

SFR Strategic Planning Tasks for 2011–2012 [At September 2011 planning retreat, participants reaffirmed ongoing objectives and goals from 2008–2011 plan and developed nine additional strategic tasks for 2012 in light of identified transition issues (ABB, Advancement, Capacity, Students, Restructuring Research/Outreach)]

Task #1: Complete an assessment of the ESRM curriculum that addresses the quality, capacity, and efficiency of core courses, capstones, and options.

Are we producing the core competencies required of today's and tomorrow's graduates? Can current resources support an enrollment of 400 undergraduates? Assess costs/benefits of capstones and determine if capstones should continue to be required of all students. Can capstone opportunities be increased through the expanded use of staff and graduate students? Identify and provide resolution for bottleneck points in enrollment or graduation. Assess options: are they optimally organized; should low enrollment options continue?

Who: Curriculum committee

By When: End of academic year 2011–2012 **[STATUS: ON TARGET]**

Task #2: Develop a collaborative center structure, as defined under new Institute of Forest Resources legislation, that promotes functional, informational, financial and administrative interaction and efficiency.

The proposed structure or structures must address the following criteria: a) provide flexibility to address changing research issues and opportunities as they arise; b) promote internal efficiencies while simultaneously retaining the support of external stakeholders who identify with a specific research program; c) increase our ability to respond to RFP's in a timely and effective manner, i.e., build research capacity; and d) minimizes administrative overhead. In carrying out this task, provide a portfolio of active and potential research strengths of SFR researchers. Consider the use of some McIntire Stennis funds as "incubation" funds to test the effectiveness of the model and provide a platform for a later request for state funds. Consider the use of Foster School faculty/students to gain fresh perspectives.

Who: Ad hoc committee, chaired by Bruce Bare; members (Anderson, Ettl, Edmonds, Reichard)

By When: By March 1, 2012 **[STATUS: ON TARGET]**

Task #3: Complete an assessment of instructional delivery methods that could increase SFR's efficiency, enrollments, and SCH, and resolve bottlenecks, while at the same time ensuring quality.

Identify the full suite of options available today, including those used by other CoEnv units. Consider both technological options and options that employ nontraditional instructors and nontraditional means. Provide best practices associated with each option. Consider whether on-line degree/course options are feasible for SFR. Review the structure and functioning of the Western Governors University.

Who: Ad hoc committee, chaired by Dean Glawe; members (Allan, Bare, Bura, Campbell, Fridley, Franklin, Harrison, Hodgson, McLaughlin, Reichard)

By When: End of academic year 2011–2012 **[STATUS: ON TARGET]**

Task #4: Conduct faculty portfolio analysis.

Include in the analysis the following: justify future needs in teaching, research, and outreach, identify likely future societal challenges; review what other institutions are doing; understand student interests/preferences. Along with "futuring," the analysis should also include an inventory of current faculty resources. Vet to external constituents.

Who: Ad hoc committee, chaired by Gordon Bradley; members (Anderson, Bare, Ryan, Wirsing)

By When: End of Autumn Quarter 2011 **[STATUS: ON TARGET]**

SFR Strategic Planning Tasks for 2011–2012

Task #5: *Establish SFR's fundraising goals and alumni/friend engagement activities and synchronize them with Advancement's annual plan.*

SFR having reaffirmed its commitment to long-term engagement with friends and alumni at its 2011 annual meeting, identify engagement opportunities for this group and coordinate them with Advancement's calendar. Ensure that other planned fundraising activities and goals are coordinated with Advancement's calendar. Survey alumni to determine program affinity. Conduct a fund-raising portfolio analysis throughout SFR to gather current needs. Provide opportunities for Advancement staff to meet with faculty, staff, and students for information exchange as needed.

