Strategic Plan
Oregon State University College of Forestry
International Programs

January 2006
DRAFT

Mission Statement

The mission of International Programs in the Oregon State University College of Forestry is to lead and coordinate College efforts to

- develop and maintain excellence in international educational, research, and outreach activities of College faculty, students, and staff;
- promote, develop, and facilitate international activities and opportunities for College faculty, students and staff; and
- establish the Oregon State University College of Forestry as a global leader in forestry with linkages to key organizations and institutions across the world.

Vision

The College of Forestry at Oregon State University is globally recognized as a center of excellence in teaching, research, and outreach related to the science underlying, management, conservation, and utilization of the Earth’s forests, forest resources, and forest products. The College serves the people of the State of Oregon by creating and disseminating knowledge about the relationships between Oregon’s forests and forestry-related endeavors and international forests and forestry. The College is a leader and key partner in international forestry consortia, organizations, and programs. Faculty, students, and staff in the College are fully engaged in international research, education, and outreach activities of relevance to the people of Oregon and the advancement of the science and application of forestry.

Strategic Directions

I. Strategic Direction: Presentation and promotion of international education in the College of Forestry.

A. Initiative: Promote and facilitate international education opportunities for students.

1. Action Plan: Promote, maintain, and develop College international exchange programs

How: Periodically evaluate existing exchange agreements, pursue new exchanges when appropriate, maintain paperwork for
programs, promote opportunities to students, facilitate participation in program by OSU and international students.

**Who:** Associate Dean, Program Assistant, Head Undergraduate Advisor.

**When:** Ongoing.

**Resources required:** Administrative support.

**Anticipated outputs and outcomes:** Increased international involvement by students, improved educational programs, students with improved global forest literacy.

**B. Initiative:** Promote and develop new resources for international education experiences for students.

1. **Action Plan:** Seek funding for USDA graduate fellowships
   
   **How:** Prepare and submit proposal to USDA if next RFP is appropriate for international emphasis.
   
   **Who:** Associate Dean and possibly selected collaborating faculty.
   
   **When:** Early 2006.
   
   **Resources required:** Administrative support.
   
   **Anticipated outputs and outcomes:** Fellowships to support students with interests in international forestry.

**C. Initiative:** Provide international degree options for College undergraduate students.

1. **Action plan:** Develop and implement a curriculum options for international forestry.
   
   **How:** Work with the various curriculum committee in different College departments.
   
   **Who:** Associate Dean, Program Director, curriculum committee
   
   **When:** 2006-2007
   
   **Resources required:** Minimal.
   
   **Anticipated outputs and outcomes:** Improved options for students to explore international forestry and to receive formal recognition for an international emphasis in forestry.

**D. Initiative:** Build capacity of College faculty in international education.

1. **Action Plan:** Seek USDA funding for faculty training in China.
   
   **How:** Prepare and submit proposal to USDA.
   
   **Who:** Associate Dean and selected collaborating faculty.
   
   **When:** Winter 2005.
   
   **Resources required:** Administrative support.
   
   **Anticipated outputs and outcomes:** International experience for OSU faculty, enhanced understanding of China and increased capacity to teach about China and international
forestry, improved relationships with key institutions in China.

**E. Initiative:** Strengthen OSU forestry education efforts in Ethiopia.

1. **Action Plan:** Seek funding for educational program development in Ethiopia.
   
   **How:** Prepare and submit proposal to appropriate agencies and programs, generate support from key collaborators and potential funding sources.
   
   **Who:** Associate Dean, Program Director.
   
   **When:** 2005 and 2006.
   
   **Resources required:** Administrative support and travel funds.
   
   **Anticipated outputs and outcomes:** International experience for OSU faculty, enhanced understanding of Africa and increased capacity to teach about Africa and international forestry, improved relationships with key institutions in Africa, service to African forestry efforts.

**F. Initiative:** Provide international forestry education to college students.

1. **Action Plan:** Conduct international forestry classes and contribute to international content of College of Forestry courses.
   
