1998-1999 was a year of accomplishment and a year of transition. The College of Forest Resources strengthened its strategic partnerships in the increasingly important role that the University of Washington plays in helping to solve regional challenges. Through a diverse undergraduate teaching program, a top-ranked graduate program, timely research publications, and focused outreach and service activities, the College ended the century well-positioned in a very different world from its beginnings in 1907.

I’d like to share with you some of the results from our ongoing conversations between the College and its various advisory groups during 1998-1999. It is clear from these discussions that projections for the future envisioned by our faculty, students, staff, and community stakeholders include several strong trends: continuing urban growth, with increasing need for expertise in rural-urban interface issues; the increasing importance of landscape-scale decision making in a multi-ownership context; the changing nature of jobs in natural resource fields, stressing a "whole-system" approach; the need for ever more sophisticated practices and technologies in private sector forest production; and increasing need for successful consensus building to solve problems and for providing comprehensive environmental education that begins at an early age.

Expectations of the role of academia in public policy discussions are becoming greater each year. This includes the need for universities to provide a credible, unbiased source of knowledge and expertise; technology transfer of research results into both technical and policy contexts; and interdisciplinary cooperation in natural resources issues. In order to remain relevant, forestry and natural resource schools must provide increased integration in knowledge and skills relating to natural resource management, must provide a forum for a better consensus on forestry and resource issues, and must enhance opportunities for lifelong learning, student diversity, and K-12 outreach.

During 1998-1999 we began several initiatives looking ahead to this fast-approaching future, including the continuation of a strategic planning approach to curriculum review and revision; development of a portfolio of proposed faculty positions; and an increased emphasis on emerging areas such as bio- and phyto-remediation, ecosystem restoration, and landscape management systems. Initiatives that will draw us closer to our external stakeholders covered a broad range of activities, including working with Washington State University to establish a closer relationship with industrial and non-industrial private landowners through the Private Forests Forum, and the receipt of funding through the state’s Advanced Technology Initiative for a precision forestry cooperative and from the federal govern-
Fiscal Year 1999 Expenditures for Instruction, Research, and Other Academic Programs

External grant and contract funding contributed an additional $904,080 to UW indirect costs.

<table>
<thead>
<tr>
<th></th>
<th>Internal Funds</th>
<th>External Funds</th>
<th>Total Support</th>
<th>Percent External</th>
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<td>University of Washington</td>
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</table>

- Provided increased opportunities for undergraduates to participate in research activities
- Secured funds for "Tech TAs" to assist in course Web page development

Targets for 1999-2000 include:
- Review and revise undergraduate curricula and graduate programs
- Increase enrollment and SCH
- Adopt and adapt new technologies to our needs and benefit
- Achieve success in competitive internal and external environments, including research and University Initiatives Fund process
- Improve visibility of CFR among key constituencies
- Continue development and implementation of meaningful programs of recognition
- Develop an understanding of and commitment to accountability
- Simplify and clarify organization and processes
- Meet 99-00 critical objectives for Washington Park Arboretum
- Increase level of unrestricted gift funds
- Assist K-12 in meeting transformational goals in technology and education

In the matter of transitions, in June 1999 I announced that I would retire as Dean, effective July 2000. A search committee has been appointed and has been diligently at work finding a new dean. It has been a great privilege to be the fifth dean of the College since 1907 and a participant in the life of our programs as they have evolved, responding to changing needs and new scientific and technical developments. I'm pleased to have been a part of this achievement and I believe the College is well positioned for the 21st century.

Highlights for 1998-1999 include:
- Established new endowments for scholarships, unrestricted current use funds, and maintenance and development of the Washington Park Arboretum, all made possible by gifts from generous donors
- Received new gift funds totaling $2,216,293
- Received new grant and contract awards totaling $6,275,874
- Held College-wide retreat to engage in discussion of goals related to undergraduate education and appointed follow-up Futures Committee
- Co-sponsored regional leadership conference to address the timely issue of salmon and regional planning in the wake of “threatened species” listing of Puget Sound Chinook Salmon
- Provided increased opportunities for undergraduates to participate in research activities
- Secured funds for "Tech TAs" to assist in course Web page development