



Annual Strategic Planning Financial Report: 2022-2023

I. Strategic and Financial Outcomes for 2021-2022

A. Overview of Investments and Outcomes

1. Faculty and Administrative Hires

Associate Dean for Inclusive Excellence and Director of Tribal Initiatives – The College of Forestry hired Dr. Cristina Eisenberg as our first Associate Dean for Inclusive Excellence and Director of Tribal Initiatives. Associate Dean Eisenberg established the Indigenous Natural Resource Office and Traditional Ecological Knowledge (TEK) Lab during her first year in the College. The college successfully acquired a \$600,000 endowment from the Maybelle Clark McDonald to support activities in the Indigenous Natural Resource Office.

The College has made a significant **investment in new faculty hires** that will modernize our research program significantly. The primary focus of our “cluster hire” is on carbon and advanced forestry and manufacturing systems (from forest to living room floor).

The carbon cycle is at the heart of the climate crisis currently facing our planet, and it is important to build knowledge and understanding that underpins thriving social and ecological systems. To realize the potential of forests and forest products as solutions to the climate crisis, we need monumental advancements in our ability to assess and model the systems-level environmental impact of industrial activities in the carbon cycle. Relevant research approaches include forest management and the processing, utilization, reuse, and end of life of forest-based biomaterials. Design/eco-design of hybrid products, use of by-products/co-products, and substitution by alternative input sources should be analyzed from a systems perspective, requiring sophisticated models and intensive data collection and utilization. While life cycle analysis (LCA) is a regularly used tool, it is often employed narrowly. Use of system dynamics with data intensive LCA allows sophisticated cradle-to-cradle analysis of the impacts of material and process choices, thereby identifying critical sustainable development pathways.

Hires completed in FY22 with a start date in FY23 include:

- Loren Albert, Assistant Professor, Forest Carbon Cycle Science (FES)
- Jacob Bukoski, Assistant Professor, Forest Carbon Cycle Science (FES)
- Suhyun Jung, Assistant Professor, Economics and Policy Dimensions of Forest-based climate solutions (FERM)
- Andres Susaeta, Assistant Professor in Natural Resource Economics (FES)
- Islam Hafez, Assistant Professor of Composites and Adhesion Science (WSE)
- Vahid Nasir, Assistant Professor in Advanced Wood Products (WSE) **awaiting VISA*
- Eric Dickey, Targeted Research Coordinator (to assist with pre award)
- Dusty Gannon, Statistical Consulting (to assist our graduate students and research projects)

**additional hires in carbon science are noted in the 2022-2023 section below*

2. Renovations and construction:

New Greenhouse at Oak Creek and Forest Biotechnology Upgrades:

Completed in fall 2022 and sponsored by Capital Planning, the project replaced the space Forestry researchers used in the East Greenhouse. Enhancements to the adjacent head house and growth chambers occurred on the same timeline. The project was funded in part by the College from OSU Building Use Credits, Federal McIntire-Stennis Funds, and Returned Overhead.

Renovation of the Historic Peavy Lodge @ the Arboretum was completed. This fee for use space will host meetings, retreats, and events for OSU and the community. The Lodge provides an opportunity for guests to appreciate the College Research Forests recreational and educational sites in an outreach capacity.

3. Major Curricular Changes:

Forest Ecosystems and Society (FES)

FES primarily focused on curricular updates to graduate programs, and in particular, online graduate programs. The learning outcomes for several online graduate courses were modified to better meet the overall learning objectives for Masters of Natural Resources (MNR) program and the Forest Carbon and Climate (FCC), and Society and Natural Resources (SNR) online graduate certificate programs. A new course was developed in outdoor recreation management (TRAL 530) that fits within the MNR program and may anchor a new graduate online certificate that leverages educational goals of the Center for Outdoor Recreation Economy. An introductory class was better aligned with the SNR certificate, leading to a need to develop a specific introductory class for the FCC certificate.

Forest Engineering, Resources and Management (FERM)

FERM instigated some curricular maintenance to reduce the strain on students that involves moving FOR 330 (Forest Econ 2) from the fall to the spring and reduce its credit load to 2 credits (from 4). FERM also underwent the Society of American Foresters re-accreditation process.

Wood Science and Engineering (WSE)

WSE completed a full curriculum re-design for its "Renewable Materials" degree program. The change includes renaming the major from Renewable Materials to Wood Innovations for Sustainability. Multiple high-cost courses were eliminated.