Who: Ad hoc committee, chaired by Tom Hinckley; members (Anderson, Greulich, Paul, Reichard/Hoyt, Smith, Trudeau, West)

By When: End of Autumn Quarter 2011 **[STATUS: ON TARGET; ALUMNI SURVEY DATE AND MECHANISM TBD]**

Task #6: *Conduct staff portfolio analysis to determine critical functions that could be performed by additional staff support.*

In the manner of the faculty portfolio analysis, develop an inventory of current staff resources by area, title, and FTE and survey program leaders regarding future needs and their justifications. Review what other units and institutions are doing with regard to staffing. Identify positions that would be particularly helpful to ABB metrics.

Who: Ad hoc committee, chaired by Beverly Anderson; members to be determined

By When: End of Winter Quarter 2012 **[STATUS: ON TARGET]**

Task #7: *Continue to advance the argument with the CoENV dean and others that under current ABB plans outreach provides unfunded value to the UW and its units.*

Who: Director and others, as opportunities arise

By When: Throughout A/Y 2012, as opportunities arise **[STATUS: ON TARGET]**

Task #8: *Continue building a coalition of universities to push agencies to pay reasonable overhead.*

Who: Director and others, as opportunities arise (including Bare at SAF/NAUFRP meetings)

By When: Throughout A/Y 2012, as opportunities arise **[STATUS: ON TARGET]**

Task #9: *Provide tools and training to PIs on various funding vehicles that improve research cost recovery.*

Provide a "white paper" and/or training to researchers regarding the various funding instruments available with the Forest Service and other low-overhead agencies; and existing UW and federal rules for directly charging for support activities. Review what other units/institutions are doing, particularly SAFS, who deals with some of our same issues.

Who: SFR Financial Services Office

By When: March 1, 2012 **[STATUS: ON TARGET]**

	Transition Issue: ABB			Transition Issue: Capacity			Transition Issue: Students			Transition Issue: Advancement			Transition Issue: Restructuring the research/outreach enterprise		
	Task	Dots	Table	Task	Dots	Table	Task	Dots	Table		Dots	Table		Dots	Table
30+	If ABB doesn't include outreach, explore with Dean/Provost alternative administration of outreach programs [Outreach and ABB]	36	G	Carry out audit to determine current staff functions/tasks that are important to maintain or are needed in future and that best serve ABB metrics [Faculty/staff functions to improve ABB metrics]	36	F	Increase capstone opportunities to maintain quality of UG education – consider using staff (e.g., UWBG, PACK) and grad students [Efficiency measures in instructional support]	36	B	Provide diverse engagement opportunities and coordinate activities with Advancement calendar [Alumni/friend relationships]	37	E	Compile scope and range of research being done in School	45	H
	Provide tools and training/workshops to PIs on various funding vehicles that improve research cost recovery and on rules for directly charging for support activities (e.g., administrative personnel, computer staff, student support); consider partnering with SAFS. [0%/low overhead grants]	34	A,K,G	Conduct faculty portfolio process and include in process: justify future needs in teaching, research, and outreach, vet to external constituents, identify future societal challenges; review what other institutions are doing; understand student interests/preferences [Identifying future faculty areas of focus]	30	D, F				When priorities are determined, synchronize SFR's fundraising goals with Advancement's annual plan [Implementing SFR's strategic fundraising goals and objectives]	35	E	Seek opportunities for collaborative grant writing that links several (all) centers	44	C
	Continue building a coalition of universities to push agencies to pay reasonable overhead [0%/low overhead grants]	32	A										Seek a collaborative center structure that promotes interaction (overlapping circles of programmatic activity)	38	C
20-29	Have other units buy SFR faculty to teach, releasing \$ to be used strategically with respect to ABB [Collaboration under ABB]	26	A				Increase flexibility of course choice within options or eliminate options with low enrollments [Efficiency measures in instructional support]	28	J	Reaffirm SFR's commitment to long-term engagement with friends and alumni [Alumni/friend relationships]	26	E	Establish benchmarking: *Incubation Team; *Institute for Sustainability at Portland State University	22	H
							Explore professional master's degree (online?) to boost grad numbers [Quality vs. quantity in enrollment numbers under ABB]	23	J						
	Outreach units support students to do outreach for pay or for credit (e.g., outreach practicum; ?continuing education have SFR link like WSU has? Have outreach be a class. [Outreach and ABB]	9	A,K	Evaluate costs of capstone – prep, planning, faculty advising and determine if all students should do capstone [Student numbers serviceable with current resources/workloads]	19	F	Create a “mega course (with dynamic lecturer, potentially from outside) taught in class and on-line [Efficiency measures in instructional support]	16	J	Have Advancement staff meet with faculty, staff, and students for information exchange as needed [Implementing SFR's strategic fundraising goals and objectives]	19	E	Seek administrative organization of SFR centers that builds research capacity	16	C
	Appoint committee to pursue available options to share SCH; explore more MOUs [Collaboration under ABB]	7	G, A	Challenge UW on ABB; where are metrics for quality and diversity [Student numbers serviceable with current resources/workloads]	17	D	Consider on-line delivery of “bottleneck” core courses [Efficiency measures in instructional support]	15	J	Survey alumni to determine program affinity [Alumni/friend relationships]	15	E			
	Protect junior faculty from ABB so they can focus on research and get tenure [ABB wild card]	5	K	Assess core competencies and instructional means to achieve them [Student numbers serviceable with current resources/workloads]	13	D	Learn about effective alternatives in classroom teaching to encourage student involvement and active learning and apply it, especially to gateway courses [Diversity: Recruiting, retaining, and serving]	13	B	Hold all-School meeting (in Spring) to build priorities for fundraising [Implementing SFR's strategic fundraising goals and objectives]	15	E			
	Investigate certification/recertification opportunities and provide paying programs to meet them. [Outreach and ABB]	4	A	Survey recent (5 years out) grads to see if they are satisfied with their UG education [Identifying future faculty areas of focus]	11	F	Explore on-line course instruction for place-based students [Diversity: Recruiting, retaining, and serving]	11	J	Make concerted effort to get current email addresses from alumni and friends; postcard survey? [Alumni/friend relationships]	6	E			

