1. Provide the overall plan for your unit in terms of strategic alignment and budget reduction.

Strategies for Alignment with Enrollment, Graduate and Other Metrics

Four specific recommendations for program elimination or consolidation were made by the ACBSP on August 20, 2010 that directly affected the CoF. Our response to each follows:

a. Recreation Resource Management (RRM) (Consolidate with Tourism and Outdoor Leadership (TOL) degree at OSU-Cascades or Natural Resources at the Corvallis Campus)
   - The Forest Ecosystems and Society (FES) Department engaged in a process to convert the RRM degree program into a new specialty option within the Natural Resources degree program, perhaps identified as Recreation and Ecotourism. The goal of this realignment is to capitalize on the growing NR enrollment to maintain an educational pathway for students interested in careers in recreation management. A category II proposal is being completed for this new option. The existing RRM degree would be suspended for an interim period.

b. Forest Products Masters of Forestry (MF) degree (Alternative graduate degrees available in Wood Science and Engineering (WSE)
   - Eliminated.

c. Wood Science and Technology (restructure/reorient existing B.S. degree)
   - The WSE Department engaged in a process to transform the Wood Science and Technology undergraduate degree to improve ability to meet increasing demand for graduates. With help from the C2C program in the College of Business they conducted student and employer focus group sessions to help inform the development of a revised degree program. A Category I proposal for a new Renewable Materials and Products Degree program is in preparation, as is a new marketing and recruiting plan.

d. Restructure departments in collaboration with Ag Sciences to achieve growth in plant sciences, water and ecosystems sciences. Consolidate/restructure Department of Wood Science and Engineering consistent with Academic System Guidelines.
   - The CAS has engaged in internal discussions about college reorganization and structuring. Until this process is complete, there has been little opportunity for cross-college discussions about departmental realignment. Some CAS conversations have invited participation by CoF representatives, including those about plant sciences.
degrees, biomaterials and bioenergy, and applied economics. See plant sciences activity under ESS Division report.

Additional COF activities have focused on actions that will reduce expenses, increase enrollments and graduates, and foster student success.

- Continued effort to complete transition to reorganized CoF, including reduction from four to three departments. New DHs for FES and Forest Engineering, Resources and Management (FERM) Departments hired; they are engaging combined departmental faculties in community building, strategic and succession planning, review of undergraduate and graduate degree programs, and planning for external stakeholder engagement.

- The FERM Department has proposed the development of a new student cooperative education program with forestry-related employers. This new experiential learning program will be modeled after MECOP/CECOP in the College of Engineering (CoE). The focus will be on creating a highly visible and attractive program that will increase non-resident and resident enrollment of forest engineering, forest management, forest operations management and wood science and technology degree students initially, which will help these programs meet graduation metrics. The goal will be for 50% of the enrolled students to participate in this experience as the program gains traction with students and employers. Once fully established, the coop program may expand eligibility to students in other ESS Division degree programs.

- The CoF has initiated establishment of a Faculty of Forest Management to foster engagement of faculty from across the College’s departments in management and delivery of the Forest Management undergraduate degree program. Goals include enhanced student success in completing the degree, effective administrative leadership and engagement with external audiences for a flagship degree, and a mechanism for inclusive involvement of faculty across CoF departments with interest in a timely and relevant curriculum.

- The FERM and FES Department graduate faculties have initiated conversations about possible realignment of the existing Forest Resources and Forest Science graduate programs. Stimulated by the College reorganization, the goal is to improve communication with prospective students about educational options, and to facilitate success of already enrolled students. CoF is considering a single graduate degree with options. When COAS completes its graduate degree restructuring, CoF should explore the potential to participate in a terrestrial option for the Earth Systems Science degree.

**Strategies employed to manage E&G budget reductions:**

- Completed reorganization of CoF from four to three academic departments; eliminating a department head (0.5 FTE) and two office specialists (1.5 FTE). Savings in FY10 - $171,500.
• Reduced reliance on nonessential instructors for delivery of academic courses through course elimination or assignment of tenured faculty to teach the courses. As an example, we cancelled the on-campus offering of FOR 365, Issues in NR Conservation, which meets the BAC Core requirement in Contemporary Global Issues because it was being taught by a nonessential instructor. Savings in FY10 - $188,330

• Reduced faculty by attrition. Promoted retirement program with some hire-back on 1039 appointments to maintain essential capacity for 1-3 years. No plan to refill positions. Savings in FY10 - $34,470.

