

COLLEGE OF FORESTRY

STRATEGIC PLAN

2023-2027



Oregon State
University



This is a pivotal time for forestry—and for humankind—and the College of Forestry's leadership is needed more than ever before. This strategic plan is our guide. We are committed to building an inclusive culture at the College

and identifying and removing barriers to provide equitable access to research, learning and engagement. We are ready to accelerate our work to create thriving ecosystems, economies and communities. An impact that starts in the Pacific Northwest but is adopted on a global scale.

Thomas H. DeLuca

Cheryl Ramberg-Ford and Allyn C. Ford Dean

OUR MISSION

We explore, evaluate, communicate and catalyze new possibilities in forestry and advance sustainable solutions to challenges facing society.

OUR VISION

Through teaching, research and outreach, we aspire to create a more sustainable world.

OUR VALUES



VISION

We are forward-thinking, encouraging our students, alumni and community partners to be passionate agents of change.



CRITICAL THINKING

We embrace sound scientific practices and alternative ways of knowing to educate and prepare students to become critical thinkers and successful communicators.



STUDENT SUCCESS

We prioritize interactions, programs and services that provide transformative learning opportunities and enthusiastically support students in pursuit of their academic and professional goals.



SUSTAINABILITY

We promote land and resource stewardship to strengthen and protect the connection between communities, people and the landscapes they inhabit in the Pacific Northwest and beyond.



CREATIVITY

We embrace and promote the need for novel ideas and diverse voices to solve complex problems, engage in continuous improvement and advance knowledge and truth.



TRUST

We foster relationships and a culture of service within and beyond our College community and are committed to nurturing a climate of collaboration, accountability and trust with each other.



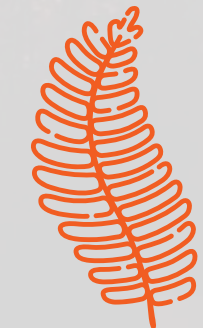
RECIPROCITY

We acknowledge that our facilities and forests are located on the traditional homelands of a diversity of Indigenous peoples who were forcibly removed from their lands and relocated to reservations. We navigate, and are part of, systems that marginalize people, and we take thoughtful action to decolonize our practices and ensure a diverse, inclusive and equitable environment for work and study that honors Sovereignty Rights. We respect the contributions of Indigenous communities and center our work around the Seventh Generation Principle, and incorporate multiple ways of knowing and cultural humility into our understanding and stewardship of natural resources.



INCLUSIVITY

We foster a culture of acceptance, equity, understanding, belonging and empowerment in our learning community and emphasize an environment that is welcoming to all.



CARE

We embrace a way of being that embodies openness, self-awareness, empathy, willingness to listen and a growth mindset of lifelong learning.



GOAL

1

INCLUSIVE, EXPERIENTIAL AND IMPACTFUL ACADEMICS

We are a leading College of Forestry — regionally, nationally and internationally — providing exceptional learning and development experiences for students of all backgrounds and lived experiences. We prepare them to be agents of change, ready to create and contribute solutions to present and future challenges concerning sustainability and global change.

GOAL 1.1 Transformational learning in, and outside, the classroom

- Provide high-quality learning experiences for students, both in and outside of the classroom, to develop higher-order thinking skills, empowering them to make a meaningful contribution to society.
- Support new curriculum development and evaluation that integrates and weaves together the different disciplines across the College and broader spheres, preparing students to flourish in a world that requires interdisciplinary solutions to achieve sustainable outcomes.
- Incorporate and expand access to evidence-based, high-impact practices, such as experiential learning and research opportunities to support the success and persistence of all students.
- Support the development of creative interdisciplinary programs, providing quality, innovative experiences for students to become learned professionals in forest and resource science and management.
- Leverage the breadth of College offerings and expertise in service of student learning and development through collaborative research, co-curricular programs and experiential learning.
- Provide a diverse range of opportunities for international study, research and internships, for students to experience complex issues on a broad scale and develop a personal sense of agency and global citizenship.
- Develop new certificate programs and/or program concentrations to provide the expertise and broad, systems-based knowledge required for many current and emerging areas of inquiry.
- Improve awareness of, and communication about, diverse career pathways and options for students, preparing them to apply their education and experience to help society sustainably solve pressing challenges.

GOAL 1.2 Success for all students

- Work to attract and retain diverse students by supporting their early interest in forest science and natural resources; nurture these interests, particularly for students underrepresented in STEM, early and often, to broaden pathways into the College for prospective students.
- Identify and work to resolve barriers to student success with attention to whole-person support of the economic, academic, cultural and socio-emotional needs of students.

- Develop Pathway Programs that provide opportunities for students from diverse backgrounds to explore and navigate through our undergraduate and graduate programs.
- Explore and implement diverse scholarship and funding opportunities to broaden economic accessibility, so more students can attend the College.
- Create and nurture safe spaces for students to learn from one another and share cross-cultural insights and concerns.
- Embrace creative solutions to reduce achievement gaps and increase graduation rates for all students.

