

College of Forestry Advisory Council
November 10, 2006, 1:00 – 5:00 pm, RH 313
Summary

Appointed Council Members present: Judd Lehman, Alyssa Shanks, Rayetta Beall, Bruce, Shindler, Heidi Albers, John Punches, Jeff Hino, Deanne Wilcox, Carrie Berger, Kimberly Wallin, Alison Moldenke
Unable to attend: John Bailey and Marvin Pyles

Standing Members present: Hal Salwasser, Roger Admiral, Debbie Bird-McCubbin, Carol Carlson for Dave Lysne, Kathy Howell, Rose Lacey

I. Welcome: Hal opened the meeting with a welcome and invitation to give him feedback and input during the meeting or at any other time.

II. Budget:

Summary: Hal described how the college budget operates, where revenue comes from, how it's allocated, and the plan of action for the coming legislative session. This is crucial information to enable the Advisory Council to put all other matters into financial context and crucial to the Council's continuing effectiveness.

Budget sheets were reviewed and a short explanation of each line discussed.

a. FY07-FY10 Trajectory - \$4 million gap

The College is down 12 faculty and staff from five years ago; yet we have more students and the budget gap continues to grow. The budget sheets reveal the trajectory we are headed in if we maintain annual expenditures plus the additional salary and OPE increases. Within a few years our trajectory path leads us to a \$4 million gap. WE must change course now

b. Stream of predictable annual revenues:

- **FRL Appropriation** – the legislature and governor determine how much this will be. We assume this will stay stable, we hope will go up. GRB adds \$400,000. annually to FRL.
- **MacIntire/Stennis** – 1960's two senators (McIntire-Stennis) got together and created a program to fund forestry research at land-grant universities. They allocated out to states by using a formula based on how much forest land, harvest, and population. Oregon harvests four billion board feet; it is still the highest harvest of any state but much less than previous years due to federal forest policy changes. Some believe McIntire-Stennis is an outdated view and the formula for calculating funding needs to be updated to reflect newer perspectives, such as recreation and competitive grants
- **Richardson estate**- built RH and set up 3 endowments that earn money every year. \$126,000. The policy was set up that the state would match in like funds every year. Used to be 1to1 match but around 2000 they froze the state portion. That money goes to support the three Richardson chairs.

c. How do we close the gap?

We need to increase the revenue stream and/or decrease expenditures. If we have to close the gap entirely on the current funds we have - it will mean 40 less faculty and staff here within 5 years. The following strategies are being applied to increase revenue:

- Work to increase FRL appropriation.

- Work to increase the harvest tax.
- Support OUS proposal for increases.
- Work on creating new revenue streams.
- Work on Capital campaign, to increase funds. The goal is for five endowed chairs. That will mean that their salary can go back into revenues. We have one (Strachan) and another may be in the works.
- If we are not able to close the gap by increasing revenue we will be forced to close the gap by reducing programs and people. Hal has been very blunt when speaking at conferences and meetings with constituents who benefit from the research and graduates that come out of the College.

d. What We Know:

- OUS has agreed to go forward to the legislature asking for an additional \$1.2 million for FRL. We hope the legislature will agree to that. GRB proposes + \$400,000.
- The Statewides (Forestry, Ag and Extension) are unlike other areas on campus, we have other funds to draw from, besides E and G.
- Work for upgrading the cell designation for our programs (there are three cells; most of our programs are designated cell 1 except FE and RRM). Cell 1 gets least money, per SCH, 2 more, 3 the most.
- College forest savings is being eaten away and within the next few years it will be depleted. We are not going to sell the trees into a bad market or over harvest decadal yield

e. How CFAC and the College can help:

We need your help preparing a compelling message to send to Oregon legislature and Oregon constituents. How can we effectively convince or convey that it's important to put more money into the College.

f. Long term goals:

- To no longer have to rely on the College Forests for essential revenue.
- To become more effective relaying our message to a state legislature that represents metropolitan and urban populations more than rural communities.
- To gain greater interest, collaboration, and support of state business leaders to partner in proposals for signature research centers. (Much like the College of Engineering has fostered for support of their engineering initiatives).