• End 1039 appointments for previously retired faculty and staff. Savings in FY10 - $88,000.

• Reduced professional faculty appointments in Student Services Office by 0.5 FTE. Savings in FY 10 $34,600.

• CoF Departments were charged by the Dean to review undergraduate and graduate curricula and course offerings to seek efficiencies, with goal of rebalancing CoF investments in teaching, research, and outreach. Reports are due to the Dean on June 1, 2010.

**Strategies employed to manage FRL budget reductions:**

• Completed reorganization of College from four to three academic departments; eliminating a department head (0.5 FTE) and an office manager (1.0 FTE). Savings in FY09 - $60,000; Savings in FY10 - $166,000

• Reduced College forest staff through termination, retirement and reduction in force. Savings in FY09 - $48,800; Savings in FY10 - $311,600

• In December 2009, reduced and deferred College Forest operating costs to the bare minimum required to meet Oregon Forest Practices Act, and maintain security of property. Additional savings in FY10 and FY11 - $225,000

• End 1039 appointments for previously retired faculty and staff. Savings in FY10 - $85,000.

• Reduced faculty/staff by attrition. Promoted retirement with some hire-back on 1039 appointments to maintain essential capacity for 1-3 years. No plan to refill positions. Savings in FY10 - $145,010.

• Reduce support for FRAs assisting with administration of large research programs. Savings in FY10 - $29,050.

**Strategies recommended for managing the Forest and Natural Resources (FNR) Extension budget reductions:**

• Reduce program support associated with the Renewable Resources Extension Act (RREA). Savings in FY10 - $50,000

• Replace Extension funding for FNR faculty salaries with Harvest Tax support. Savings in FY10 - $140,000
• Specialist and central operating budgets reduced by 26%. Savings in FY10 - $26,250
• Extension faculty will be reassigned to other campus teaching duties paid from E&G funds external to the College of Forestry and Oregon Extension Service. Savings in FY10 - $154,470. (This tool has yet to be implemented, pending support from central administration and other Colleges seeking teaching support).
• The OSU Extension Service Organizational Transformation Plan will include program realignment and management, affecting the FNR Program.
e. College of Forestry/Forest Research Lab 2009-10 Org Chart.

- **Hal Salwasser**
  Dean
  Director FRL

- **Steve Tesch**
  Executive Associate Dean
  Associate Director FRL

- **Roger Admiral**
  Director, College Operations
  Associate Director FRL
  Business Office
  Computing Resources
  Communications
  Maintenance
  Media Center

- **Dave Lysne**
  Director, College Forests

- **Jeffrie Husband**
  Supervisory Research Admin. Specialist

- **Paul Doescher**
  Director of Natural Resources Degree Program

- **Jim Johnson**
  Associate Dean
  Outreach and International Programs
  Program Leader, Forestry & Natural Resources Extension

- **Ed Jensen**
  Associate Dean
  Academic Affairs
  International Education Program

- **Nathalie Gitt**
  Exec. Asst. to Dean

- **Diana Stewart**
  Temporary Assistant

- **Aleece Kopczenski**
  I – Student Assistant

- **Clay Torset**
  Head Advisor
  Student Services

- **Brenda McComish**
  Head
  Department of Forest Ecosystems and Society

- **Thomas Maness**
  Head
  Department of Forest Engineering, Resources and Management
  Degree Programs:
  - Forest Engineering
  - Forest Engineering/Civil Engineering
  - Forest Operations Management
  - Forest Management
  Research Coops:
  - Natural Resources - Recreation Resource Management Option
  - Tourism and Outdoor Leadership - Cascades

- **Brenda McComish**
  Head
  Department of Forest Ecosystems and Society
  Degree Programs:
  - PNW Tree Improvement
  - Tree Biosafety and Genomics
  - Northwest Tree Improvement
  - Hardwood Silviculture

- **Tom McLain**
  Head
  Department of Wood Science & Engineering
  Degree Programs:
  - Proposed: “Renewable Materials and Products”

- **Research Coops**
  - Utility Pole
  - Oregon Wood Innovation Center
  - Environmental Performance of Treated Wood
2. Provide a summary of how this plan aligns with “academic and administrative” guidelines.

