Creating our Future
A Strategic Plan for the College of Forestry
Spring 2002
Vision, mission, core values, and products of the College of Forestry

Our vision
We aspire to be the world’s premier forest resources education, research, and service institution.

Our mission
The mission of the College of Forestry, as part of Oregon’s Land, Sea, and Space Grant University, is to educate and engage the next generation of scholars, practitioners, and users of the world’s forest resources, to conduct distinctive problem-solving and fundamental research on the nature and use of forests and related resources, and to share our discoveries and knowledge with others.
The College of Forestry is one of the world’s premier forestry academic institutions. Our assets include a world-class faculty, state-of-the-art facilities and forest properties, a long tradition of collaboration, high-quality students from around the world, and constituents highly supportive of our programs. We are within a day’s drive of a wide array of ecosystems for research and teaching. We enjoy the proximity of several other research and land-management agencies and industries and the brainpower they represent.

The College serves as a focal point for bringing external research and educational resources to bear on important forest-related issues. Our presence within a major academic institution provides access to a broad portfolio of courses, curricula, and programs across the University.

Our faculty are leaders in many areas, including forest engineering, forest hydrology and watershed management, wood science and technology, forest resource management, forest policy and economics, forest recreation and social sciences, and forest biological sciences. A strong support staff plays an important role in our success.
Our core values

Core values are the essential and enduring tenets held by the faculty, staff, students, and administrators of the College of Forestry. These values express our aspirations and our fundamental reason for being:

▼ We recognize strength in diverse faculty, staff, students, and ideas. We nurture the College community through communication and mutual respect.

We value people.

▼ We serve the people of Oregon, the nation, and the world.

We value service.

▼ We aspire to excellence, innovation and relevance in all that we do.

We value excellence.

▼ We commit to sustaining forests and the functions, products, and values they provide for current and future generations.

We value forests.

▼ We share a passion for learning through teaching, research, experience, and extended education.

We value learning.

▼ We address complex forest resource challenges through collaboration across disciplines, institutions, and perspectives.

We value collaboration.

Our products

◆ Graduates: Well-educated, lifelong learners who reflect the diverse societies they will serve: globally savvy, adaptable, capable of solving complex problems

◆ Science: Research-based knowledge, technologies, and tools to solve problems and shape the future

◆ Public service: Extended education, technical assistance, policy advice, and training

◆ Information: Sound, scientifically-based information for a well-informed citizenry
Challenges facing the College of Forestry

We see five major challenges that limit our ability to reach our goals:

▲ **Dependence on other OSU programs.** Many of our degree and research programs depend on faculty and programs in other colleges of the University. The strengths of those colleges affect our capability to deliver top-quality programs.

▲ **Oregon’s budget situation.** State funding for teaching and research will probably not increase in the foreseeable future.

▲ **Financial vulnerability to market fluctuations and unforeseen events.** The College obtains a substantial part of its funding from revenues produced from the harvest of trees in Oregon and from the financial health of firms in the wood products industries. Market fluctuations make this revenue flow unpredictable.

▲ **Gaps between aspirations and realities.** The gaps between what we aspire to do and what we have current resources to do has potential to limit our success.

▲ **Inadequate sense of community in the College.** Not every member of the College community feels personally and professionally valued, fairly compensated, and fully engaged in working toward our common goals.
To guide us in adapting to a changing world, we have identified three overarching themes that encompass our goals:

- **Maintain and build on our strengths.** Secure our current foundation of high-quality programs and strengthen them to better meet the needs of society and the world.

- **Broaden and diversify interests and scope of programs.** Strengthen and expand our leadership in research and education of broad-scale issues. Develop collaborative and interdisciplinary approaches to address complex issues such as declining salmon populations and management of forests for multiple purposes. Cover regional issues in the context of a global community. Become the world leader in interdisciplinary approaches to achieving sustainability of forest resources.

- **Strengthen and diversify College resources.** Secure additional resources—people, facilities, properties, finances, and public support—to help us achieve our goals.
Seven major factors that will influence the College’s future

- **Globalization**—of markets, technologies, environmental issues, information, and transportation—is an increasingly important force affecting the sustainability of forest resources and the work of the College of Forestry.

