



DATE: April 7, 2009

TO: B. Bruce Bare, Dean
College of Forest Resources

FROM: *Ad Hoc* School of Forest Resources Organization Committee
Rick Gustafson, Professor
Ellen Matheny, Education and Outreach Director
Sally Morgan, Assistant to the Dean
Sergey Rabotyagov, Assistant Professor
Clare Ryan, Associate Professor
Michelle Trudeau, Student and Academic Service Director
Stephen D. West, Associate Dean and Professor (Committee Chair)

RE: Final report of the *Ad Hoc* School of Forest Resources Organization Committee

At present it appears that the College of Forest Resources will become a School within the College of the Environment (CoEnv) by autumn quarter 2009. In this report we refer to the School of Forest Resources (SFR), but do not imply that this be a permanent name.

The Committee's charge from Dean Bare was straightforward—identify alternative organizational structures for SFR and rank them in order of preference. The Committee's deliberations are to inform the Faculty, who will vote on their preferred organizational structure.

The Committee recommends that the Faculty consider an organizational structure with a Director and an Associate Director as detailed and discussed below.

PROCESS AND RATIONALE

The committee has met weekly from January 23, 2009, and began by gathering information on organizational structures and functions of different schools and units across the UW that were similar in size to CFR. This provided a wide range of organizational structures for discussion. The Committee requested a list of duties and approximate time commitments from the Dean, Associate Deans, Administrator, and Chair.

Because the School will not have a Dean and the state budget situation is not likely to improve in the near term, the Committee thought it prudent to suggest a simple administrative structure for SFR.

Four primary considerations guided our deliberations:

- 1) we organized our thinking by considering the functions (duties) required of SFR,
- 2) we focused on administrative positions, rather than staffing issues within centers or offices,
- 3) we assumed the budget reductions as proposed by the Dean for the next biennium, and
- 4) we assumed that SFR would retain virtually all the teaching, research, and outreach enterprises of CFR.

In considering the administrative functions of SFR, we attempted to determine whether they would be retained in SFR, moved to CoEnv, or eliminated, and then we reassigned responsibilities for them if appropriate. The Committee felt that staffing recommendations within centers and offices were best made by those directly involved in those operations. Although budgetary issues are not a prominent part of this report, we noted that the Dean's proposed budgetary reductions for administrative functions allowed for two faculty administrative positions as 50% time, 9-month appointments with 1 month summer salary. These positions would also carry a \$500 monthly administrative supplement, yielding a total of \$10K in supplements and 2 months of summer salary for administrative compensation.

It is the consensus of the Committee that the College take the initiative now to downsize its administrative structure. Although we anticipate that few duties will migrate to higher administrative levels of the CoEnv, severe and prolonged financial shortfalls will result in fewer resources available to SFR at a time when enrollments are increasing. These conditions argue for greater administrative efficiencies. To accomplish this we must share administrative responsibilities more widely across SFR.

CURRENT CFR ORGANIZATIONAL STRUCTURE

The structure of CFR is shown on Figure 1. The Dean is a 100% time, 12 month appointment. The two Associate Deans and the Chair have 50% time, 9-month appointments with 2 months summer salary. The Vice-chair receives one month of summer salary and a small administrative supplement (and can be considered the equivalent of a 15% appointment).

The Assistant to the Dean supervises one full-time equivalent position (FTE) in the Dean's Office. The Associate Dean for Research jointly supervises the Grants Coordinator with the College Administrator, and supervises the Analytical Lab Coordinator. The Associate Dean for Academic Affairs and the College Administrator jointly supervise the Director of Computing and IT, who supervises three staff FTE. The Director of Advancement jointly reports to the Dean and UW Advancement. There are two FTE in Advancement staff. Approximately 70% of the salary support for the Advancement Office is provided by UW Advancement. There are six additional FTE in the Dean's office and the Office of Financial Services. The Chair supervises the Director of Student and Academic Services, who supervises two staff FTE. There are two FTE in

the Chairs Office.

