

UNIVERSITY OF WASHINGTON COLLEGE OF FOREST RESOURCES  
(CFR) STRATEGIC PLANNING RETREAT  
September 16-17, 2008

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MISSION STATEMENT

*The College of Forest Resources is dedicated to generating and disseminating knowledge for the stewardship of natural and managed environments and the sustainable use of their products and services through teaching, research and outreach.*

VISION STATEMENT

*The College of Forest Resources will provide world class, internationally recognized knowledge and leadership for environmental and natural resource issues.*

CORE VALUES

(Not in priority order)

We value...

*Open communication*

*Respect*

*Accountability*

*Excellence*

THREE-YEAR GOALS

(2008-2011 \* Not in priority order)

*Increase morale and a sense of community*

*Improve CFR facilities*

*Increase funding for the College of Forest Resources (e.g., UWBG)*

*Create a positive public image, both on and off campus*

*Take a leadership role in making the College of the Environment successful*

*Increase the number, quality and diversity of students, faculty and staff in the college*

**WHAT HAS BEEN ACCOMPLISHED IN THE COLLEGE OF FOREST RESOURCES SINCE THE LAST STRATEGIC PLANNING RETREAT AND WHAT ARE THE CURRENT STRENGTHS OF THE COLLEGE?**

**Brainstormed Perceptions:**

- Leadership in generating NSF IGERTS
- Endowment values nearly doubled to \$30 million
- Pacific Connections Garden established at the Arboretum
- Recognized for our field trips by the Sierra Club
- Increased enrollment; all of our classes are full
- New communications and interpretive materials for the Botanic Garden (audio tours, brochures, trail map)
- We have outstanding external facilities
- ABET accreditation for PSE programs
- Completed funding for 2 new endowed professorships (Ridgeway and Scott)
- Availability of student scholarships from CFR
- Updated Master Plan for the Center for Urban Horticulture
- Research exposure in the media
- New grant money
- A lot of exposure on the UW home page
- New and improved education programs at UW Botanic Gardens reaching new audiences, like preschoolers
- Faculty Research Forum
- Launching of the gardening answers knowledge base
- New course online very successful (“Creativity and Society”) with 400 students
- Increased good community service projects
- Collaboration with WSDA with pine collection
- Auditors have gone away
- Gift of 2 important collections (Waters and Spur) to the Miller Library
- We’ve had several collections added to the North American Plant Conservation Consortium (Ecer and the Oaks)
- Built a video conferencing center
- Increased collaboration with the Water Center, the School of Public Affairs and Ruckleshaus Center
- Increasing volunteer force in the UWBG Plant Conservation Program
- Steady increase in the number of undergraduate majors, and especially minors
- Increased collaboration with Washington State University
- Successful volunteer participation at UWBG
- Renovation of the Fragrance Garden
- Excellent new faculty
- New name: University of Washington Botanic Garden
- Revised curriculum
- 100 Year Anniversary
- Faculty bus tour and orientation of new faculty
- Successful environmental forums leading to legislative funding
- Water Center seminar has tripled student enrollment—30 to 100
- Leadership and increased collaboration with units across UW and internationally
- New staff hires
- MFR accreditation

- Quality of our students (e.g., a CFR was awarded the President's Medal for the first time)
- We have a pledge for a third endowed professorship
- Increased awareness of UWBG and its programs—successful media coverage
- New program “Native Plant Populations” partnering with Student Conservation Association at the Seattle Youth Garden Works
- Outstanding Restoration Ecology Program recognized by science and others
- Successful Denman television series
- College database project established
- Successful plant collection expedition in the Siskiyou Mountains
- We're participating in the Cultivated Flora of North America UWBGHYDE Herbarium
- Selection of the Wind River Canopy Crane as a core site for the NEON Program
- Successful exhibits in the Miller Library and Merrill Hall
- Successfully completed the Capital Campaign—raised \$2 million

## **WHAT ARE THE CURRENT INTERNAL WEAKNESSES AND CHALLENGES OF THE CFR?**

### **Brainstormed List:**

- Lack of CFR payroll person
- Outdated laboratory facilities
- Lack of designated college HR person
- Lack of sustainable funding for collection and staff at UWBG
- Not attracting more undergraduate majors
- Too few graduate courses
- No College Happy Hour
- Lack of respect for UW Faculty Code
- Lack of infrastructure for collaborative research
- Spread too thin with projects and workload
- Quality of grad student intake is inadequate
- We're still low enrolled relative to UW
- Lack of information on College of the Environment (CoE) issues by staff
- Public perception of division
- Outdated computer network capability
- Too few MFR students
- Insufficient UW online support
- Low public appreciation of CFR
- Lack of understanding the vision of UWBG
- Concern about upcoming graduate program review
- Insufficient public outreach resulting in low public perception
- Unclear relationship among UWBG units
- Non-supportive relationship between UWBG and CFR
- Failed to lead the establishment of the College of the Environment
- Internal image problem
- Too little substantive communication among interest groups
- Insufficient research funding
- Insufficient TA funds
- Lack of staff at UWBG for curation
- Lack of collegial discussion regarding the College of the Environment

