

Dean's Plan of Action to Move the College of Forestry Legacy Forward
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July 26, 2006

On June 1st, I described actions I was prepared to take immediately to address issues related to academic freedom, College governance, communications, collegiality, and other concerns that emerged during deliberations of the Committee on Academic Freedom and Responsibility (CAFR). I have already put several of the proposed actions in place. During the last two months I have had numerous meetings with students, staff, faculty, and OSU leaders either individually or in groups to discuss how this College can be improved. Since my June 1st communication these discussions along with comments given during the polling on proposed actions have caused my thinking on how to improve our College's performance to further evolve. I also studied recommendations contained in the CAFR report as they approached near-final and then final form. In aggregate, this new information enabled me to develop an action plan that I believe will help the College build on its legacy of excellence.

These are the actions I will take to ensure that as a College we fully benefit from what we have experienced and learned over the last six months about handling controversy, academic freedom and responsibility, College governance, communication, discovery, leadership, and growth. However, I alone cannot make any of these actions fully successful. I need everyone in the College to do their part to improve our overall performance.

To improve leadership and governance effectiveness:

1. The College of Forestry Executive Committee (FEC) will add two fully vested members-at-large. The expected outcome is broader diversity of perspectives represented on the College's primary decision making body. Nominations will be sought from the ranks of our tenured full professors and I expect to make selections in the next few weeks. The at-large members will serve 2-year staggered terms. (CAFR recommendation 1)
2. Beginning Fall term 2006, the Forestry Leadership Team will be replaced by the College of Forestry Advisory Council. The Council will be charged with providing advice and counsel to me and the FEC on major decisions or policies affecting the College such as budget, staffing, and programs. Members of the Council will provide representation and liaison for their respective groups and facilitate communications between me and the College. Members of the Council are expected to represent the very best interests of the College, not advocate for any particular group. The advisory nature of the Council means that the group makes recommendations, but does not serve in a decision-making capacity. In addition, the Council will periodically review progress on actions responsive to CAFR recommendations and provide me and the College with periodic updates. I and the Director of College Operations will be the only FEC members on the Council. (CAFR recommendation 1)

In some cases, each group will recommend to me representatives to serve as their Council member(s). In others, Council members are designated based on the uniqueness of their position. Council members recommended to me by peers are: one department office manager, six professorial faculty (including one county extension and one fixed term faculty member), one classified staff member, one faculty research assistant, one research associate, one undergraduate student, one graduate student, and one representative for service units. I will select recommended members to optimize diversity for the Council. All selected Council members will serve staggered 2-year terms. Council members with permanent seats designated based on position are: Director of College Operations, Director of College Forests, Director of Forestry Computing Resources, and Director of Student Services and Head Advisor.

Meetings of the Council will be held at least quarterly and closely coordinated with FEC meetings. This will ensure important policy issues are discussed and Council input provided the FEC prior to decision making. (CAFR recommendations 1, 3, 24)

3. I will continue to wander the halls, hold regularly scheduled open door office hours, and hold quarterly listening sessions with faculty, staff, and students. All-college meetings will be scheduled quarterly rather than annually. I also expect that department heads will enhance engagement with their department faculty, staff and students to better connect with them and understand their needs and concerns. (CAFR recommendations 1, 3, 4)
4. FEC and Council meeting agendas and minutes, including Council recommendations and FEC decisions, will be easily accessible on the College web site. FEC and Council meetings will be open except for FEC agenda items identified as executive sessions (typically issues pertaining to personnel matters). All attendees will be given opportunity for input and comment on topics of interest. (CAFR recommendation 2)
5. In 2007 we will institute the new OSU policy for reviews of administrators. This review process solicits performance feedback from multiple sources, including the individual, peers, and direct reports. The results enable individuals to analyze and correct gaps between self-perception and the perceptions of others. (CAFR recommendation 4)
6. Membership and purpose of the Forest Research Laboratory Advisory Committee are defined by Oregon Revised Statute 526.225. The Committee is composed of 15 members appointed by the State Board of Higher Education. Nine members are individuals who are actively and principally engaged in timber management on forest lands, harvesting or the processing of forest products, three members are individuals who are heads of state and federal

public forestry agencies and three members are individuals from the public at large. I will soon fill a currently vacant public at large seat with a well respected leader from the conservation community and ensure that the other two public at large positions are always filled by individuals who broaden the diversity of perspectives on the Committee. I will discuss with the FRL Advisory Committee, the College of Forestry Advisory Council, College faculty, and a broad array of constituents ways to better diversify perspectives on the FRL Advisory Committee and the merits of proposing revisions to statutory authority in future legislative sessions. (CAFR recommendation 5)