a. Academic guidelines

i. 5 sub-units per college – The CoF complies with this metric.

ii. Minimum 20 fte faculty per sub-unit – Total faculty in CoF, with Extension faculty included, exceeds 60 professorial faculty in 3 departments, so average exceeds 20. FES and FERM meet metric, WSE is slightly below metric due to unfilled vacancies for tenure track faculty that have accumulated since budget reductions and underfunding since 1999. Merging WSE was considered in 2007 reorganization and rejected as inconsistent with strategic goals of College and alignment with University goals.

iii. Program Size

1. Undergraduate programs: average 20 students (3 yr. average)
   The number of graduates for the FE [including FE/CE dual degree], FOM, WST, and FRR degrees offered on the Corvallis campus do not meet this metric. FOM is a 3 yr old program with increasing enrollment – graduates are just beginning to complete program.

2. Graduate programs: average 5 masters, 2 Ph.D. (3 yr. average)
   CoF Masters and PhD programs meet graduation metric.

iv. Class size – CoF reviewed and challenged data and principles associated with this metric (letter to the Committee of 12/17/2009). Enrollment in CoF has been growing and current enrollment is higher than snapshot used for analysis. The relatively few classes that do not meet the metrics are primarily those required in the in the Wood Science undergraduate program, which is an accredited professional degree program. Four low enrollment classes were eliminated in the CoF as a result of the class size analysis. At the assigned cost per course of $11,967, an estimated biennial reduction is $47,868.

b. Administrative guidelines

i. Maximum of 4 levels of management – The COF meets this criterion as we understand it.

ii. Targeted minimum of 6 direct reports – The COF has a logical and efficient administrative support structure that largely meets this criterion as we understand it. In some cases the number of direct reports has been reduced
below six as a result of personnel reductions, but alternative reporting structures don’t make sense and would not save additional money.

3. For places of disconnect, provide a clear rationale for this disconnect and how you plan to move toward alignment.
   a. Faculty numbers
      • The WSE Department is currently below 20 faculty minimum as a result of retirements and departures that have not been replaced. This department is widely recognized for its disciplinary leadership and faculty distinction. It has benefitted from substantial donor support for faculty positions and equipment. The department provides graduates, research, and outreach support for a key economic driver for Oregon and the western US.
   b. Program size
      • In addition to the previous discussions about low enrollment and restructuring of the RRM and the WST degrees, the Forest Engineering (FE) and Forest Operations Management (FOM) degree programs do not meet the 20 graduate criteria over a 3 yr average. OSU is one of only three universities that offer the FE degree program, and it is the only one that is accredited in both forestry and engineering. Its complementary FE/CE double degree is unique in North America. The degrees and graduates are highly regarded by employers. The FOM degree was established at the request of the forest sector employers to meet the evolving workforce needs. FOM is only 3 years old and is growing in enrollment. Graduates are just beginning to complete the new program. The FERM Department is initiating an aggressive new recruiting program to increase enrollment in these degree programs. Demand for future graduates has been championed by employers, though the current economic downturn in the forest products sector has slowed program growth. This effort will be enhanced by the development of the Cooperative education program described above. These degrees were not identified for elimination or restructuring in the August ACBSP recommendations and thus fall under the rationale of the August 18, 2009 memo that sought to protect programs whose elimination would have “substantial impact on the core education and research missions of the University and on tenured/tenure track faculty members engaged in those programs.”
   c. Class sizes
      • The CoF responded in detail in a letter to the SABRC Committee on 12/17/2009. Class sizes in the Wood Science and Engineering Department courses are of primary concern in meeting the metric. The realignment process has already been described for invigorating the degree program and growing the student enrollment in undergraduate courses. Current WSE undergraduate courses will be significantly revised with the proposed transformation of the degree program; many will be eliminated and/or replaced with different offerings. Graduates from the existing Wood Science and Technology degree are in high demand by employers, despite the current economic challenges in the wood products industry.
4. What are the budgetary implications of your plan?

a. What are the savings associated with realignment?