   **How:** Develop and offer international courses and provide international content to courses.
   
   **Who:** Dean, Associate Dean, Program Director, faculty.
   
   **When:** Ongoing.
   
   **Resources required:** Typical course expenses.
   
   **Anticipated outputs and outcomes:** Improved education for students.

**G. Initiative:** Pursue additional funding to support international education as opportunities arise.

1. **Action Plan:** Identify and pursue funding through competitive and non-competitive grants and contracts.
   
   **How:** Identify funding opportunities through web-based searches, Email and correspondence, and personal communications; prepare and submit proposals for appropriate opportunities.
   
   **Who:** Associate Dean, Program Director.
   
   **When:** Ongoing.
   
   **Resources required:** Occasional administrative support, travel expenses to support developing proposals and obtaining funds.
Anticipated outputs and outcomes: Enhanced resources for salaries and to support the college mission in international programs.

2. Action Plan: Support and facilitate faculty and student efforts to obtain competitive and non-competitive grants and contracts.

How: Inform faculty and students of opportunities as they arise, provide assistance as appropriate to faculty and students applying for external funding for international activities, when appropriate and needed, provide limited financial support to faculty and students when such support would be influential in successfully receiving grant.

Who: Associate Dean, Program Director.

When: Ongoing.

Resources required: Occasional administrative support, funding to support faculty and student development of proposals.

Anticipated outputs and outcomes: Enhanced resources for salaries and to support the college mission in international programs.

II. Strategic Direction: Promotion of international research conducted by faculty and students in the College of Forestry.

A. Initiative: Establish nationally and internationally recognized programs.

1. Action Plan: Develop and promote international focal areas for research.

How: Evaluate current international strengths and opportunities, promote areas of strong potential by investing time and resources to capitalize on these strengths and opportunities.

Who: Associate Dean.

When: 2006 and beyond.

Resources required: Occasional travel expenses, administrative support.

Anticipated outputs and outcomes: Broad recognition of strengths of OSU programs, increased access to new opportunities and funds.

B. Initiative: Expand faculty-initiated international efforts.

1. Action Plan: Facilitate faculty initiatives in international research.

How: Provide limited financial and administrative support to faculty when appropriate; inform faculty of opportunities that may be of interest to them.

Who: Associate Dean, Program Director, Program Assistant.
When: Ongoing.
Resources required: Variable.
Anticipated outputs and outcomes: Increased faculty participation in international activities.

C. Initiative: Increase funding available for international work.

1. Action Plan: Pursue additional funding to support international research programs that are of interest and benefit to College of Forestry students and faculty as opportunities arise.
   How: Seek opportunities through known sources and personal contacts; submit proposals for funding as appropriate.
   Who: Associate Dean, Program Director, faculty.
   When: Ongoing.
   Resources required: Administrative support and variable, generally limited, additional resources.
   Anticipated outputs and outcomes: Increased financial resources for international activities, increased faculty and student participation in international activities, increased visibility of OSU internationally.

III. Strategic Direction: Promotion and facilitation of international outreach and development activities by faculty and students in the College of Forestry.

A. Initiative: Promote and build upon existing outreach activities in southern Africa.

   How: Work with staff of OSU international programs office to continue efforts in southern Africa.
   Who: Program Director, Associate Dean, selected faculty.
   When: 2006, and if successful, beyond.
   Resources required: Administrative support, possibly travel funds.
   Anticipated outputs and outcomes: Continued funding and opportunities for outreach projects in southern Africa.

B. Initiative: Facilitate faculty initiatives in international outreach.

   How: Dependent on initiative.
   Who: Dean, Associate Dean, Program Director, faculty.
   When: Ongoing.
   Resources required: Minimal.
Anticipated outputs and outcomes: Expanded outreach fording and opportunities.

C. Initiative: Increase funding available for international outreach.

1. Action Plan: Pursue additional funding to support international outreach programs that are of interest and benefit to College of Forestry students and faculty as opportunities arise.
   How: Seek opportunities through known sources and personal contacts; submit proposals for funding as appropriate.
   Who: Associate Dean, Program Director, faculty.
   When: Ongoing.
   Resources required: Administrative support and variable, generally limited, additional resources.
   Anticipated outputs and outcomes: Increased financial resources for international outreach activities, increased participation in international outreach activities, increased visibility of OSU internationally.

