

# College of Forest Resources All-College Planning Workshop

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# Topics for Today

- I want to discuss important elements of our strategic vision
- Later we will update our three-year goals and one-year objectives
- We will also discuss how we incorporate sustainability into our teaching, research and outreach programs

# College 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 professional and public outreach.

# College Vision Statement

- The College of Forest Resources will be an internationally recognized source of knowledge relevant to environmental and natural resource issues.

# World Class Characteristics

- Undergraduate and graduate students meet market needs for economic, environmental, and social responsibility in fields related to forest resources and ecological sciences;
- The best academics in the field want to work and teach at CFR;
- Standards for admission to CFR majors are high and admission is competitive;

# World Class Characteristics

- Collaborative problem solving, scientific research, and intellectual debate are centered at the College and are recognized nationally and internationally;
- Research grants support contemporary problem-solving at the leading edge;
- A full range of constituents in the marketplace demand the outreach services, the high-quality graduates, and other products of CFR;

# World Class Characteristics

- Undergraduate and graduate curricula are solidly linked to other UW core programs; and
- Gifts and endowments liberally support the stature of the College.

# Charting Directions Recommendations

- **Support** the College of Forest Resources as an **integral unit** of the University of Washington. Firmly **assert** that its current **reformation must continue**. If it does not, then consider alternative structures.
- Enable **CFR dean, faculty, and staff** to become **leading participants** in University-wide planning and implementation of **collaborative programs** focused on the **social, economic, and environmental** dimensions of natural resource systems.



# Charting Directions Recommendations

- Begin a national search for a new dean immediately and commit to a rapid turnaround.
- Charge the new dean to take targeted actions and initiatives toward achieving the goal of a world-class college.

# Charting Directions Recommendations

- **Require that the CFR dean, faculty, staff, and students achieve and sustain clarity of mission and goals, cost-efficient and effective programs, a comprehensive culture shift within the College, and productive collaborative linkages with other UW units and with external partners and constituencies.**

# Charting Directions Recommendations

- Commit to providing University-level financial and organizational supports toward achieving the goal of a world-class college, both during the search process and after the appointment of the dean. Support should include but should not be limited to encourage retirements of eligible CFR faculty and staff.

# Charting Directions Recommendations

- **Support** University-level structures to **enhance collaboration** among UW units, such as an Earth Institute or comparable unit, and **consider** the long-term **possibility** of **integrating overlapping units** related to natural resources.

# Restatement of College Vision

- The College of Forest Resources will be a world - class, internationally recognized source of knowledge relevant to environmental and natural resource issues.

# Strategic Elements

- The College is committed to achieving world-class status as measured by the eight criteria.
- The College accepts those recommendations of the Charting Directions Committee that are under its control.

# Strategic Elements

- The College will provide high quality programs of study for students seeking: 1) professional education and 2) broad scientific understanding of forest ecosystems and forest environmental and amenity services.

# Strategic Elements

- Self-sustaining research, outreach, and development programs are also directed at achieving world-class status.



# Sustainability Is The Integrating Theme

- **Sustainable forestry** : Managed and natural forests
  - Plantations, parks, reserves, watersheds
- **Sustainable urban environments**
  - Urban forestry, horticulture, restoration ecology, water, wildlife
- **Sustainable forest enterprises**
  - Paper mills, nurseries, tourism, recycling, wood products, non-timber products

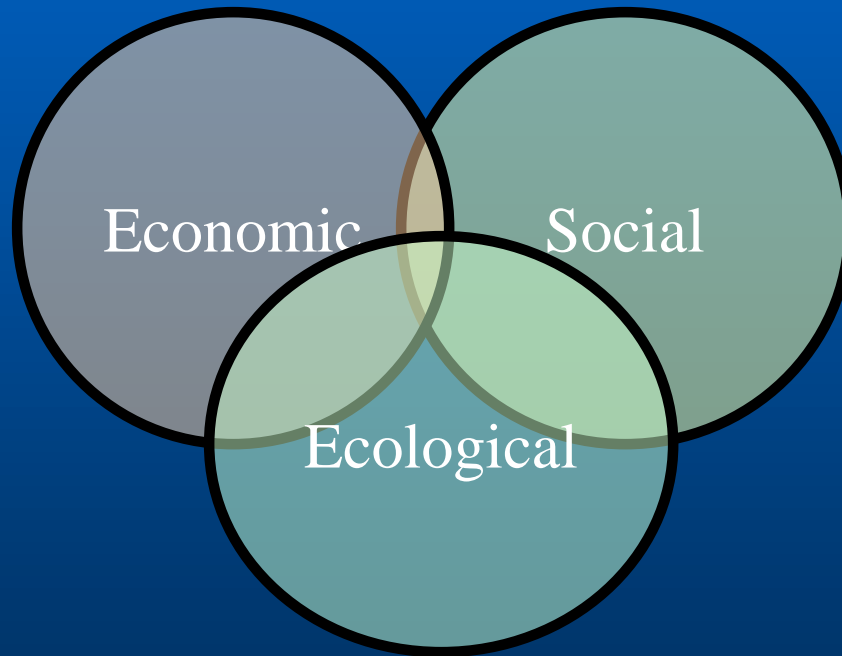
# What Is Sustainability?