Transition Issue: ABB				Transition Issue: Capacity			Transition Issue: Students			Transition Issue: Advancement			Transition Issue: Restructuring the research/outreach enterprise		
Task	Dots	Table	Task	Dots	Table	Task	Dots	Table	Task	Dots	Table	Task	Dots	Table	
Establish goal that each faculty teach a certain # of SCH; use the ABB \$ for Tas [ABB wild card]	4	K	Explore use of post-docs, grad students, and lecturers for teaching, including capstones [Faculty/staff functions to improve ABB metrics]	10	F	Explore on-site/satellite opportunities [Diversity: Recruiting, retaining, and serving]	6	J	Schedule (twice-yearly) Advancement staff check-in meetings with SFR Director's Council [Implementing SFR's strategic fundraising goals and objectives]	3	E				
Create subaccounts for research across units to ensure research cost recovery to SFR [Collaboration under ABB]	3	A	Examine 3/2 and non-thesis options for graduate students [Student numbers serviceable with current resources/workloads]	10	F	Increase gateway courses, especially number of times 200, 201, and 300 are taught [Efficiency measures in instructional support]	5	B	Continue monthly meetings – Niklison and SFR Director [Implementing SFR's strategic fundraising goals and objectives]	0	E				
Install UW-wide tax to support outreach [Outreach and ABB]	3	A	Evaluate ESRM (a la BSE) with eye toward streamlining, partnerships, and efficiency [Student numbers serviceable with current resources/workloads]	8	F	MS and PhD (not MEH or MFR) students should be admitted only with funding from fellowships, TAs, or RAs [Quality vs. quantity in enrollment numbers under ABB]	4	B							
Require that grants be more than 0%, but if low overhead require something related to ABB (e.g., grad student support) [0%/low overhead grants]	1	A	Define our niche; what do we want to be? [Student numbers serviceable with current resources/workloads]	6	F	Assess capacity of capstone and core courses to accommodate enrollment increase to 400 UG [Quality vs. quantity in enrollment numbers under ABB]	3	J							
Provide transition time and support for outreach programs to become self-sustaining [Outreach and ABB]	1	G	Survey employers – are our graduates prepared? [Identifying future faculty areas of focus]	3	F	Use peer TAs [Efficiency measures in instructional support]	2	J							
Appoint committee to determine criteria for allowing 0% overhead [0%/low overhead grants]	0	G	Examine capstone/core classes to assess if they are roadblocks to greater student numbers [Student numbers serviceable with current resources/workloads]	2	F	Get away from faculty teaching a scheduled course each quarter, which leads to proliferation of small courses; provide incentives for teaching large courses (e.g. 1/2(?) BIOL 220) [Efficiency measures in instructional support]	2	B							
Document and demonstrate that outreach is supported by research grants [Outreach and ABB]	0	K	Explore capacity to write grants and process them through UW [Faculty/staff functions to improve ABB metrics]	1	F	Provide instructor tips on getting higher enrollment and attracting students from outside SFR [Efficiency measures in instructional support]	2	from the floor?							
			Director appoint committee to set minimum and target enrollments [Student numbers serviceable with current resources/workloads]	1	D	Do more recruiting at local county natural resources workshops [Diversity: Recruiting, retaining, and serving]	2	J							
			Do we need recruiters/other kinds of support staff [Faculty/staff functions to improve ABB metrics]	0	F	Reduce number of required classes so that outside students can double major [Efficiency measures in instructional support]	0	from the floor?							
						Start or partner effectively with a Gear-Up program and provide incentives [Diversity: Recruiting, retaining, and serving]	0	B							