IV. Strategic Direction: Development of strong external linkages between OSU College of Forestry and international institutions and networks.

A. Initiative: Promote, maintain, and develop College interactions with key international organizations.

1. Action Plan: Foster and enhance relationships with the International Partnership for Forestry Education (IPFE).
   How: Participate in program development, IPFE meetings, and grantsmanship for IPFE; play a leadership role in development of the partnership.
   Who: Associate Dean.
   Resources required: Travel funds, administrative assistance.
   Anticipated outputs and outcomes: Strong relationships with partner organizations, increased visibility for OSU, access to funding opportunities.

   How: Personal interactions and participation in collaborative activities with Gary Hartshorn, strengthen relationships with World Forestry Institute fellows, participator in World Forestry Center events.
   Who: Dean, Associate Dean, Program Director.
   When: Ongoing.
**Resources required:** Minimal.  
**Anticipated outputs and outcomes:** Stronger relations, collaborative opportunities.

3. **Action Plan:** Foster and enhance relationships with the Organization for Tropical Studies (OTS).  
**How:** Participation in assembly of delegates and OTS committees, involvement in OTS educational programs, promotion and recruitment of OSU student and faculty involvement and administrative support in OTS.  
**Who:** Associate Dean.  
**When:** Ongoing.  
**Resources required:** Travel funds, membership dues.  
**Anticipated outputs and outcomes:** OTS benefits, increased student understanding of and interest in tropical forests, enhanced relation with other OTS consortium members and institutions, programmatic and institutional visibility.

4. **Action Plan:** Foster and enhance relationships with other key organizations, including IUFRO, World Bank, USAID, FAO, ICRAF, CIFOR, and others.  
**How:** Participation in meetings, personal contacts.  
**Who:** Dean, Associate Dean, Program Director.  
**When:** Ongoing.  
**Resources required:** Travel expenses, administrative support.  
**Anticipated outputs and outcomes:** Increased programmatic and institutional visibility, access to funding and opportunities.

5. **Action Plan:** Build, maintain, and facilitate institutional agreements with international institutions.  
**How:** Preparation and facilitation of institutional agreements.  
**Who:** Associate Dean.  
**When:** Ongoing.  
**Resources required:** Administrative support.  
**Anticipated outputs and outcomes:** Opportunities for inter-institutional collaboration.

6. **Action Plan:** Prepare and implement short-term training programs for faculty and staff of international universities and research institutions.  
**How:** Develop short courses in forestry and ecosystem management based on the requests of the partner institutions  
**Who:** Program director, selected collaborating faculty  
**When:** Ongoing.
Resources required: Administrative support and use of teaching facilities of the college.

Anticipated outputs and outcomes: Trainees from partner institutions will acquire new knowledge and information about forestry; strengthened relationships with international partners; revenues from tuition fees for courses.

   How: Arrange schedules, coordinate logistics, serve as host for visitors.
   Who: Program director, Program Assistant.
   When: Ongoing.
   Resources required: Generally minimal.
   Anticipated outputs and outcomes: Enhanced relations with other organizations and institutions; increased exposure to international issues and knowledge for College faculty, students, and staff.

B. Initiative: Strengthen relationships with international college alumni.

1. Action Plan: Develop and maintain contact list of international alumni.
   How: Prepare list based on files from departments, the college, and the university.
   Who: Program assistant.
   When: Ongoing.
   Resources required: Minimal.
   Anticipated outputs and outcomes: Opportunities to connect with international alumni and colleagues to facilitate other program plans and objectives.