4. Program or Laboratory Investments

\$400,000 Equipment RFP: The College received a one-time increase in our federal capacity funds from the McIntire-Stennis program due to our success in deploying these funds over the past decades. We had a short timeline for spending these funds and felt that the best way to spend them is to increase our research capacity through the purchase of \$400,000 in research equipment. An RFP was released to faculty for equipment purchases that will benefit research in the College by providing needed infrastructure to the faculty. Awards included:

- Acoustic sensors & data loggers (Wildlife Biology Lab)
- Spectrometer (Hydrology Lab)
- CNC Wood Lathe (Wood Science)
- Microbial Genetics (Decomposition Lab)
- Fluorometer (Intensively Planted Forests Lab)
- Tree Core Analysis Instrumentation & Prescribed Burn equipment (Fire Lab and Extension)
- Hyperspectral Sensor and UAS (Drone Lab)

Strategic Planning Exercise: Led by a Strategic Planning Advisory Board of internal and external stakeholders, our consultant firm led the College through a series of exercises to generate feedback on the current and future goals for the College. Incorporating our DEI plans and a host of opportunities and challenges, our Strategic Plan became a unifying vision for the College and demonstrates our leadership in sustainability sciences. Information on the plan can be found on our website: <https://www.forestry.oregonstate.edu/strategic-planning>.

Restoring the Harvest Tax: Representing more than \$3-million annually of the College budget, the Harvest Tax is paid voluntarily by the forestry industry in Oregon and supports our educational and outreach mission, including the funding for Field School and other experiential educational activities. After the legislature failed to pass the harvest tax failed to pass in the legislative session in 2021, the OSU College of Forestry and industry worked together to restore and expand the funding in the short session in 2022. Due to our good relationships with the industry, the College not only restored the current Harvest Tax but received a voluntary additional **11-cents on the dollar increase** to aid in our carbon program start-up costs.

To advance the research and training for the carbon program, we have **renovated numerous laboratories in Peavy and Richardson** to accommodate new equipment and personnel. Costs were funded via start-up funding commitments from FRL and McIntire-Stennis funds.

Additionally, we continue to make progress on paying off the **Oregon Forest Science Complex loan**. The current balance \$560,282.79 with an estimated \$23,000 of interest due annually is within our ability to repay without jeopardizing our other strategic goals.

B. Summary of Revenue & Expenses, including Projections
Summarized in Appendix B

C. The Corvallis Education and General budget is distributed to the College through the university's Shared Responsibility Budget Model. That distribution is just one portion of the College's revenue.

The College distributes the E&G budget it receives by funding a portion of each faculty and instructor's salary. Each year, departments provide the college budget team with the percentage of faculty time allocated to teaching, which is the portion of the salary funded by E&G. Other portions of faculty salary are supported by the Forest Research Laboratory, Statewide Public Service Programs, Harvest Tax or other revenue streams such as endowments. Salaries represent approximately 85% of the College budget.

A summary of the college budget distribution is available at <https://mycof.forestry.oregonstate.edu/budget>.

II. Strategic and Financial Priorities for 2022-2023

A. Faculty & Administrative Searches (*planned and in progress*)

- Department Head, Forest Ecosystems and Society
- Assistant Professor and **Starker Chair of Family Forestry** (FERM/EXT)
- Assistant/Associate/Full Professor - **advanced manufacturing** research, teaching and outreach (WSE)
- Assistant/Associate/Full Professor – **advanced forestry systems** research, teaching and outreach (FERM)
- Assistant Professor – **carbon systems dynamics of forests and forest products** research, teaching and outreach (choice of WSE or FERM)

- Director of the **Institute for Working Forests Landscapes** – a competitive search amongst our current faculty will result in the 25% appointment as director of this research advisory committee.
- Extension Forester (2) - Klamath & Lake Counties and Benton/Linn/Polk Counties (FNR Extension)
- Extension Coordinator - Master Woodland Manager and Women Owning Woodlands Network (FNR Extension)
- Project Manager for EDA Projects – The College competed for and received a large **Build Back Better Regional Challenge Award**. The award spans initiatives in the TallWood Design Institute (TDI) and the Department of Forest Engineering, Resources and Management (FERM), and will have significant impact on and outreach to our state.

B. Curricular Initiatives and Changes

Forest Engineering, Resources and Management (FERM)

FERM was successfully re-accredited by the Society of American Foresters and no major concerns were found. We have received funding from the Bureau of Land Management to explore the creation of a continuing education and academic program (new certificate, minor, and/or degree) in managing wildland fire (current name – Fire Education Training and Experience Program).