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UNIVERSITY OF WASHINGTON SCHOOL OF FOREST
RESOURCES
STRATEGIC PLAN 2008-2011
THREE-YEAR KEY PERFORMANCE MEASURES & ONE-YEAR
STRATEGIC OBJECTIVES

Year Three: 2010-2011

Updated December 31, 2011

THREE-YEAR GOAL: *Increase morale and a sense of community*

THREE-YEAR KEY PERFORMANCE MEASURES

Within 3 years . . .

- There will be at least 50% representation of faculty and staff from all operating units at the SFR strategic planning retreat, including representation from all student organizations.
- At least 50% of SFR faculty, staff and students will utilize a common space in the Winkenwerder, Bloedel, Anderson area.
- 80% of SFR students, faculty and staff surveyed will score at least 8 on a morale and sense of community survey on a scale of 1 (low) to 10 (high).

ONE-YEAR STRATEGIC OBJECTIVES:

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By December 15, 2008	Ramona Hickey and Sally Morgan	Arrange for a SFR-wide social event in Winter quarter to complement the yearly college-wide events in Fall and Spring.	✓			All-School meetings held Aut,Wtr,Spr
2. By March 15, 2009	Ad hoc Facilities Committee (Bob Edmonds and Sally Morgan-co-leads)	Locate a common space in the Winkenwerder, Bloedel and Anderson Halls and submit to the Resources Committee for approval.	✓			Anderson common mail room
3. By May 15, 2010	Interim Director	Authorize travel expenses for SFR operating units personnel in remote locations to attend the September 2010 SFR Strategic Planning Retreat.	✓			
4. By June 1, 2010 and by August 15, 2010	Nevada Smith	Send an email invitation to all SFR personnel to attend the September 2010 Strategic Planning Retreat.	✓			

Additional accomplishments: Lab visits following Autumn Quarter Dead Elk; FRAA annual meeting revised format with increased opportunity for interaction
Common space requested in Anderson Hall pre-design phase

THREE-YEAR GOAL: *Improve SFR facilities*

THREE-YEAR KEY PERFORMANCE MEASURES

Within 3 years . . .

- SFR will have upgraded at least six laboratories and three SFR classrooms.
- SFR will secure at least \$_____ in external financial support for facilities.
- SFR will conduct upgrades using “green” technology or sustainable design considerations for all facilities.