PROPOSED SFR ORGANIZATIONAL STRUCTURES

We describe two organizational structures below, either of which could accommodate the administrative needs of SFR, but the Committee recommends the Director and one Associate Director structure to the Faculty. The Committee chose this option because it removes substantial administrative service from three faculty members. As has been discussed briefly with the Provost and the interim Dean of CoEnv, the Committee suggests that the Director, SFR also carry the administrative title of Associate Dean, Forest Resources. This will be helpful in raising the visibility of the Director and SFR to outside supporters and constituents, the Board of Natural Resources and professional organizations.

A Director and Two Associate Directors

Because SFR will not have a Chair, the Committee considered a structure without a Chair and Vice-chair that retained two Associate Directors (Figure 2). This step required assessment and restructuring of the duties of the Chair and Vice-chair among the Director, two Associate Directors, the Administrator, and the Faculty. Most of the Chair's prior duties now rest with the Director (Table 1). A few of the Dean's prior duties would reside with the Dean of CoEnv, but most would be shared responsibilities. Time commitments for some of the duties have been reduced given shared responsibility. In this organizational structure the CFR Dean's office and the Chair's office would merge, possibly resulting in greater efficiencies. The Director of Student and Academic Services would report to the Director instead of the Chair. This structure would return two faculty from administrative service to full-time teaching, research, and outreach.

A Director and One Associate Director

Further consideration of the duties, their time commitments, and efficiency concerns led the Committee to a second organizational structure (Figure 3). This structure retains the features of the organization in Figure 2, but eliminates one of the Associate Director positions. By increasing the administrative commitment of one Associate Director from 50% time (\$500/month administrative supplement) and one month summer salary to a 75% time, (\$1K/month administrative supplement) 9-month position with 2 months summer salary, the administrative needs of SFR could be met. Such a restructuring would cost a nominal \$1K more per year, but would have the very positive outcome of returning another faculty member to full-time teaching, research, and outreach. Duties of the Associate Director would be a mix of those previously assigned to the Associate Deans and administrative duties closely shared with the Director (Table 2).

As mentioned at the outset of this report, the proposed new organizational structure requires shared responsibility for administration. To realize the reduced administrative structure in Figure 3, the Committee envisioned sharing duties with the SFR Faculty, the SFR Administrator, two SFR committees and the Dean of CoEnv (Table 3).

IMPLEMENTATION

In addition to those of the Director (Table 1) and the Associate Director (Table 2), the Committee recommends the following responsibilities (Table 3):

SFR Faculty Responsibilities

- Graduate Program Coordinator position should move from the Associate Dean for Academic Affairs to a faculty member. Faculty commonly hold this position throughout the University and the arrangement should work well for SFR. This is the largest reassigned job, averaging a rather steady 10-12% time commitment. It involves daily interaction with the Student and Academic Services Office, some paperwork and reporting to the UW higher administration, attendance at UW-wide meetings averaging twice a quarter, and attention to academic misconduct cases.
- We recommend assigning a faculty member to each of the undergraduate curricula to serve as curriculum coordinators. Each faculty member would be a member of the SFR Curriculum Committee. They would serve as point persons for curricular matters and would serve as facilitators between the faculty, students, and the Director. They would be available for student questions and petition approvals, and when not available, appoint an alternate coordinator.
- With three faculty returning to full time teaching and recognition of the full work load of the Director, the Committee does not feel that ESRM 300, a required core seminar now taught by the Dean, need be taught by the Director.
- Three faculty would be needed to serve on the new Computing and IT Committee as described above.
- A faculty member would supervise the Analytical Lab Coordinator, who is now supervised by the Associate Dean for Research.
- A faculty member associated with the NSF NEON program should serve as the SFR representative, who is now the Associate Dean for Research.

SFR Administrator Responsibilities

- Supervision of the Grants Coordinator would move from the Associate Dean for Research to the Administrator.
- Supervision of the Director of Computing and IT would be joint with the Associate Director and the SFR Administrator. Additional input from faculty, students, and staff to the Director of Computing and IT would be via the new Computing and IT Committee chaired by the Associate Director.
- Administration of the McIntire-Stennis program is also shared between the Director and the Associate Director, but primary coordination would be by the Administrator and staff in the Office of the Director.