2. Action Plan: Develop and distribute an international newsletter targeted at alumni and non-college individuals.
   How: Interview students and faculty about international experiences, prepare articles and summarize information on international activities, format, publish, and distribute in a newsletter format.
   Who: Program assistant, forestry publications office, or contracted writer.
   When: 2006 and, if successful, beyond.
   Resources required: Dependent on who fulfills plan and method for dissemination of newsletter; from minimal of completed by assistant and distributed only in an electronic form to more significant funding if contracted out and/or distributed in a hard copy form.
   Anticipated outputs and outcomes: Enhanced relations with individuals and other organizations and institutions,
increased programmatic and institutional visibility, access to funding and opportunities.

V. Strategic Direction: *Transformation and internationalization of the College of Forestry institutional culture.*

*A. Initiative:* Maintain and enhance college communication on international activities.

1. **Action Plan:** Sponsor and host international coffees and gatherings.
   
   **How:** Provide coffee and snacks for coffee, publicize coffees, host coffees.
   
   **Who:** Associate Dean, Program Assistant.
   
   **When:** Roughly monthly during the academic year.
   
   **Resources required:** Funds for coffee and snacks.
   
   **Anticipated outputs and outcomes:** Increased communication among faculty, students, and staff about international activities, increased community bonds within the college.

2. **Action Plan:** Prepare and distribute an internal College international newsletter.
   
   **How:** Summarize information on international activities and opportunities, distribute electronically and post on the web.
   
   **Who:** Program Assistant, Associate Dean.
   
   **When:** Roughly monthly during the academic year.
   
   **Resources required:** Administrative support.
   
   **Anticipated outputs and outcomes:** Increased communication among faculty, students, and staff about international activities.

3. **Action Plan:** Maintain a College International Programs webpage.
   
   **How:** Post pertinent information on the College International webpage.
   
   **Who:** Program Assistant.
   
   **When:** As needed.
   
   **Resources required:** Administrative Support.
   
   **Anticipated outputs and outcomes:** Increased communication among faculty, students, and staff about international activities, increased recognition of college international activities by the public and colleagues in other institutions.

*B. Initiative:* Promote active involvement in the International Forestry Students Association.
**I. Action Plan:** Work with students to develop a strong IFSA chapter at OSU.

*How:* Provide faculty advising, incidental administrative support, and incidental financial support for the OSU IFSA student chapter.

*Who:* Associate Dean, Program Director, Program Assistant.

*When:* Ongoing.

*Resources required:* Administrative support and limited funding.

*Anticipated outputs and outcomes:* Increased student participation in international activities, increased understanding of international forestry issues among students, increased international networks for students, increased visibility of OSU internationally.

**C. Initiative:** Represent COF International Programs to the College and University administration.

**I. Action Plan:** Dependent on specific situation.

*How:* Dependent on specific situation.

*Who:* Associate Dean.

*When:* Ongoing.

*Resources required:* Minimal.

*Anticipated outputs and outcomes:* Integration of college international activities with activities of other units in the university.

**VI. Strategic Direction:** *Promotion of professional development of faculty and staff in the College of Forestry International Programs office.*

**A. Initiative:** Improve administrative and leadership skills of the Associate Dean.

**I. Action Plan:** Participate in leadership training.

*How:* Identify, apply to, and participate in appropriate leadership training opportunities.

*Who:* Associate Dean.

*When:* As appropriate.

*Resources required:* Enrollment fees and travel expenses.

*Anticipated outputs and outcomes:* Professional development and improved leadership skills of Associate Dean.

**B. Initiative:** Improve foreign language skills of the Associate Dean.

**I. Action Plan:** Develop French language skills of Associate Dean.
How: Identify appropriate French training program, enroll in program, and develop skills.

Who: Associate Dean.

When: 2006 and possibly beyond.

Resources required: Enrollment fees.

Anticipated outputs and outcomes: Professional development, improved French skills of Associate Dean, improved access to western Africa and other French-speaking regions.

C. Initiative: Promote additional professional development activities for the Associate Dean and program staff as opportunities arise.


   How: Dependent on opportunity.

   Who: Associate Dean, Program Director, Program Assistant.

   When: Ongoing.

   Resources required: Variable.

   Anticipated outputs and outcomes: Professional development.