- Lack of funding for renovating labs for new faculty
- Lower visibility of Center for Quantitative Science in light of faculty retirement
- Inadequate financial resources for students
- Loss of resources to UWBG with part time Director
- Lack of prominence of UWBG within CFR
- Apparent strife between college leadership and the university
- Lack of understanding of how federal programs will fit into the College of the Environment
- Too little TA support
- Problematic partnership with Seattle Parks and Recreation and Arboretum Foundation
- Lack of unity among CFR units and components
- Too little diversity in CFR
- Anderson Hall is not ADA compliant and hasn't been updated
- Too many lab facilities that haven't been updated
- PMT process and data insufficient for our needs
- Insufficient strategic planning in IT instead of fixing breaks
- Unsuccessful UWBG Executive Director search—lost opportunity to hire a superb candidate
- Emotionally distracted by The College of the Environment
- Inadequate CFR classrooms
- Uncertainty about the College of the Environment is killing off annual gifts
- Instability of UWBG leadership
- Insufficient website for CFR integration
- Foundation grant writing is unfunded
- Lack of updated computers
- Not enough money to use on TAs as a recruitment tool
- Lack of visibility on campus—people don't know what we do
- Future of the deanship of the college is uncertain
- Lack of unified expectation of graduate programs
- Lack of an Urban Horticulture undergraduate program
- Too much whining
- Understaffed Horticulture staff
- Understaffed
- Lack of effective integration of Arboretum and CFR
- No relation between course enrollment and TA supply
- Lack of plan to respond to the College of the Environment
- Lack of time and resources for recruitment
- Lack of internal scholarship support for grads and undergrads

## **WHAT ARE THE POTENTIAL ADVANTAGES OF BEING A PART OF THE COLLEGE OF THE ENVIRONMENT?**

### **Brainstormed Perceptions:**

- Opportunity to tackle the great problems of this century
- Commitment of the Provost
- Better curricular organization around environmental issues
- Survival
- Increased access to some resources
- Expanded resources

- Coordination of curriculum
- Might attract more students interested in interdisciplinary studies
- Easier to communicate the breadth of programs we do
- Potential integration of outdoor education for youth throughout UW
- Continuing to be a leader in the field
- Increased research opportunities for undergrads and graduate students
- Greater academic prominence of the green industry
- More of an opportunity for interpretive programming and classes
- Greener image than Forest Resources
- Potential for solving world environmental problems
- Broader recognition of our mission and vision
- Attracting students to Environmental Sciences
- Better exposure to the media
- Potential rise in prominence of the Botanic Garden—more funding
- Collaboration with other faculty
- May be easier to attract new faculty for those retiring
- Attract more diverse graduate students
- Attract a diverse, higher quality number of undergraduates
- Potential new motivation and enthusiasm
- Greater autonomy for UWBG
- More competitive for private foundation grants
- Greater recognition for all the interdisciplinary activities
- Improved public perception
- Less insularity of forestry
- Potential for expanding expertise beyond the Pacific Northwest
- Ability to play a bigger role in the Institute
- Easy to share utilized facilities/infrastructure
- Potential for increased collaborative research with community partners
- Acknowledgement by UW of the importance of the environment
- Better aligned with what students are doing with their degrees
- One stop environmental shopping for external clients
- Greater recognition of the importance of forests to the future of the world
- Increased use of the UWBG for an outdoor classroom

## **WHAT ARE THE POTENTIAL DISADVANTAGES OF BEING A PART OF THE COLLEGE OF THE ENVIRONMENT?**

### **Brainstormed Perceptions:**

- Short term interruption to revenues for the college
- Perceived elitism and greater separation from the rest of UW—possible backlash
- Discord among alumni
- Increased administrative overload
- Accreditation challenges
- Perceived environmental bias
- Becoming one of many silos
- Diminished focus on forests and plant life in the world ecosystem