SFR Committee Responsibilities

- In lieu of current guidance from the Associate Dean for Academic Affairs to the Director of Computing and IT (joint supervision, Figure 1), the Committee suggests that a new Standing Committee (Computing and IT Committee) be

- created to augment the flow of information from faculty, staff, and students to the Director of Computing and IT. Computing issues across SFR could be brought to such a committee for discussion and resolution. This committee might have nine members: Director of Computing and IT, Web/Data Master, Communications Director, School Administrator, three members of the Faculty, a student representative, and the Associate Director as committee chair.
- Because the research program of SFR must increase to partially offset declining financial resources, the Committee suggests that the New Research Group (NRG) standing committee regularly alert the Faculty to research opportunities. The Committee suggests that a recording staff member be added to this existing committee and that it be chaired by the Associate Director (Table 2). It would provide a weekly or bi-weekly summary of research opportunities to the Communications Director for electronic distribution to all faculty members.

CoEnv, Dean Responsibilities

- The Dean of CoEnv, rather than the SFR Director, will attend Board of Deans meetings, but the Director SFR will continue as the University of Wahsington's designated member of the Board of Natural Resources.
- Several duties require shared responsibilities between the SFR Director and the CoEnv Dean. Prominent among these, but not an exhaustive list, include:
 - responding to information requests from UW and beyond
 - making academic appointments and negotiating start-up packages
 - deciding upon equipment allocations
 - distributing Research Cost Recovery funds
 - resolving facilities issues
 - making human resource decisions
 - facilitating development for SFR

NEXT STEPS

Although implementation details of this reorganization are not known pending information from the Provost, a number of next steps seem clear:

- This topic will require time for discussion in subsequent faculty meetings during the spring quarter.
- Assuming that the CFR RCEP runs its course during the spring quarter and it becomes certain that CFR will become a unit within CoEnv, the organizational structure proposed in this report or a modified version of it should be put to a CFR Faculty vote.
- Hopefully, the process of selecting SFR leadership will be understood early in the spring quarter. We anticipate that the Director will be selected by the Provost. We expect that the Associate Director (or Directors depending upon the organization chosen) would be selected by the Director with nominations from the Faculty and perhaps with concurrence from the Acting Dean, CoEnv.
- Faculty and staff inheriting new administrative responsibilities (Table 3) must be selected.
- Once the process of selecting SFR leadership is set, the CFR Bylaws should be

rewritten for the SFR.

The Committee notes that all steps above are not sequential. In particular, considering the organization of SFR and understanding the process of selecting SFR leadership will be concurrent.