- **Urbanization and changing demographics and social values** of society worldwide, including in Oregon, create opportunities to broaden the constituency of the College. We must be open to new opportunities to help society understand, use, and conserve forest resources in both rural and urban settings.

- **Increasing demand** by society for a broad suite of goods and services from forests challenges us to find ways to meet demands for wood fiber along with other uses and values of forest ecosystems. The College must be visionary and entrepreneurial, a leader in anticipating and responding to changes in demands.

- **Technology advances** will continue to rapidly change how land is managed, how products are manufactured, and how society receives information about natural resources. The College must remain a leader in discovering, teaching, and using appropriate technology.

- **Changing student interests and career needs** will require responsive educational programs that are relevant and of high quality. We must also ensure that student numbers are sufficient to maintain program health and vitality.

- **Public perceptions of forestry are mixed** and will continue to change. The College must effectively communicate that forestry and wood products enterprises in Oregon are strong, and that our programs go beyond these traditional enterprises to include areas of growing concern in Oregon, such as watersheds, recreation and tourism, and fish and wildlife.

- The world and the workplace require professionals who possess and are comfortable with **diverse ideas, perspectives, and cultures**. The College aims to produce a diverse community of graduates who will enrich society, solve complex problems, and help achieve sustainability.
Goals of the College of Forestry

Several strategic objectives are proposed under each goal. While all these goals are essential to the College's future, not every objective need be achieved to fulfill the goal. Numbering does not designate any priority order; at this stage of our planning we will consider additional goals, or additional strategic objectives to support the goals.

1. **Strengthen College operations.** Review and revise Research Forest operations; implement activity-based costing in operating units; review computing strategy; develop and implement a self-sufficient continuing education curriculum; align administrative structure and process with OSU redesign; explore active management of recreation programs on Research Forests.

2. **Strengthen, diversify, and increase enrollment in undergraduate and graduate programs.** Maintain growth in Natural Resources programs; explore new undergraduate courses attractive to non-Forestry students; explore new degree programs in water and watershed management and in ecological conservation and restoration science; rename and restructure forest products programs; explore College-wide recruiting and retention strategy; increase scholarships and fellowships; become a focal point for environmental and natural resource programs aimed at urban youth.

3. **Strengthen leadership in education and research on global forest issues.** Develop Oregon Forest and Wood Productivity Enhancement Program; explore Center for Forest Products Industry Global Competitiveness and International Forest Engineering Institute.
4. **Invest in innovative approaches to teaching, research, and extended education.** Develop internal innovation-grants program from endowments and Research Forest revenues; develop executive-level training programs for industry professionals.

5. **Develop collaborative and interdisciplinary approaches to address complex issues through teaching, research, and extended education,** joining with OSU partners, other universities, and such partners as USDA Forest Service, Oregon Department of Forestry, Oregon Small Woodlands Association, and nongovernmental organizations devoted to sustainability of natural resources. Explore Pacific Northwest Center for Natural Resources Policy; develop programs in multi-scale forest ecosystem processes and assessments; develop a program in wildland fire sciences; expand activities of the Sustainable Forestry Partnership; develop program in integrated forestry for multiple benefits; explore program in integrated biodiversity management and conservation; explore tropical forestry partnership.
6. **Broaden our interests to better meet the needs of society and the world.** Implement Institute for Natural Resources at OSU; explore Urban and Community Forest Partnership; implement new degree program in outdoor recreation leadership and tourism at OSU-Cascades Campus.

7. **Build a strong sense of community within the College.** Promote and honor diversity in faculty and staff; improve communication; improve participation in College activities; enhance equity in status and value of nonprofessorial staff and fixed-term professorial faculty; enhance the College’s recognition and reward system.

8. **Strengthen and diversify College financial resources.** Implement financial management strategies to reduce costs and increase revenues; explore opportunities for new education and research cooperatives; explore a development campaign to raise funds for new faculty chairs, academic programs, fellowships and scholarships, College properties, and a new facility; increase the College’s visibility in urban centers; develop communications strategy to market revenue-generating products and activities; explore incentives for faculty to convert to nine-month appointments with opportunities to earn money through grants, contracts, consultancies, or teaching.