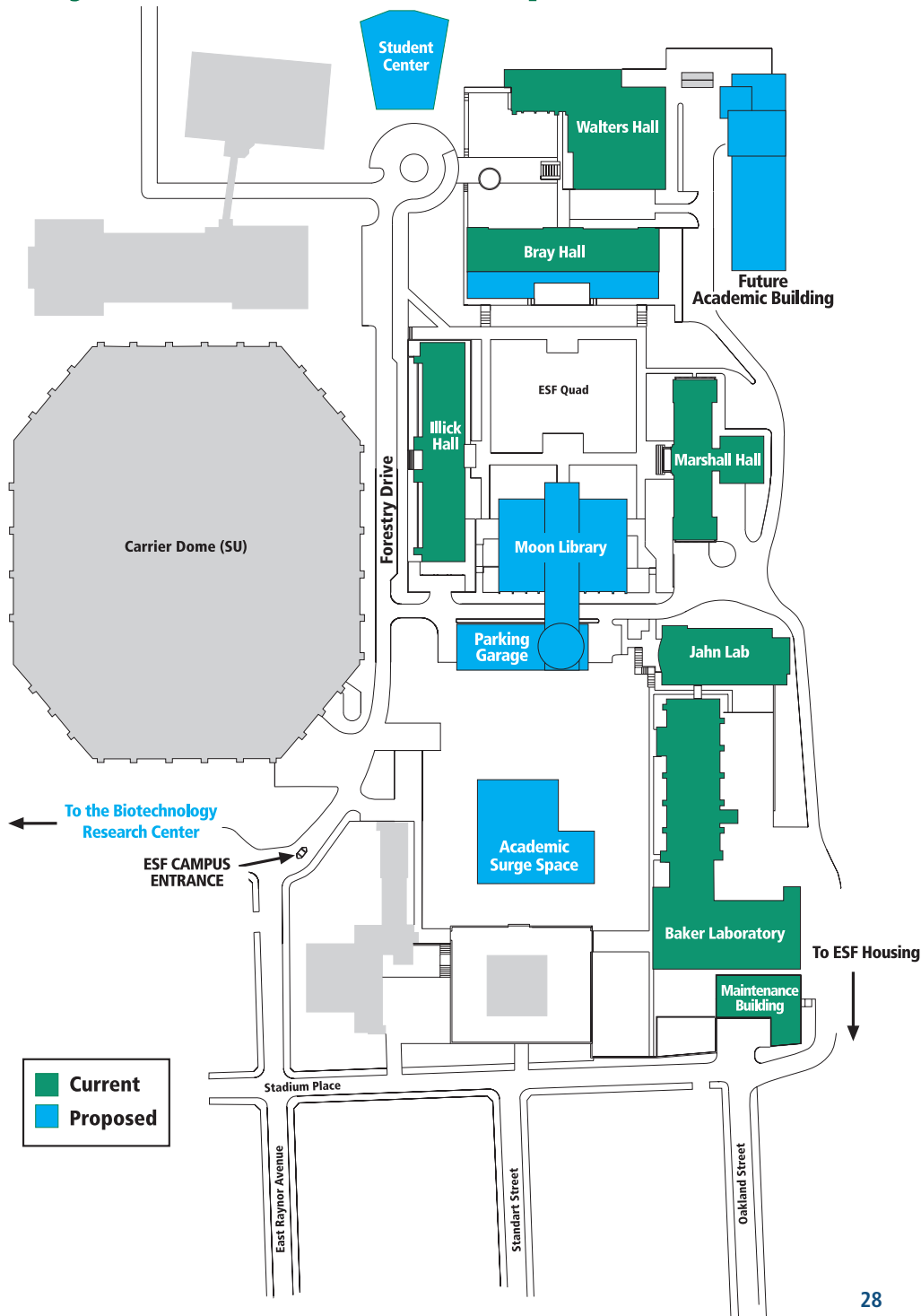
— Carmen J. McCoy Harrison
Director
Multicultural Outreach
ESF

In order to achieve the ambitious program goals outlined in the Vision 2020 strategic plan, the college will need to expand available financial resources.

The following estimates reflect budgetary needs in 2020 dollars for capital, state-of-the-art research and scientific equipment expenses, operating funds, and continuing improvements in computing and instructional technology.