ONE-YEAR STRATEGIC OBJECTIVES:

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By October 15, 2008	Dean Bruce Bare	Solicit proposals from the CFR community and select three proposals for directed appropriations for State and Federal funding for current facilities.	✓2 propo -sals			Bioresearch equipment proposal (Federal) funded UW Botanic Gardens curator proposal (State) unfunded
2. By January 15, 2010	Tom Mentele	Develop and present to Interim Director Hinckley a plan that identifies potential foundations and donors to fund facilities and that outlines how each will be approached.	✓			List compiled; process for “limited submission” foundation proposals driven by Central Advancement
3. By August 31, 2010	Tom Mentele	Develop budgets and begin or donor/foundation solicitation plan for facilities, including Anderson renovation.			Re-assign?	To be reassigned, in light of new centralized CoENV Advancement structure
4. By August 31, 2010	Tom Mentele	Report to SFR on the status of the donor/foundation solicitation plan for facilities.			Re-assign?	To be reassigned, in light of new centralized CoENV Advancement structure

Additional accomplishments: Anderson Hall redesign process
 Laboratory upgrades for Doty (2), Bura (1), Gustafson (1); upgrade Winkenwerder 105
 Successful STF equipment funding requests
 Dedication of Pacific Connections Garden in Washington Park Arboretum

THREE-YEAR GOAL: *Increase funding for the School of Forest Resources (e.g., UWBG)*

THREE-YEAR KEY PERFORMANCE MEASURES

Within 3 years . . .

- SFR will have \$6 million in new private funding, including an increase of 36% in private foundation contributions.
- SFR will secure \$3 million for targeted project support from the State government.
- SFR will secure \$5 million for targeted project support from the Federal government.
- SFR will increase the self-sustaining revenue stream by 15% (e.g., fee for service projects).
- SFR will increase grant and contract awards for research by at least 50%.
- UWBG will receive 100% secure and sustainable funding for maintenance and operations.
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ONE-YEAR STRATEGIC OBJECTIVES:

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By December 31, 2008	Tom Mentele (lead), F.Hoyt, W. Kelley and S. Lier	Submit annually a strategic fundraising plan for UWBG to Interim Director Hinckley	✓			
2. By November 1, 2009	Tom Mentele w/Corporate and Foundation Relations	Identify 12 prospective private foundations to be targeted for SFR funding proposals.	✓			Targeted solicitations in SFR Advancement's annual plan, e.g., wildlife chair/fellowship
3. By January 1, 2012	Center/Program Directors, Advancement staff, key faculty	Increase visibility and fundraising efforts for centers and programs, including maintenance and repair for off campus and field sites.		✓		Tasks include funding plan for each site that raises profile/ addresses safety issues; Institute of Forest Resources (legislative amendments; website).
4. a) By October 15, 2009 (committee updated) b) Ongoing	New Research Group Committee membership updated by Interim Director	a) Facilitate development of entrepreneurial interdisciplinary teams to advance SFR interests and CoEnv opportunities to increase funding, public image, and leadership b) bundle research projects with diverse disciplines and then market to foundations;	✓	✓		a) NRG has met. Tasks include mechanisms to increase and facilitate information flow. 5/7/10 RFP for McIntire-Stennis funding resulted in funding for 8 projects. b) meet and explore potential funding sources with UW Corporate and Foundation Relations
5. By November 15, 2010	Jerry Franklin, Tom Hinckley, Lisa Graumlich	Develop plan for CoENV implementation of NEON over the long term		?		NEON presents opportunity for increased ICR
6. Ongoing	Interim Director	Pay attention to ICR: seek higher ICR grants; renegotiate existing ICR agreements		✓		Tasks include Hinckley message re: ICR; renegotiation w/ agencies when possible
7. a) Ongoing b) By November 1, 2010	a) grant applicants b) Sally Morgan	A)when possible, include TA in grant budget b) add outreach/educ checkbox to grant form	✓	✓		Where RFPs have education/outreach component

THREE-YEAR GOAL: *Create a positive public image, both on and off campus*

THREE-YEAR KEY PERFORMANCE MEASURES

Within 3 years . . .