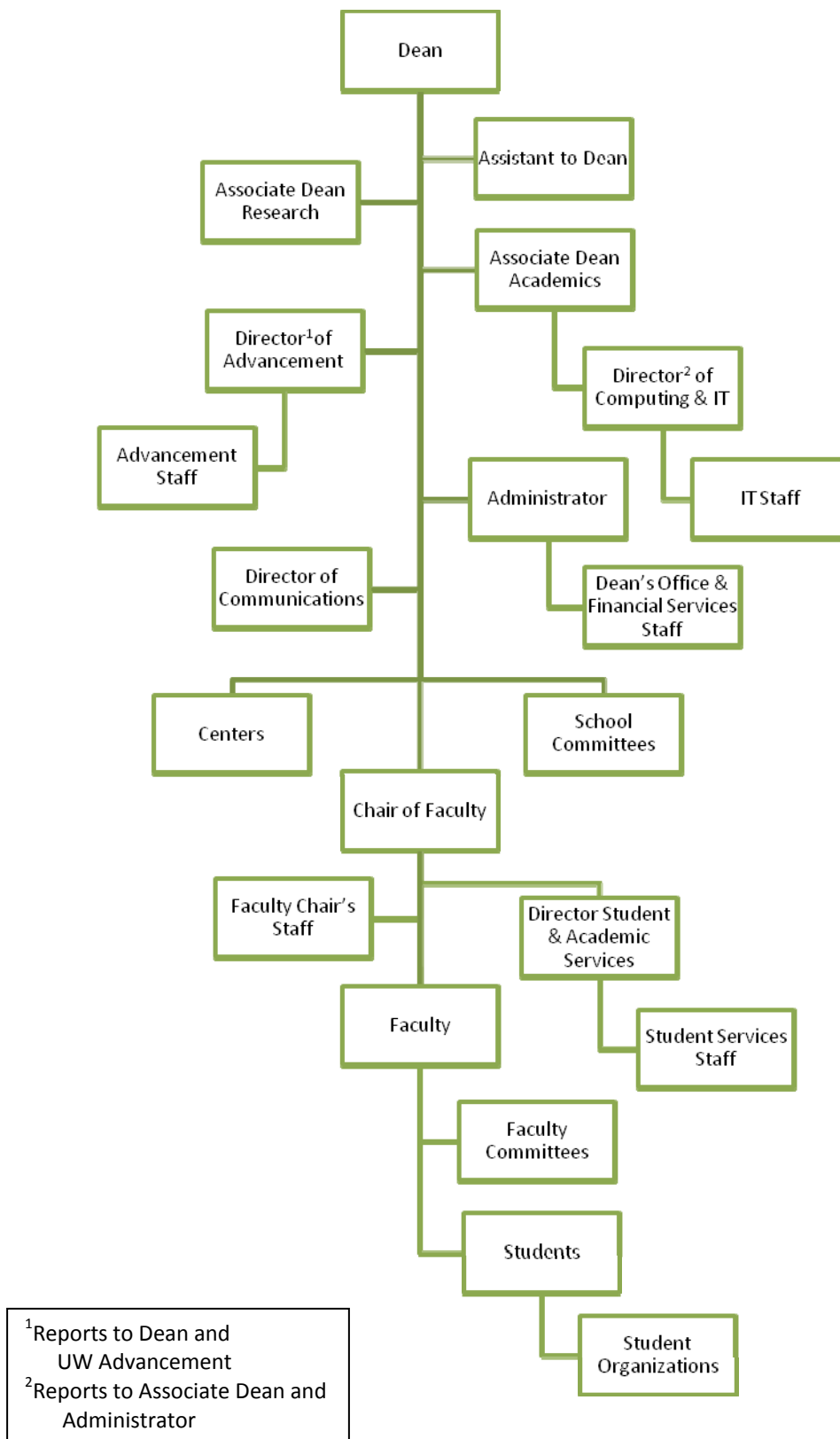


Figure 1. Current organization of the College of Forest Resources

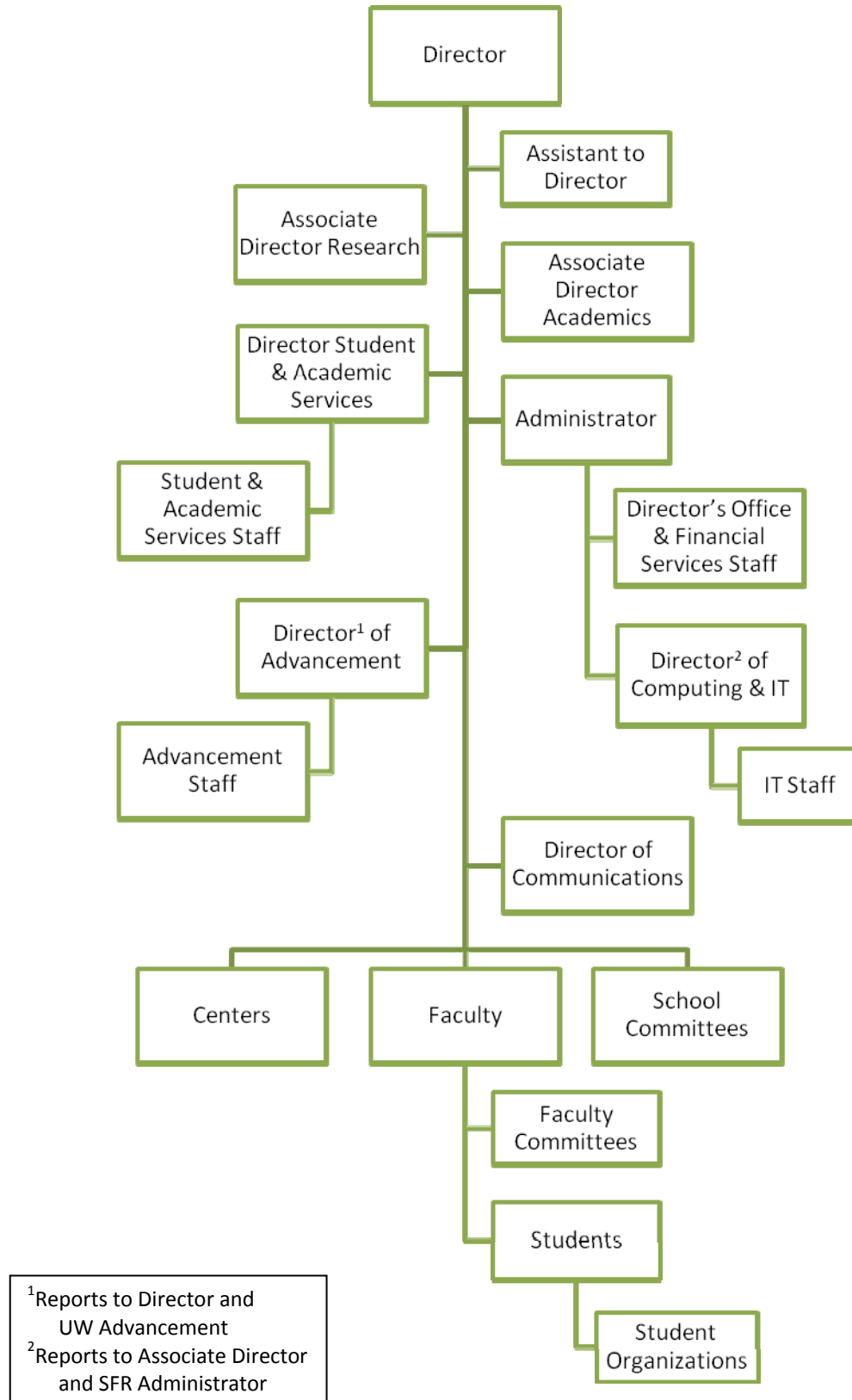


Figure 2. Proposed organization of the School of Forest Resources. This structure eliminates and Chair and Vice-chair, but retains two Associate Directors.

