

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.

VERSION 08/31/2023



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
8. Establish lifelong learning opportunities in Open Academy with online degrees, certificates, and microcredential programs

Teaching & Learning Opportunities

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 expanded international opportunities
5. Develop customized student success supports
6. Provide experiential learning opportunities
7. Build partnerships with industry and gov't labs to promote professional grad degree programs
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. 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 gov't labs to enhance scholarship and research
8. Recruit more international Ph.D. students

Resource Enhancement

1. Increase effective utilization of existing resources
2. Enhance the effectiveness of functions in HR, Business Office, CNS, and ORP
3. Increase revenue streams
4. Create a set of guidelines for instructional faculty teaching in non-degree programs to be based in the Open Academy
5. Establish a culture that allows faculty to stay on track for promotion and to grow external visibility
6. Create clearinghouse for all ESF funding for grads and undergrads to make sure nothing is left on the table
7. Identify resources to pay graduate assistants (GA/TA) 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. Continue to explore work adaptation to the remote and hybrid concepts increasingly becoming common in the modern workplace

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. Unite student outreach activities by reintroducing the ESF Science Corps umbrella
5. Enhance and engage in industrial and government partnerships
6. Increase ESF's visibility and external communication
7. Broaden community engagement through more frequent projects embedded in neighborhoods
8. Tie broadening community engagement to frequent open houses on campus