g. Ideas for relaying a compelling message:

- Economic studies show Oregon has moved from a natural resource based economy to a more diversified economy. What about putting together numbers that talk about Watershed benefits of maintaining forests. That would be very helpful.
- Home costs are higher if in view of managed forest mountain. So we could talk about how to provide a new model for how constituents view forestry. Showing more of the benefits of forestry and the recreation aspect. Show that Forestry is not just about Forest Industry jobs but about the tourism and recreation our natural forests provide.
- What about trying to get some of the Hotel taxes that go to the counties. That's the kind of thinking that could shine a different light on forests and their benefits to the economy. Randy Rosenberger could help on this.
- Talk about the significant role that forests play in climate.

h. Save money through employing energy saving suggestions.

Some of the graduate students are interested in having the College adopt energy saving techniques to practice sustainability and lower our energy footprint. Alyssa Shanks, CFAC member asked the Council to review the efficiency report which Susan Morre was instrumental for preparing.

Discussion:

- The College does a pretty good job at some things, for example; all shared printers are defaulted to print double sided, recycling paper, and turning lights off when not in use. Other things such as heating, facilities, plumbing, lights and electrical is beyond our control and managed at the University level facilities department.
- Regarding light fixture changes and plumbing changes we need a prioritization and a cost estimate. What would the full savings and full costs be of each course of action be to determine what changes we could afford to institute? Surely this type of analysis has been done by the University facilities department? Having this information would help us determine a direction for the more costly changes and whether we could afford to institute.
- Alyssa will give Susan feedback, and see if she wishes to move this forward further.
- Create a flyer type list of energy and dollar saving tips that individuals can start practicing. Send one tip a week out on the COF all. Also send to FIRSTEAM@oregonstate.edu to be included in the undergraduate newsletter.

i. Including all units in the discussion around the College's "Budget" process is essential for the broader college vision.

Some view the Departments in the college as fiefdom's, since they are part of the FEC they are viewed as able to stake a claim in the budget for what they decided as their essentials off the top, leaving leftovers for support units who support the College as a whole. All unit heads, not just Department Heads, should be in the same room to decide on budget cuts. All should have to answer questions on what is essential and have to justify their existence not just service units. If all are not included it severely limits the options for strategic budget planning with a broader college vision.

III. Forest Resources Department Head Position:

Summary: With the retirement announcement of Jack Walstad the Forest Resources Department Head position will be open July 1, 2007. Hal would like perspectives on how to address the need for departmental leadership and options for doing that in light of our budget situation. He has had discussions about this with departmental personnel and with FEC but he wants to hear from CFAC before moving a proposal forward to the Provost.

- Review one page note compiled from meeting with faculty/staff of FR.
- Q: what is the implicit contract with DH's if they wanted to restructure to reduce DH's. Do we have that flexibility? A: There has been brainstorming discussion about FE and FR merging under one DH. Contracts say if you cease to be the administrator you revert to faculty member.
- Department members said they felt the need for a manager or administrator, not just a faculty member who takes a turn as a chair. They also asked for a trained administrator, not a research professor, or instructor. Who can also go out and raise funds. It is not necessary for them to have a PHD in forestry in order to be an effective administrator.
- This vacancy provides further opportunity to diversify the FEC.
- Each department is its own interdisciplinary unit.
- This is not an opportune time to leave FR which has 70% of the teaching load of the college without a strong leader.
- Not in favor of merging but would like to see FS teach undergraduates.