- SFR will have an electronic newsletter for external constituents.
- SFR will have consistent branding that reflects the breadth of SFR's activities and is used by all operating units.
- There will be a 30% increase in the number of people outside SFR who use SFR's facilities (e.g., UWBG, ONRC, CSF).
- 80% of stakeholders (e.g., alumni, donors, students, faculty, and staff) surveyed respond that they are satisfied with the web page's quality and relevance.
- 30% increase in the participation of alumni in SFR events/initiatives, including attendance and/or donations.
- There will be a 15% increase in the number of PSAs and positive media stories published about SFR.
- 10% of the public, 20% of the UW community, and 50% of other stakeholders surveyed are able to identify range of SFR's activities

ONE-YEAR STRATEGIC OBJECTIVES:

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By November 15, 2008 and at least twice yearly	Cecilia Paul	Develop/distribute external newsletter featuring the breadth of CFR activities		✓		SFR-UWAA eNewsletter: 01/09; 9/09; 6/10;9/10; 4/11; online SFR News
2. By April 15, 2009	Jon Diemer (lead), Ivan Eastin, Clare Ryan and Sergey R.	Survey CFR stakeholders on website; analyze/distribute results to SFR	✓			Survey conducted; results posted on website
3. By September 1, 2009	Caroline Rosevear/Tom Wolford	Develop alumni stakeholder/ interest clusters list to promote focused alumni events and hold at least 4 such events.		✓		Service Day, Garb Day, Fall event; SFR Lecture; Distinguished Alum Seminar; Alum/ Student Network; Year of Forests
4. By February 1, 2010	Committee develops recommendation for faculty vote	Explore name change for SFR		✓		Committee report and faculty vote completed; name change in process
5. By March 15, 2010	External Relations/Communications/Outreach Committee	Develop SFR external relations, communications and outreach strategy.		✓		1 st report (communications plan) 6/22/10
6. By May 30, 2011	External Relations/Communications/Outreach Committee, plus Greg Ettl and David Campbell	Involve SFR students in creating new media to engage alumni (video contest, youtube, twitter, Facebook, LinkedIn)		✓		Announce contest 11/15/10; winners at Recognition event; alumni LinkedIn link done; contest announced 1/15/11
7. By January 1, 2011	Sarah Reichard/Karen Dvornich/ Patrick Mulligan; Ettl; Matheny	Create sponsored/grant funded science-based inventory events for public at SFR sites		✓		Bioblitzes at WPA, 5/21-22/10 and 10/28/10
8. Ongoing	Greg Ettl/Patrick Mulligan	Collaborate w/College of Education on its environ educ curriculum using CSF-PF sites		✓		e.g. Ettl/College of Educ collaboration; agreement with UW Tacoma

THREE-YEAR GOAL: *Take a leadership role in making College of the Environment successful*

THREE-YEAR KEY PERFORMANCE MEASURES

Within 3 years . . .

- SFR will have proportional representation on all CoEnv leadership committees (e.g., Dean's search, Curriculum, PMT Committees, Environmental Inst.)
- SFR will play a leadership role in CoEnv outreach activities (especially UWBG and NW Environmental Forum).
- SFR will play a leadership role in proposed environmental instructional graduate/UG programs (e.g., Conservation of Living Systems, Bioresources).
- SFR will successfully implement at least 4 major interdisciplinary education and research projects in collaboration with CoEnv

ONE-YEAR STRATEGIC OBJECTIVES:

