February, 2015

Dear Colleagues,

Winter seems to have finally found its way to Ithaca with campus having endured several storms in recent weeks. My freshly snow-covered hat is off to our Grounds department and our Building Care custodians who have been working tirelessly to keep our roads, sidewalks, parking lots and building entrances safe and clear. Thanks to these folks we have been able to keep our campus open and operational so that we can continue our objective of supporting the university’s mission. Hang in there everyone, spring will be here soon!

I would like to welcome a new member to my leadership team, Jeremy Thomas, who just joined us as the Senior Director of Cornell Real Estate. Jeremy comes to us from Philadelphia where he was the Director of Real Estate Development for the city. Please join me in welcoming Jeremy to our community.

With our new leadership team in place and a new university president coming this year, Facilities Services is at a watershed moment.

Our current strategic plan has served us well the past five years. However, now is the perfect time to create a plan that will serve us for the next five years. To accomplish this the FS leadership team dedicated two days in early February to developing a new strategic plan for Facilities Services.

We began the process by reviewing our mission, vision and values statements. Our mission and vision are the foundational guides we use in establishing our organizational objectives. The mission defines who we are and what our role is. The values define what we aspire to become in the future. All three are important because, together, they tell us who we are, what we want to become, and how we want to get there.

The leadership team collectively and emphatically came to the conclusion that our tried and tested organizational values of Truth, Respect, Excellence, Teamwork and Integrity have served us well for many years and do not need to change.
Our existing mission and vision statements were both created during a time when Facilities Services had very different priorities. Now is an appropriate time to reassess those priorities and align our mission and vision with the goals of the university and our own aspirations. The new mission and vision statements that were adopted by the FS senior leadership team are:

**Mission:** Create and steward a dynamic environment to support the university mission.

**Vision:** Accelerate the transformation of Cornell University into a world recognized model of excellence, innovation, and sustainability.

We are continuing to work on refining an overall strategic map that I hope to share with you all in the very near future. Each senior director will then engage their respective departments in a process to develop department-specific strategic goals for the coming year and plans on how to achieve them.

Finally, I would like to emphasize that there is no goal more important than being supportive, caring and encouraging of one another as we go about our daily work. We have been through many challenges in recent months; some that were planned and some that were, like snowstorms, unexpected. While I know that these challenges have been necessary, I also know they have not always been easy. Much like operating a university during a snowstorm, we succeed as a team and rise to the moment bolstered by everyone’s hard work and commitment. We are all here to help support this great institution and each one of us is doing the best we can under enormous expectations. However, we must never lose sight of the fact that we are here for each other as well. To be the caring community that we aspire to be, we must remember to *always be patient and respectful toward each other and focus on the things that are really important.* If we can reach that goal, all the others will fall into place.

And spring will be here soon. I promise.

Thank you all.

*Kyu*