- Q: How are search committees formed and operate? Some disgruntled people have said they spent a lot of time on a search committee only to have someone higher up make a decision they don't like. A: Whoever is hired must have the department's respect. So the people from the department really need to be involved. Hal guarantees the department will be given plenty of opportunity to be involved in the process. He also added that he has always chosen the search committee's top recommendations.
- Options
 - Combine departments with FS (FS would get some experience with undergrads).
 - Hire with a national search for DH

IV. Head Advisor/Director of Student Services position opening:

Summary: Debbie Bird-McCubbin will be retiring effective December 31, 2006 (she will stay on part-time till mid March, taking care of scholarships). The position will be open in January 2007. Hal would like to discuss what the most effective way to carry out the leadership of the student services area (including advising at college and departmental levels) would be. He invites fresh thinking. How do other Colleges handle this across campus? What are the strengths and weaknesses of other models for delivery of services?

- Debbie Bird- McCubbin was asked to comment on what parts of the position stood out to her as most important. Recruitment/retention, scholarships/fellowships, community college matriculations, student clubs, scholarships, fellowships, financial aid and much more. Debbie further added that this is a great opportunity to review the organization as a whole to see what we really wanted to do. What are some other models out there? Debbie provided some data that she had compiled of her position as it relates to others across campus. The group reviewed the handout and discussion ensued.
 - Most Colleges have centralized advising except Ag., Forestry, and Science.
 - Recruiting - Can we afford it? We get exponentially more out of student services money than money given to recruiting.
 - Put students first – the successful undergrad student needs to be connected and well advised, they need to know resources and have good relationships with advisors mentors. More than just a check list but whole list approach where all their needs, not just academic are met.
 - Decentralized advising works here because faculty are right on the pulse of the activity of what is working.
 - What about centralized advising for first year to make sure students are really connected for first year, and then once they figure out where they want to be, hand the advising role over to faculty where it would evolve into more of a mentoring relationship?
 - Student Services needs to be focused on student services – because our student services office is also the front door of college, we get a lot that is not about student services and takes time away from student duties.
 - Also this position is the Colleges liaison with the community colleges to help students make a smooth transition from community college to University.
 - We really need more focus on retention programs, like a refresher seminar to help follow up with first year students on all the information dumped on them at the beginning. This is something Debbie would have liked to incorporate, but just not enough time.

V. Other

a. How should CFAC members interact with College?

You are a representative of your group to the College, interact with people in your group, share what is going on in the meetings, interact with them by email, holding an open meeting or by whatever means works best for you and your group. Discuss what happened in the CFAC meeting, listen to group members, get feedback and bring back to the council meetings for discussion.

b. Will Hal continue listening meetings with different components of College?

Yes, Hal will continue to hold open listening meetings as long as people will attend, at least once a term with staff, students, faculty, professional faculty, FRA's and RA's

<http://www.cof.orst.edu/cof/admin/execom/listeningdays/listeningdays.php/> He also continues to have open door office hours <http://www.cof.orst.edu/cof/admin/officehours.php> , as well as times set aside each week for him to roam the College halls to greet and get to know people on a one on one basis. The list of upcoming listening days and discussion threads from those meetings can be found in a links off of the Dean's page <http://www.cof.orst.edu/cof/admin/>

c. Announcement of CFAC Meetings:

- When announcing CFAC meetings it would be good to include a reminder of who the council members are so their constituents can know who to contact with issues or concerns.
- Remind them that the meeting is open to all and that any College member can drop in and out as time permits.
- Include when and where the minutes are posted.
- CFAC information can be found off a link on the Dean's web page <http://www.cof.orst.edu/cof/admin/CFAC/cfac.php>

d. Will there be at some point some type of evaluation on how the college has responded about the CAFR report? Yes this council will deliberate on how to do that in the spring. We will also get the annual report of the college forests to assess. The college forest advisory committee went away and CFAC will take its place. This committee will give advice on how to evaluate the college forests.

e. Classes have changed, example; the Forest Reforestation class changed to a two week block rather than a term. Hal will carry forward the concern that necessary content is not being included in degree programs that should be.

VI: Upcoming Scheduled Meetings:

Winter term - January 16, 2007, RH 313, 1:00 – 5:00 pm

Spring term –April 9, 2007, RH 313, 1:00 – 5:00 pm

Summer – (Please note that the summer term meeting has been cancelled)