Physical Facilities Concepts for 2020



In keeping with ESF's vision of a larger student body and additional staff, new academic programs, and expanded research and service efforts, the college will need to expand its physical space to accommodate these new efforts.

In 2020, all ESF buildings will be "green" and in compliance with the Americans with Disabilities Act. The college will produce much of its own power and energy and the main campus will become more natural and park-like. In addition, vehicle parking will be moved away from main building areas and into both a multi-story garage and other new locations.

Targets to Achieve by 2020

- Additions to several campus buildings
- Surge space to facilitate the renovation of older campus facilities
- A student center
- A residential building exclusively for ESF students
- A biotechnology research center to be operated in cooperation with Upstate Medical University
- At least one new academic building
- Additional parking space and facilities
- Expanded campus dining facilities
- Larger meeting and conference facilities
- Improved campus roads and walkways, designed for both safety and ease of maintenance

VALUES

The College of Environmental Science and Forestry embraces the public trust placed in it by the people of New York State and accepts the responsibility to advance knowledge in our specialized areas of study. We will fulfill this duty consistent with our core values of discovery, community and service.

As an academic institution, ESF is committed to the process of discovery, the dissemination of knowledge and the discipline required of scholarship. Embedded in these values is innovation and a dedication to continuous learning. Informed by science and guided by effective design and planning, the faculty, staff and students at ESF are committed to sustainable practices and policy alternatives that will both protect the environment and meet the needs of a global society.

As a community, ESF is committed to the highest standards of personal and professional behavior. We celebrate the diverse

backgrounds, cultures and perspectives represented in our community. We believe that respect for one's self and others leads to a community characterized by integrity and honor. We are attentive to the health, safety and well being of our community, realizing our greatest assets are our faculty, staff and students. Through this concern and compassion for others, we continually improve and truly make a difference.

As part of the State University of New York, our service to the community extends beyond the bounds of our campus. We are committed to sharing our discoveries and knowledge with public and private constituencies, organizations and citizens throughout our state, our nation, and indeed our world.

We, the faculty, staff and students at ESF, believe the values of discovery, community and service to be the foundation of our community. These values inspire us to do our very best as we pursue our mission.

The Pursuit of Excellence



From the SUNY College of Environmental Science and Forestry's innovative beginning in 1911 through the start of its second century today, ESF always has attracted a wealth of talent: top-notch, caring faculty; smart, enterprising students; dedicated, hard-working staff members; and a core of committed members for our boards and advisory councils.

You have seen all of those individuals in this document for they have been the cornerstone of this planning process.

No one individual has contributed more than any other. Ideas were born, circulated, synthesized and applied to their most effective use.

As we proceed to implement the results of this strategic planning process, we shouldn't lose sight of the power of community belief and action and the strength of versatility that have been among the hallmarks of this institution since its inception.

To all those who have participated in the strategic planning initiative, we say 'thank you.' To those of you newly acquainted with ESF, welcome to our community.

We look forward to working with you as we continue to build upon the strengths this great institution embodies.

*Cornelius B. Murphy, Jr.
President
ESF*

*Thomas C. Burkly
Chair, ESF Board of Trustees
Vice President
Stearns & Wheeler*

ESF Strategic Planning Council

Penny L. Alderman, Secretary 1, Faculty of Environmental and Forest Biology, ESF
William F. Allyn, President and Chief Executive Officer, Welch Allyn, Inc.
Thomas E. Amidon, Professor and Chair, Faculty of Paper Science and Engineering, ESF
Maryann Ashworth, Graduate Assistant, ESF
Aminy I. Audi, Member, State University of New York Board of Trustees
Curtis H. Bauer, Founder and President (ret.), Forecon, Inc., and Member, ESF Board of Trustees
William R. Bentley, Professor and Chair, Faculty of Forest and Natural Resources Management, ESF
Joseph Boyd, Consultant to Chancellor Robert L. King, State University of New York
Terry L. Brown, PE, President, O'Brien & Gere, Ltd.
Thomas C. Burkly, Vice President, Stearns & Wheler, LLC, and Chair, ESF Board of Trustees
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Edward F. Carter, Director of Business Development, Harza Engineering Company
Charles E. Carpenter, Groundswoker, Physical Plant, ESF
Ronald R. Cavanagh, Vice President for Undergraduate Studies, Syracuse University
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