E&G Budget reductions implemented:
- E&G reductions to date remain constant and in excess of Forestry’s $112,000 goal.
  Total FY 10 cumulative reduction in E&G budget: $485,320

FRL Budget reductions implemented:
  Total FY10 cumulative reduction in FRL budget: $961,660

Forestry and Natural Resources Extension budget reductions recommended:
  Total cumulative reduction in FNR budget: $570,000. Reductions of nearly $200,000 were taken during FY2009 to balance the budget. For FY10 an additional $370,000 annual reduction was implemented from the Extension block grant to the CoF.

Planning for further biennial budget reductions and/or revenue increases:
- Additional E&G savings are anticipated in FY11 as a result of retirements, cancelling of classes, and restructuring of fixed term faculty appointments. $87,220
- Additional FRL savings are anticipated in FY11 as a result of retirements and restructuring of fixed term faculty appointments. $358,680

b. What are the costs associated with realignment?

This is largely a plan that reduces costs by reducing personnel. Specific reductions in capacity are listed below:

Impact to E&G:
- From attrition, terminating 1039s, and unfilled vacancies:
  - Attrition is not a strategic means by which to downsize and limits flexibility to implement strategic vision
  - Reduced faculty capacity for research, mentoring and service
  - Loss of grants and returned overhead
  - Loss of graduate student advising capacity
  - Loss of forest economist for instruction/research modeling, production and market analysis, and economic policy.
o Loss of chemist for instruction/research in chemical properties of renewable materials, and development of natural products from renewable materials.

o Loss of instruction/research in wood products manufacturing processes.

o Loss of machinist for designing and fabricating instruments and apparatus for faculty research projects.

From reduced funding for non-core and temporary instructors:

o Loss of instructional support and capacity; teaching duties will have to be shifted to other faculty in FY11.

o Reduced faculty capacity for research, mentoring and service. Some faculty who have been successful in generating outside funds, mentoring graduate students, and providing professional leadership will be asked to devote more time to teaching.

Impact to FRL:

From attrition, terminating 1039s, and unfilled vacancies:

o Loss of forest biologist for instruction/research in invasive species and forest ecology.

o Given the split appointments of most CoF faculty, the losses of capacity in teaching noted under the E&G section above would also impact the capacity of the FRL in research.

o Loss of specialist for supporting faculty with manuscript editing, and preparation of numerous college/department reports and publications.

From reduced funding for FRAs:

o Shift administrative and grant management tasks to PIs; reducing their capacity for actual research, and obtaining new grants.

From reduced College Forest staffing:

o Reduced capacity to manage and protect 13,000+ acres of forest land.

o Reduced capacity to prepare and conduct sales of timber that generate financial support for CoF programs, and to support the teaching, research, and community outreach and recreation programs for which the College Forests are widely known.

From departmental reorganization:

o Reduced department head capacity for development and stakeholder engagement.

Impact to FNR Extension:
Reduced RREA support
- Faculty salaries replace RREA funding and work is redirected to requirements of the RREA Program promulgated by the USDA Cooperative State Research, Education, and Extension Service (CSREES). Result in decreased in funding for county-based programs in the following counties: Deschutes, Jefferson, Crook, Umatilla, Union, and Wallowa.

Use of Harvest Tax funds
- Missed opportunity to expand FNR agent and specialist capacity in support of small woodland owners.

Reduced Operating budgets
- Reduced services to county and state programs, reduced travel, supplies, equipment, and other expenses. Specialists will need to generate contract and grant funds to continue to operate their programs; agents who need specialist program support will need to provide travel funds for the specialists, resulting in increased program fees.

Reassignment of faculty
- Loss of Extension capacity.

c. OSU 2010 reductions contested?

- Reviewed and challenged (letter to the Committee of 12/17/2009) the targeted E&G budget reductions based on minimum class size. Analysis indicates recurring budget should be restored by $39,000 for FY10.
- Reviewed E&G recurring budget reduction of $25,000 per year for Consolidating Machine Shops. Forestry’s machine shop is part of the FRL and has been 100% funded by the FRL. The E&G reduction for FY10 and FY11 for a non-related expense should be fully restored.

5. Describe the decision making process for this particular plan. How were faculty, staff, and students involved in developing the plan and how was input from these and other constituency groups incorporated into the plan? Provide evidence as to the level of faculty support for the proposed plan.

- The process of making programmatic budgetary decisions involves the College Executive Committee, and involves consultation with the Forest Research Advisory Committee, a board established per Oregon statute. Faculty were engaged via department meetings and, at the college level, through all-college meetings.