- Alumni concern that our dedicated endowment funds will be used for purposes other than what they were intended
- Diminished forestry and natural resources education
- Unclear facility organization
- Organizational trauma
- Potential loss of new faculty slots
- Demoted leadership on the Board of Deans and in the university administrative structure
- Increased bureaucratic layers
- More focus on basic science and less recognition of applied work
- Less unity of purpose
- Potential loss of interdisciplinary opportunities
- Potential alienation of relationships with traditional funding sources
- Public perception that demotion of CFR means UW undervalues forestry
- Forced merging of academic units that often have little in common
- Concern that this might be the first step in a further diminishing of the college later
- Potential loss of resources
- Smaller units getting lost in the shuffle
- Potential significant staff layoffs
- Increased competition for infrastructure
- Loss of students due to being part of a larger unit
- Lack of identity
- Loss of representation on the Board of Natural Resources
- More power to the Provost
- Loss of control of our curriculum
- Students overloaded by interdisciplinary requirements may lack courses in their specialty
- Incompatibility of promotion and tenure (PMT) policies, procedures and criteria
- Uncertainty for a number of centers
- Potential for strife during RECP process
- Potential raiding of significant pools of resources
- Potential changes in our relationships with natural resources agencies (e.g., Forest Service)
- Inability of the new unit to integrate all the research going on on campus
- Implied demotion of forestry as a profession
- Difficulty integrating basic and applied research
- Confusion among our outside community partners

## **WHAT ARE THE EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON CFR IN THE NEXT THREE YEARS?**

### **Brainstormed Perceptions:**

- The next century has been described as the “Century of Plants” (e.g., biofuels, carbon cycling)
- Greater recognition of the role of forests in sequestering carbons
- Greater sophistication society-wide on environmental issues
- Increased interest in urban agriculture and horticulture
- Increased reliance of federal agencies on university research
- Increased recognition of the importance of urban forests on the quality of life
- Increased understanding of the importance of biodiversity (e.g., seed banks)
- Revitalized international relationships around forest resources

- Change in political leadership
- Great student interest in environmental markers
- Greater role of natural resources in urban greening programs
- Interest in ecosystem services
- Expanded outreach with small, private forest owners
- Concerns about water
- Increased community concern about youth spending less time outside
- Legislative support for natural resources/forest resources programs
- New forest owners and their need for research help
- Increased public interest in biofuels
- Continued growth of ecotourism
- Demonstrated success of outdoor education programs in teaching youth science and math
- New inventions in the paper science and engineering field to create cellulose bio products
- Public concern over forest health and wildfires
- Challenges brought about by regional population growth
- Increased public concern about leaving a natural heritage for children
- Higher energy prices
- Biorefinery opportunities
- Aging baby boomers—opportunities for planned giving
- Influx of youthful enthusiasm from new faculty
- Increasing costs of petroleum products (e.g., fuel)
- Global warming
- Growing trends in sustainable horticultural practices
- Increased ability to manage data
- Increased connection between the college and tribal members seeking education
- More international partnerships and visitors
- Increased interest in community service
- Increased collaboration among previously polarized internal groups
- Increased interest in green careers among undergrads
- Changing attitudes in business interests and industries
- Job market's increased opportunities in this field
- Increased pressure on natural resources
- Failing economy results in increased number of students

## **WHAT ARE THE EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON CFR IN THE NEXT THREE YEARS?**

### **Brainstormed Perceptions:**

- The economy
- 520 bridge
- Potential loss of the Deanship
- Hearing distrust of science by the general public
- Rising energy costs
- Autocratic Provost
- Trend among industries away from hiring science-related majors and toward management
- Dumbing down of environmental education
- Reductions in donations due to bad economy

- Increased competition for private funding
- Relatively low salaries for majors in our college
- Inflated housing prices in the Seattle area
- Housing downturn
- College of the Environment
- Lack of research funds due to the bad economy
- Bureaucratization of the carbon environment and government controls
- Lack of political leadership in the country
- Public skepticism about the value of science
- Reduction of Federal funding
- Potential budget cuts due to the State budget
- Loss of endowment value
- Inflation or deflation
- Rising cost of higher education
- Public apathy
- Continued resistance to the notion of the environment as a key political issue
- “Drill, baby, drill!” attitude
- State and Federal legislative funding for natural resources is dropping
- Poor K-12 education regarding science education
- Increased expenses for our field trips
- Increased competition for State education funds
- Increased costs diminishing the forest industry
- Terrorism/Iraq and altered funding priorities
- Breakup of traditional forestry companies
- Global warming
- Increased difficulty in getting competitive research funding
- Loss of diversity before it can be studied and addressed
- Lack of understanding by upcoming students of forestry as a field
- Loss of forestry lands
- Intelligent design
- The myth that science is a monolith
- Urbanized view of environmental problems