Wood Science and Engineering (WSE)

WSE has submitted a revised “Wood Science” graduate curriculum into CIM which is currently in liaison. For our Wood Innovations for Sustainability major, submissions are currently being completed to CIM for minor retuning (name changes of courses and minor additions and subtractions). Also, the Renewable Materials minor has been revised to a Wood Innovation for Sustainability minor and has been submitted in CIM. Plans have begun for a potential fully-online Professional Science Masters degree program in Wood Science. This could be offered for the first time in Fall 2025.

C. Major Renovations or Construction

Construction of the Oregon Fire Testing Facility: Our successful EDA Build Back Better grant award will help bolster the university and the region as a mass timber research and development hub. The Fire Testing Facility will be built adjacent to the A.A. Red Emmerson Lab, the home of the TallWood Design Institute. Our partner in TDI endeavors, the University of Oregon, was also funded to construct the Oregon Acoustic Research Lab which will complement TDI research and development in mass timber. Planning is underway and construction will begin in FY24.

Richardson Air Handler/Chiller Failures Need Addressed: Due to Peavy coming online with its own air handler, the existing Richardson air handler is no longer servicing Peavy and is oversized. This has resulted in almost daily failures of the system resulting in overheating in labs and offices and shutdowns to the fume hoods which is severely impacting our research. In the summer of 2022, labs had to shut down midday to employee health concerns about working in excessive heat. Capital Planning has the project on their list of repairs but did not have sufficient project management staff to address the project in 2021-22 as we hoped; the project is now in the design phase and is expected to commence in Fall 2023 with a completion date of Fall 2024. *Facilities staff are working as hard as possible to provide interim solutions, but research and morale has suffered under the conditions. It appears that capital planning activities for Peavy did not account for this potential issue even when it was brought up in the construction planning process.*

D. Key Strategic Goals and Activities

Elliott State Research Forest: In partnership with the Department of State Lands, the College and University continues to explore the development of a state owned, university run research forest. By the end of 2023, we anticipate that the key deliverables will be completed, this includes:

- ESRF Board will be appointed
- Forest Management Plan adopted by State Land Board
- Habitat Conservation Plan published in Federal Register
- Financial Plan signed off by the State Land Board
- OSU Contract/Term Sheet adopted and approved by the OSU Board of Trustees
- Establishment of the Elliott State Forest Research Agency by January 1, 2024

Oregon Mass Timber Coalition/EDA Build Back Better Award: The TallWood Design Institute, housed at the College of Forestry, is a founding member of The Oregon Mass Timber Coalition (OMTC) - a partnership working to create a holistic vision for solving some of Oregon's most pressing issues in forest health, affordable/sustainable housing and workforce development.

In September 2022, the White House announced the coalition will receive \$41.4 million in funding from the U.S Economic Development Build Back Better Regional Challenge to invest in the future of Oregon's forests, mass timber industry and sustainable built environment through restoration initiatives, local manufacturing infrastructure, research and development and affordable modular housing production. Of the \$41.4 million award, approximately \$24.5M will flow to Oregon State University and University of Oregon to fund mass timber research and development, smart forestry initiatives and two new research facilities (noted above in our construction section).

Forest engineering and resources management professor Woodam Chung is leading some of the research and development efforts. His smart forestry initiative aims to create a more resilient Oregon using data-driven forest restoration treatments with an emphasis on removing small diameter logs to increase fire resiliency, innovative technologies to increase forest workers' health and safety, and workforce education to transform rural economies. Forest restoration faces challenges from labor shortage, dangerous and outdated forest practices, and low-value wood. High quality forest inventory and wood procurement mapping will facilitate data-driven decision making for maximum benefits of forest restoration. Value-added wood products and improved efficiency of wood supply will enhance the economic viability of forest restoration projects. And finally, innovative education, well-paying modern job opportunities and improved logging technology will support local forest industries, rural communities and improve forest workers' health and safety.

The Tallwood Design Institute will also utilize the funds to help manufacturers and designers fabricate, prototype and test mass timber housing solutions with an emphasis on design that uses small-diameter logs. Mass timber is a sustainable substitute for carbon intensive materials and building systems and is an affordable, quality and energy efficient option for modular and affordable housing.