7. I will also work to diversify the perspectives heard when seeking advice on forestry-related issues important to Oregonians relative to our programs. It will take time to cultivate dialog and build trust with non-traditional stakeholders but I am committed to achieving this goal. (CAFR recommendation 5)
8. I will continue to encourage all members of the College community to participate in professional organizations relevant to their disciplines or program responsibilities and to expand their perspectives by broadening professional affiliations. I will work with leaders of state chapters of professional natural resources societies to develop joint annual meetings and/or conferences. (CAFR recommendation 6)
9. As stated in my June first communication, I will continue to seek input from members of the College with relevant expertise to help me develop input on legislative issues. In addition, I recognize the need for all of us to be more diligent about advocating for the academic enterprise while following guidance provided in Administrative Memorandum #31 (Participation in Public Policy Development). Any member of this College who has an opportunity to provide their services to policy or legislative processes should welcome that opportunity and should also ask colleagues with appropriate expertise for counsel and review of drafts of their input. (CAFR recommendations 7, 8, 9)
10. Independence of our research (i.e., free of inappropriate influence) is fundamental to this institution's credibility. It is my belief we are independent. Those who provide financial support for our work must respect and value our academic duty to provide objective, scientifically credible research and scholarship. My open door policy, scheduled listening sessions and the College of Forestry Advisory Council will provide members of the College or others the opportunity to directly communicate to me, other College administrators, or College ombudspersons any attempt to exert inappropriate influence on research or other activities. (CAFR recommendation 10)
11. I will elevate the emphasis in annual reports, presentations, *Focus on Forestry*, and media reports on the diversity of funding sources from which the College receives financial support. I will also explore with the Council and

FEC what trends in funding sources and diversity mean for the future of the College. (CAFR recommendation 11)

12. I will ensure that discretionary funds available to support new research, teaching, and outreach opportunities will be competitively awarded using an open transparent process. (CAFR recommendation 12)
13. The desirability of reorganizing the College will be examined as part of the College's strategic plan revision process currently scheduled for 2007-2008. Working with the FEC and the College of Forestry Advisory Council, I will define a process for strategic plan revision, similar to how we did the plan in the first place, including seeking input from diverse external constituents and highly regarded academicians. (CAFR recommendation 13)

To cultivate professional behavior I will take the following actions:

14. I will appoint an ad hoc committee to develop a code of conduct applicable to the entire College community and a proposal that addresses CAFR recommendations regarding the use of ombudspersons in the College. (CAFR recommendations 14, 15, 16)
15. I will wait until technical comments and responses have been published on the *Science* paper on post-fire logging before asking someone of national stature to act as an ombudsperson to mediate any remaining disagreements among scientists. I will consider taking this step if the authors of the original paper and technical comments agree to participate and feel it would be constructive. (CAFR recommendation 17)
16. I will ask our Associate Dean for Academic Affairs or a senior faculty member skilled in mentoring to work with the Building Communities Committee to develop a plan that will facilitate more effective mentoring and elevate its importance in the College. (CAFR recommendation 18)

To foster collegiality, rigorous inquiry, and debate, I will take the following actions:

17. I will work with the newly formed Graduate Student Council, Associate Dean for Academic Affairs, and senior faculty to develop a graduate course offering in academic freedom, responsibility, and scientific ethics. (CAFR recommendation 19)
18. I will ask the Graduate Student Council to assume leadership on the development of a protocol or process to promote and facilitate rigorous, constructive, and collegial debate of controversial scientific issues that have policy implications. This should include seminars that will help prepare students and faculty and encourage them to participate in the challenge and dissent discussions so important to the development of new knowledge. I will

also ask one or two senior faculty members to serve as advisors to the Graduate Student Council as needed. (CAFR recommendations 20, 21)

19. The peer review process used in the scientific literature has been and will continue to be the primary means by which the scientific rigor of College research is evaluated. (CAFR recommendation 22)

20. I will strategically use University and College outlets, such as *TERRA*, the *College of Forestry Annual Report*, and *Focus on Forestry*, to discuss controversial scientific issues and the research we have undertaken to address them. (CAFR recommendation 23)

To assess future progress I will ask the College of Forestry Advisory Council to periodically review progress on actions responsive to the CAFR recommendations I have accepted and report their findings to me as previously noted. (CAFR recommendation 24)

I have decided an independent outside review of CFAR recommendations and the implementation of actions pursuant to those recommendations is unnecessary at this time (CAFR recommendation 25). The College is already on a sound course in response to both the CAFR recommendations and what we have learned and experienced these past six months. It is now time to act and adapt as we strive to attain an even higher level of excellence than achieved in the last 100 years. I have accepted the CAFR report and all but one of its recommendations. I am also confident the new College of Forestry Advisory Council will be diligent in reviewing implementation progress. While we are implementing this action plan, I am open to any other suggestions about actions that might improve the College. These can be made through the Council or directly to me.

In six months I will consult with the Advisory Council, FEC, Forest Research Laboratory Advisory Committee, and OSU leaders about the desirability of asking a highly regarded external academician to review our progress and assess the path we are on.