### **BRAINSTORMED THREE-YEAR GOALS**

- Become a recognized leader in forming forestry issues
- Obtain bioresource research funding
- Become clear on and communicate our identity
- Increase morale and a sense of community
- Develop and implement a private funding campaign plan
- Increase undergraduate enrollment by 50%
- Develop and implement an IT Strategic Plan
- Develop a strength in biofuels research
- Make environmental forums the outreach focus of the college
- Place emphasis on community outreach
- Hire a payroll/HR person



- Increase faculty-student collaboration with existing research centers
- Improve CFR facilities
- Develop a formal 520 mitigation strategy (regarding the Arboretum)
- Invest in staff supporting the college's goals
- Increase prominence of federal programs in the new College of the Environment
- Increase financial support for graduate students
- Lead in the development of new curricular and programmatic options for grads and undergrads in the College of the Environment
- Focus on excellent teaching and scholarship
- Create a positive public image, both on and off campus
- Improve research productivity
- Become the leader in sustainable practices within the university
- Increase our energy efficiency and reduce our carbon footprint
- Change our name to reflect what we do
- Increase media coverage of CFR events and activities
- Adopt successful strategies for collegial and effective organizational change
- Re-establish continuing education in CFR
- Anticipate and exploit new trends in research
- Link our expertise with global issues
- Increase grad students by 30%
- Increase the number and quality of students, faculty and staff in the college
- Increase TA funding
- Obtain financial support from the Legislature (e.g., Arboretum)
- Maintain UWBG facilities and grounds to their highest potential
- Increase funding for UWBG
- Establish interdisciplinary programs within the college, including research
- Increase utilization of college facilities
- Increase alumni engagement
- Increase ground staff in UWBG
- Increase partnerships with NGOs, corporations, foundations and international institutions
- Integrate with or adapt to the College of the Environment
- Increase research funding by 50% (\$20 million)
- Maintain status as an independent college
- Increase enrollment
- Stabilize college finances and endowment
- Establish a focus and programs on green entrepreneurship
- Promote and support efficient and sustainable transportation within and beyond UW
- Increase access to donors and external partners in environmental and horticultural circles
- Acquire and utilize new external resources
- Make creativity classes mandatory for all students
- Expand diversity recruitment
- Integrate outreach and academic programs
- Increase translation of our science for the public
- Increase international dimensions of research

### **NEXT STEPS/FOLLOW-UP PROCESS**

<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>
September 18, 2008	Bruce	Distribute the strategic planning retreat record to all CFR participants from the September 16, 2008 retreat.
Within 48 hours of receipt	All September 16 retreat participants	Read the retreat record.
By October 1, 2008	Bruce	Share the strategic planning retreat record with the Provost and get her response to CFR's concerns regarding the College of the Environment.
By October 1, 2008	Bruce	Distribute the strategic planning retreat record to the college community and get feedback.
Monthly	College Planning Committee (Gordon-lead)	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	College Planning Committee (Cecilia-lead)	Prepare and distribute the Strategic Plan Monitoring Matrix/Grid to the CFR community.
By January 31, 2009	CPC (Gordon-lead)	Review the "Internal Weaknesses/Challenges" list for possible action items.
September 2009	CFR	Strategic Planning Retreat for a more thorough assessment of progress on the key performance measures, goals and objectives. Develop new objectives for the next year.

## **STRATEGIC PLANNING ELEMENTS**

### **“SWOT” ANALYSIS**

Assess the organization's:

- Internal **S**trengths      - Internal **W**eaknesses
- External **O**pportunities      - External **T**hreats

### **MISSION/PURPOSE STATEMENT**

States WHY the organization exists and WHOM it serves

### **VISION STATEMENT**

A vivid, descriptive image of the future—what the organization will BECOME

### **CORE VALUES**

What the organization values, recognizes and rewards—strongly held beliefs that are freely chosen, publicly affirmed, and acted upon with consistency and repetition

### **THREE YEAR GOALS**

WHAT the organization needs to accomplish (consistent with the Mission and moving the organization towards its Vision) – usually limited to 4 or 5 key areas

### **THREE YEAR KEY PERFORMANCE MEASURES**

WHAT success will look like when the goal is achieved

### **SIX MONTH STRATEGIC OBJECTIVES**

HOW the Goals will be addressed: By when, who is accountable to do what for each of the Goals

### **FOLLOW-UP PROCESS**

Regular, timely monitoring of progress on the goals and objectives; includes setting new objectives every six months