Capital Campaign: We are now in the active phase of the Capital Campaign and continue working toward a campaign Goal of \$125 million. We are currently on track to meet our goal. Our capital campaign priorities include seeking support for numerous endowed faculty positions, an endowed graduate scholarship fund, endowed support for the Institute for Working Forest Landscapes and the HJ Andrews Research Forest and funding for our Native American Natural Resource Program. We are also seeking to expand our funding in the area of digitization of the forest industry and engagement in the Collaborative Innovation Complex.

McDonald-Dunn Forest Plan: The College is in the middle of the process that will lead to new McDonald and Dunn Research Forest Management Plans. We anticipate completion at the end of 2023. The new McDonald-Dunn Research Forest Plan will be a complementary and essential component of the College's mission, reflect the College's diverse values, and position the McDonald-Dunn Research Forest to be a model of multiple value forest management. Developing the plan will reflect ecological, recreational, cultural, financial, operational, and other attributes that emerge through a robust process.

This process is built on the principle that informed stakeholders lead to meaningful partnerships. The College has partnered with Oregon Consensus to coordinate a Stakeholder Advisory Committee to assist

with planning efforts and engage stakeholders throughout the process. More information can be found at: <https://cf.forestry.oregonstate.edu/our-forests/mcdonald-dunn-forest-plan>.

Acquisition of Tualatin Mountain Forest:

Over the last year we have been working with the national non-governmental organization, Trust for Public Lands, to evaluate the potential for acquiring another research forest just north of Portland. Working with TPL, we have pursued two large funding proposals that would allow TPL to purchase a 3,100 acre forest that is currently owned and managed by a private forestry firm. The forest would be run as a research forest with a focus on restoration, resilience and recreation. This would also serve as a uniquely valuable property for advancing K-12 education opportunities to share forests and forestry with youth from and around the Portland area.

TallWood Design Institute (TDI): Over the last year TDI has bolstered its efforts to develop and offer professional education to workplace learners, adding an experienced Education Coordinator to our team and securing a grant from the Fund for the Improvement of Post-Secondary Education to produce a suite of timber engineering training courses. TDI is also working with the College's Wood Science and Engineering (WSE) Department on a new Professional Science Master's program.

TDI's technical team has supported a growing number of projects in the A.A. Red Emmerson Advanced Wood Products Lab, including the construction and seismic testing of a 3-story mass timber building led by faculty in WSE and the College of Engineering. Our REACTS Consortium for Research on Architecture, Engineering and Construction of Timber Structures has seen the addition of three new industry members since 2022 and a robust program of research and testing was recently approved. The successful delivery of this research is also a major priority for TDI.

Center for Outdoor Recreation Economy: The College has directly contributed to the mission and goals of CORE. We have served on a search committee for key workforce development staffing. We continue to work with CORE in developing new educational programming (non-credit and for-credit), including evaluating the opportunity to create micro-credentials in related areas. We are serving as lead expertise in two significant grants: the 2024 Oregon Statewide Comprehensive Outdoor Recreation Planning process funded through Oregon Parks and Recreation Department and National Parks Service, and program assessment of Travel, Tourism and Outdoor Recreation project investments through US Economic Development Authority's allocation of American Rescue Plan Act funding. This latter project is in collaboration with the National Governor's Association. We continue to partner with CORE in expanding its networks and meeting its mission-oriented outcomes in outreach, education and research.

Diversity, Equity and Inclusion Workgroup: Consisting of faculty, staff, and students from across the College, our workgroup focuses on the following three priorities – Curriculum & Pedagogy; Community Building and Inclusion; and Programming (activities & events). The Workgroup is transitioning to new leadership under Associate Dean Cristina Eisenberg and will be conducting a five-year review of our plan in 2023-2024.

III. All Funds Financial Forecast for FY23-FY24

A. Enrollment Trends for UG and GRAD/Goals and Challenges

Enrollment continues to increase overall in the college, with a 14% increase in newly enrolled undergraduates in the 2022 academic year vs the 2019 academic year. However, we are seeing a decline in yield rate which will need to be addressed to continue the upward trends in new students, especially at the undergraduate level. The Common Application has proven successful in increasing new applications by allowing students to apply to up to twenty universities with one application. However, the ease of submitting multiple applications has impacts on overall yield rates. The National Bureau of Economic Research has shown that universities who participate in the common app will see a 12% increase in applications, but a 9% decrease in yield. While not as extreme, the College of Forestry has seen a 3% decrease in yield rate since AY2019. Increased efforts for recruiting, as well as investments in support and

engagement of newly admitted students can help to increase yield, as well as work on targeted promotion of majors and programs with strong growth potential. The renaming of our Wood Innovation for Sustainability program, increased scholarship availability for lower enrollment programs, and continued industry and community partnerships will all serve to increase awareness and appeal of programs in the college.