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Beginning September 29, 2008 and every other week thereafter	Rick Gustafson, representing the Elected Faculty Council (EFC) and serving as a liaison to gather information from the College of the Environment leadership	Share College of the Environment updates with the College of Forest Resources community.	✓			
2. By November 7, 2008	Rick Gustafson, representing the EFC	Convene a half-day forum to provide the CFR community an opportunity to voice their opinion regarding the future of the CFR relative to the College of the Environment.	✓			
3. At the November 10, 2008 CFR faculty meeting	Gordon Bradley	Call for motion to vote regarding whether the faculty wants to participate in CoEnv as core unit or a collaborating unit.	✓			
4. By November 14, 2008	Rick Gustafson, representing the EFC	Announce the vote results regarding whether faculty want to participate in CoEnv as a core unit or a collaborating unit to the CFR community.	✓			
5. By May 15, 2010	Brian Boyle	Complete scoping exercise to identify issues that expand the NW Environmental Forum to serve the CoEnv mission, and share results with SFR/CoEnv.		✓		
6. By December 15, 2009	Committee appointed by Interim Director	Involve SFR and CoEnv in recently undertaken WA State natural resource agencies reform.	✓			Committee documents relevant programs/ activities at UW; Report sent to Interim Director on 1/6/10. Letter to Governor sent 4/13/10.

Additional accomplishments: UW BG hosted CoEnv inaugural celebration; "Sustaining our NW World Lecture and Dean's/Director's Club reception co-hosted with CoEnv

THREE-YEAR GOAL: *Increase the number, quality and diversity of SFR students, faculty, and staff*

THREE-YEAR KEY PERFORMANCE MEASURES

Within 3 years . . .

- There will be at least 300 undergraduate majors (at least 225 in ESRM and at least 75 in PSE) and at least 100 minors.
- 75% of graduate students will be fully funded.
- SFR will exceed the UW ___% of underrepresented students, faculty and staff.
- There will be 200 SFR graduate students.
- Across SFR, there are enough staff and faculty positions to meet the needs of the School.

ONE-YEAR STRATEGIC OBJECTIVES:

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. a) March 15, 2010 b) and c) By January 1, 2011 d) By December 31, 2010	a) Michelle Trudeau b) BSE faculty, Michelle Trudeau c) Michelle Trudeau, David Ford, Rick Gustafson, and Curriculum Committee d) interest area leaders	a) Review/update ESRM Recruitment Plan b) Develop targeted recruitment plan for BSE c) Assess success of UG options; review UG options and classes for recruitment potential to non-SFR students; explore non-engineering UG bioresource science class or option d) review grad interest areas	a) ✓ c) ✓ a) ✓			(b) not yet developed c) Tasks include developing catalyst poll /call for interest; catalyst poll underway
2. By Autumn 2011	Susan Bolton, Curriculum Comm	Create 2 Freshman Interest Groups (FIG)	✓			2 FIGs in ESRM
3. By March 15, 2009	Michelle Trudeau-lead	Update Student Diversity Plan.	✓			Completed and sent to CoEnv
4. By September 1, 2010	Michelle Trudeau, with faculty, using Student Recruitment Plan	Recruit at least 25 additional undergraduate and 15 additional graduate students.	✓			UG (Aut): 2007=216; 2008=250; 2009=266; 2010=273; 2011= 355 Grad (Aut): 2007=146; 2008=155; 2009=180; 2010=186; 2011=167
5. Ongoing	Interim Director (via faculty work plans), curriculum coordinators, Curriculum Committee, Student Services, Advancement staff	Maintain quality, (e.g., field "immersion") of instructional program, including increasing capacity of ESRM core courses to meet potential demand.		✓		Developing resources/strategies that include both fundraising and investigating alternative delivery structures, while mindful of ABB
6. By November 17, 2009 faculty meeting	Faculty	Implement BSE curriculum: course descriptions, curriculum approval channels, assigning courses to faculty.	✓			Include WPPF buy-in and consideration of funding needs and alternatives
7. By February 15, 2010	Ad hoc committee appointed by Interim Director	Explore need for SFR volunteer coordinator and, ways to fill and manage position.	✓			Committee report completed, 3/10/10.

Additional accomplishments: Bioenergy IGERT involvement with tribal graduate students/resource managers; SACNAS *UW Chapter award