GOAL 1.3 High-quality graduate education and professional degree programs

- Strengthen existing and develop new co-curricular apprenticeship experiences and/or research opportunities to help graduate students hone both the practical in-the-field skills and scholarly expertise that will best prepare them for their future professional trajectories and enable them to teach, communicate and advocate for science and society.

- Improve upon and broaden funding opportunities via College scholarships and fellowships to bolster graduate recruitment, retention, progression and completion.
- Increase access to research programs for K-12, undergraduate students and potential non-traditional students to improve awareness of, and develop pathways to, graduate schools and a career in research.
- Ensure faculty, staff, and mentors are well prepared and culturally proficient to guide students of all backgrounds in their academic and professional growth and support them in finding resources to meet their personal needs and goals.





GOAL

2

TRANSFORMATIONAL RESEARCH AND SCHOLARSHIP

We continue to strengthen our research centers, institutes, laboratories and programs and build upon a collaborative research approach to advance knowledge and co-create sustainable and equitable solutions to issues facing forest landscapes, ecosystems, societies and communities.

Goal 2.1 Enable innovative, collaborative research and scholarship

- Strengthen the College's research centers, institutes, laboratories, forests, research cooperatives and programs and build upon a collaborative and participative research approach to advance knowledge and co-create sustainable solutions to issues facing our forest landscapes and ecosystems.
- Drive and prioritize cutting-edge research agendas that bring different disciplines, constituencies and multiple ways of knowing together, to make bold discoveries that will impact individuals, communities and society.
- Encourage diverse research collaborations to leverage diverse disciplinary and systems-based approaches to tackle today's complex problems for sustainable outcomes.
- Expand international networks and partnerships that enable CoF faculty and students to contribute to a global body of knowledge.
- Ensure full utilization of College's innovative research laboratories and learning spaces, including the Oregon Forest Science Complex and McDonald-Dunn Research Forest.
- Grow sponsored program awards and diversify fundraising efforts to attract new donors, avenues of engagement and partnerships.

Goal 2.2 Facilitate inclusive, diverse and equitable research opportunities

- Learn from and incorporate Traditional Ecological Knowledge and Indigenous wisdom into our research, curriculum and outreach missions in a manner respectful of Tribal Sovereignty Rights.
- Provide inclusive opportunities for scholars from underrepresented backgrounds to participate in visiting fellowships or professorships and/or College-sponsored symposia.
- Cultivate research prospects that offer opportunity to engage diverse communities around issues concerning conservation, sustainability and climate change mitigation.
- Partner with industry to develop innovative, sustainable products and deliver an inspiring and empowering education for the next generation of leaders and practitioners.
- Build a culture of collaboration between faculty and local community organizations, Tribal Nations and industry partners to increase applied research and scholarship output.





GOAL

3

COMMUNITY-FOCUSED OUTREACH AND ENGAGEMENT

We impart critical knowledge, skills and values to communities and clients, and receive expertise and greater understanding from community partners to promote ongoing land and resource stewardship and sustainable practices for forest ecosystems.

Goal 3.1 Foster an inclusive and welcoming internal culture

- Uphold an environment in which all members of the College community feel safe, respected and free at all times to participate in various undertakings of the College, including learning, teaching, administration and research.
- Empower the College community to actively implement our diversity, equity and inclusion strategic plan both individually and collectively.
- Encourage and enable the College community to contribute to programmatic, policy and operational planning and decision making of the College.
- Signal inclusiveness and safety on all levels to students, faculty and staff in the form of advising, mentorship, programmatic offerings and course curricula.
- Ensure educational topics and curriculum feature diverse voices and perspectives to embrace broader values.

Goal 3.2 Create impactful change through collaboration, communication and education

- Impart critical knowledge, skills and values to communities and clients and receive expertise and greater understanding from community partners to promote ongoing land and resource stewardship and sustainable practices for forest ecosystems.

- Lead local, regional and global efforts to better understand and enhance sustainable management of forest, land and water resources to achieve economic, environmental and social objectives in consultation with local scholars, civic leaders, Tribal Nations and communities.
- Evaluate and continuously assess Extension programs and community and state needs to ensure consistent engagement and timely response to emerging issues.
- Expand access to and engage all Oregonians with research-based knowledge and education through Extension programs.
- Broaden opportunities for distance and continued learning through a variety of platforms and modalities.
- Develop and deliver multifaceted research-based and continuing learning opportunities across diverse in-person, virtual and hybrid platforms to increase accessibility and awareness.
- Enhance efforts to reach diverse and underrepresented populations through strategic programming, staffing and operations.
- Engage alumni in activities that enhance their connection to the College, employ their experiences and professional networks and help current students see their own career paths.



Oregon State University College of Forestry

ADDRESS 3100 SW Jefferson Way, Corvallis, OR 97331

WEBSITE forestry.oregonstate.edu

EMAIL forestrycommunications@oregonstate.edu

PHONE (541) 737-2004



Oregon State University Cascades

ADDRESS 1500 SW Chandler Ave, Bend, OR 97702

WEBSITE osucascades.edu/natural-resources

PHONE (541) 322-3100