Much of the growth continues to be driven by Ecampus enrollment in fully online programs at the undergraduate and graduate level. This has helped us reach beyond regional student bases, increasing enrollment of out of state students and underrepresented minority students. The challenge lies in the frequently non-linear enrollment patterns of Ecampus students, often due to personal or financial barriers. We are working to expand access to Ecampus scholarship and emergency aid programs, expansion of opportunities for experiential learning and research, and proactive advising support in an attempt to help students who have stopped out re-enroll prior to becoming inactive and needing to reapply for admission. These efforts will improve persistence and graduation rates among what is currently the largest student population at the undergraduate level.

B. Strategic Priorities

In January 2023, we rolled out a new Strategic Plan for the College. The new mission, vision, values and goals are posted on our website <https://www.forestry.oregonstate.edu/strategic-planning>. This plan helps unify the college around a shared vision and motivates us to create the conditions where our people thrive.

Re-visioning of the Institute for Working Forest Landscapes: The IWFL represents a unique opportunity to advance the College as the 21st Century leader in sustainable resource management. However, the IWFL needs to secure funding to advance this agenda and break down the silos in which research has been conducted to create an integrated program. Over the last year we conducted several visioning sessions with the guidance of a professional consultant. A new mission, vision and values statement was established and will be followed with a new name for the institute: Center for the Future of Forests and Society (CFFS). We intend to recruit a director for the institute during Spring Quarter 2023 who will lead an RFP process to award research proposals that advance the mission of the CFFS. See Appendix D for the new Visioning Statement.

Establishment of an Office for Tribal Initiatives: Over the last six months, we hired the Director of Tribal Initiatives and established the new Indigenous Natural Resource office in the College. This office will facilitate Indigenous students' successes by focusing on recruitment, retention, graduation and employment of Tribal students from Oregon and the PNW. The Center will serve as a resource for Tribes and other institutions of government or enterprise seeking to develop Indigenous initiatives on forest lands located in Oregon. The center would also promote holistic and reciprocal relationships that embody the Land Grant mission and honor Indigenous sovereignty. It is envisioned that the Center would collaborate with University offices and programs on the Virtual Tribal Campus, Native/Indigenous Research Institute, and other university initiatives. The Center would also facilitate trans-cultural fora to explore and develop collaborative initiatives that would advance higher education in the College of Forestry and strengthen relations with the nine Tribes of Oregon. Finally, the Center would provide professional development opportunities and advise college faculty on collaborating with Indigenous Nations and peoples in curricula, research and outreach activities.

New Endowments: A generous gift from **Allyn C. Ford and Cheryl Ramberg-Ford** will be used to support two new faculty chair positions, one within the Department of Wood Science and Engineering and one in the Department of Forest Engineering, Resources and Management. Their \$6-million gift will create the Allyn and Cheryl Ford Chair in Advanced Wood Manufacturing and the Allyn and Cheryl Ford Chair in Integrative Forestry and Manufacturing. We live in an era where companies must demonstrate and deliver sustainable wood products, increase process efficiency, improve biomass utilization and create a tactile connection for consumers between the forest and end product. To help address these needs, the positions will allow Oregon State University to lead the integration of data and technology along the wood products

supply chain to support the competitiveness of Oregon's forest sector companies and improve customer sentiment.

The new endowed fellowship within the college is thanks to a generous gift of \$500,000. The **Fisher Endowed Fellowship** will support ongoing efforts of individual researchers at the H.J. Andrews Experimental Forest. The HJ Andrews Forest has a long history of supporting forest education and research and advancing essential collaborations aimed at better understanding forest ecosystems and their function. The fellowship will help ensure the Andrews tradition as a leading center for forest and stream ecosystem research in the Pacific Northwest continues.

Deepen Storytelling to Attract Talent, Grants and Prospective Students: Our recent and planned strategic hires, visible commitment to Diversity, Equity and Inclusion, and modernized approach to research all provide an unmatched opportunity to reinforce the College of Forestry's position as the country's leading institution, advancing sustainable forestry and manufacturing systems. With climate, carbon, Tribal relations and advanced tech / AI all at the forefront of today's trends, we will invest in communication and marketing strategies that position us as leaders, innovators and changemakers, who are answering the call of prospective students and industry partners seeking solutions to society's pressing challenges. To best align our communications and online presence with our strategic plan, we will begin the process of revamping our website to match the level of innovation across the College and implement new approaches to organic and paid social, as well as editorial content, that prioritize inclusive and visual storytelling. These efforts will enable us to elevate new voices within the College, attract research grants in technology, climate and carbon, and Tribal initiatives, and show today's diverse current and prospective students that they have a place within the College of Forestry and an opportunity to join us in making a difference for tomorrow.