- To manage (including restoring and preserving), and use the products and amenities of managed forests, natural wild lands, and urban and suburban environments so that they are maintained in a productive state over the long term

# Sustainable Management

- Managing natural resources to meet all existing regulations such that environmental, social and economic factors are **balanced** to meet the needs of the present without compromising the ability of future generations to meet their needs.

# Sustainability Occurs at the Intersection



# Sustainability

- Requires that we adopt an integrated approach that simultaneously considers utilitarian values as well as ecological and social values.

# Strategic Elements

- Four professional undergraduate curricula
  - Forestry
  - Horticulture
  - Paper engineering
  - Wildlife ecology

# Strategic Elements

- One service-oriented undergraduate curriculum
  - Forest environmental science

# Background

- Undergraduate student enrollment of about 400 is our target to support a state funded faculty of 40 FTEs.
- Graduate enrollment of about 200 is our corresponding target.
- Expect major growth in forest environmental science, urban horticulture and forestry, paper engineering, wildlife ecology and forestry, respectively, to fulfill these goals.



# Strategic Elements

- These five undergraduate programs support our three foci of sustainability.
- This autumn an implementation committee will work to finalize each of these curricula: final name, essential learning outcomes, and course requirements.
- To be acceptable, all curricula must be defined to fully support the ecological, economic and social components of sustainability in the core.

# Strategic Elements

- We need additional faculty resources to support ongoing programs
- Faculty portfolio process identified 14 potential new faculty areas.
- Eight were identified as the highest priority as ranked by the divisional faculty.

# Background

- Faculty age profile:
  - Twelve percent are 65 +
  - Twenty eight percent are 60 +
  - Fifty two percent are 55+
  - Only 4% are less than 40
- Huge opportunity to reshape the disciplinary character of our faculty.

# Strategic Elements

- Move forward to fill the following faculty positions:
  - Director of CUH/WPA
  - Natural resource economist
  - Silviculturist
  - Director of ATI PFC
  - Director of College Lands (WOT)
  - Plant biotechnology (research)

# Strategic Elements

- Additional future needs for faculty resources:
  - Urban forestry
  - Human interface studies
  - Fire science
- Once Provost concurs and positions become available, we will form faculty search committees for these new faculty positions.

# Strategic Elements

- Once the undergraduate curriculum is completed, the RCEP process will be initiated.
- Review graduate programs early in 2003. Will form a small group this autumn to identify critical issues.
- Review divisional structure and College name.

# Strategic Elements

- Continue to develop the Northwest Environmental Forum concept.
- Programmatically the Forum may be associated with POE or the Earth Institute.
- The facility will cost \$3 million and will be funded by private donations.

# Three Year Strategic Goals

- Attract and retain the highest quality staff, students and faculty
- Build and upgrade facilities and laboratories, including Merrill Hall and the Northwest Environmental Forum
- Improve the organizational culture
- Broaden and increase financial support.



# Organizational Health

- Positive behavior will be rewarded
- Improve communications
- Improve accountability
- Put into practice our core values of **respect, accountability, open communication**

# College Development Goals

- Enhance student learning opportunities.
- Promote faculty research and development activities.
- Improve College facilities and associated infrastructure.
- New initiatives to sustain urban and wild land environments.
- Program support of interdisciplinary centers.

# Conclusions

- Exciting times lie ahead as we incorporate the concept of sustainability into our programs; focus our resources on our high priority programs; and respond to the challenges that lie ahead.
- We must change and adapt to be successful.

# Conclusions

- Our goal is to position the College so that it continues to make significant contributions across an array of important areas in the years ahead.

# Conclusions

- By continuing to endorse our values of respect, open communication, and accountability we believe we can build an even stronger College that is more responsive to the needs of society.

# The End