C. Expense Trends

- Our **expenses continue to be driven by salary** which constitutes roughly 85% of our budget. Due to this, advocating for state support for CSL is a high priority.
- We are experiencing **salary compression and inflation issues for faculty** that are hindering our ability to attract and retain quality candidates. Starting professorial salaries have been stagnant for a decade and we need to restructure our salary program accordingly. Compression amongst current employees must be addressed simultaneously, as well consideration of disciplinary impact. We are working with Mike Mandzuk on an analysis and strategic plan to address these issues which will have a financial impact.
- With the influx of new faculty, we must also **consider investments in staff support**. Additionally, we are increasing our **support for student success and advising** due to increasing expectations for on-campus recruitment, yield activities, and advising days, as well as transfer advising.
- Capital outlay in expectation of new **faculty start-up costs** is also a priority and a liability. Our ability to fund from E&G is limited and we are primarily directing E&G outlay towards student support committed in start-up agreements.
- **Undergraduate SCH taught to Forestry majors increased** enough from FY21 to FY22 to provide a larger portion of those funding pools. These SCH were up from 1.7% to 2.0% for lower division and from 2.2% to 2.7% for upper division courses. **Graduate SCH taught to majors decreased only slightly** compared to the university total, from 3.0% to 2.9%. **SCH taught to non-majors held steady** for lower and upper division courses at 0.4% and 1.6% respectively. **Grad SCH taught to non-majors increased** from 4.2% to 5.6% of the university total. *Note that these numbers are all for on-campus courses and don't include Ecampus and the current FY23 budget is based on SCH numbers from the last three years (FY20-FY22).*
- When you combine all productivity metrics Forestry has 2.4% of the university total in FY23 compared to 2.2% last year. That increase resulted in a **productivity allocation of \$5.7M this year up from \$4.9M last year**. This \$5.7M represents 55% of your our initial budget. Of this \$5.7M, Ecampus is the largest category at \$2.1M. Unlike the other SCH above, Ecampus isn't compared to other colleges so we

can look at raw SCH numbers to determine the budget allocation. **Forestry saw a 12% increase in total Ecampus SCH in FY22 compared to FY21.** So far this year, comparing summer and fall term numbers to the same terms last year, SCH growth is still positive but slowed to 6%. It seems to be a common trend for Ecampus, continued growth but at a slower rate.

- There were 10,756 SCH generated last year from on-campus lecture courses. **If all seats had been filled in each of these courses Forestry would have generated an additional 4,298 SCH.** This total is distributed across all levels, with 458 in lower division, 2,669 in upper division, and 1,171 in graduate courses. It's not realistic to assume we could ever get to full capacity in each course, but nevertheless is an area to consider for planning purposes.

D. Key Challenges and Opportunities

- Functioning efficiently and with intention in our new environment of mixed modalities of in person and remote operations
- Providing opportunities for staff and faculty to work together on initiatives to develop deeper mutual respect (e.g. IWFL/CFFS grants program)
- Communicating the value of what we do and where we are going with our external community
- Serving as the bridge across differing forest and natural resource interest groups
- Our DEI review of curricula is a strong initiative and the first of its type at OSU
- Student enrollment growth and diversification, we have room to grow
- Implementing a new carbon-based agenda in forestry and natural resources following the hire of three new positions the disciplines of carbon cycling, climate change, and nature based solutions and a fourth position in life cycle assessment
- Advancing Tribal engagement and initiatives as related to larger picture challenges in forestry and natural resources
- The College has invested in the areas of digitalization and advanced manufacturing in the forest sector (3 new hires). Complemented by existing expertise, we will launch a strategic initiative to support the competitiveness of Oregon's forest sector.
- Development of an implementation plan for our new strategic plan in accordance with our budget projections

Appendix A: Confidential comments for the Provost.

The sections above are intended to be shared with the College. There may be particular issues, emerging ideas, or specific budget requests that the dean would like to communicate to the Provost for discussion.

Appendix B: Financial Summary and Projection

Appendix C: Forestry Education Council Dashboard

Appendix D: CFFS Visioning Statement (formerly IWFL)