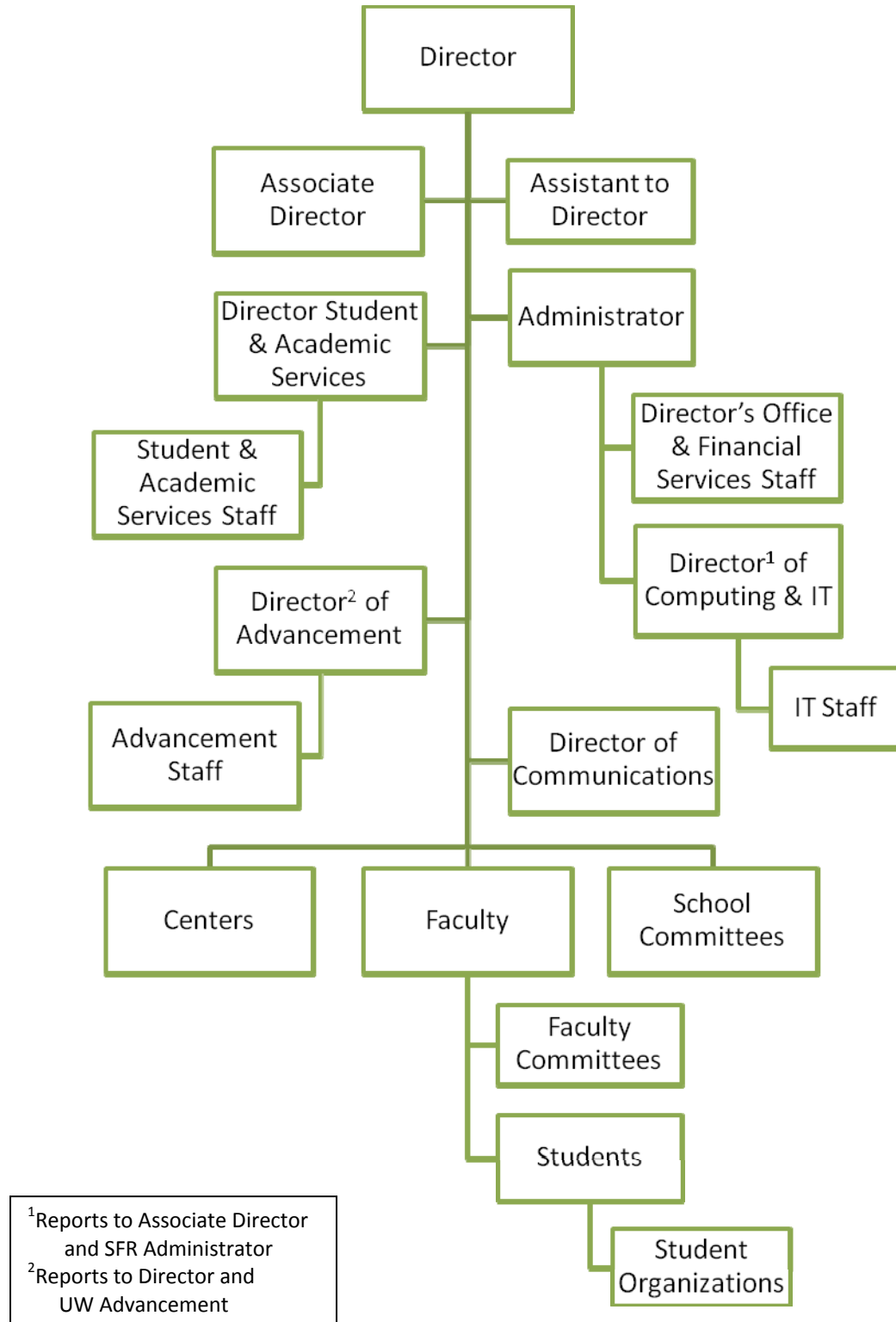


Figure 3. Proposed organization of the School of Forest Resources. This structure is the same as that in Figure 2, except that it eliminates one of the Associate Directors.

Table 1. Proposed duties of the Director, SFR. Assumes 100% time and 50 hrs/wk.
²Responsibilities shared with the Associate Director.

School Administration: 15%; 7.5 hrs/wk

- Budgets
- Resource allocation (equipment, space, RCR, etc.)²
- Meet with and oversee staff (Director's Office, Student Services, Communications)
- Center administration²

Faculty Administration: 15%; 7.5 hrs/wk

- Annual work planning
- Teaching assignments
- Problem resolution
- Annual reviews
- Promotion/tenure/merit evaluations
- Mentoring junior faculty

Faculty and School Meetings: 4%; 2 hrs/wk

- Prepare agendas and run meetings
- Follow-up tasks

Research Administration: 5%; 2.5 hrs/wk

- Liaison with Forest Service and DNR²
- Approve grants²
- McIntire Stennis oversight²
- Memoranda of understandings²

Human Resources Administration: 6%; 3 hrs/wk

- Faculty appointments, including searches, hiring negotiations, facilitating start-up
- Staff hiring and merit

Development: 18%; 9 hrs/wk

- Donor cultivation and stewardship
- Staff supervision
- CFRAA and external constituencies

Communications: 18%; 9 hrs/wk

- Internal to SFR
- Within the UW and CoEnv
- Outside constituents

Graduate Student Advising and Student Issues 4%; 2 hrs/wk

College of the Environment and UW: 10%; 5 hrs/wk

- Attend CoEnv Executive Council meetings
- Participate in CoEnv and UW committees

Member, Board of Natural Resources 5%; 2.5 hrs/wk

Table 2. Proposed duties of the Associate Director, SFR. Assumes 75% time is required for administrative duties and 40 hrs/wk. ²Responsibilities shared with the Director.

School Administration 5%; 2 hrs/wk

- Resource allocation (equipment, space, etc.)²
- Center administration²

Research Administration 15%; 6 hrs/wk

- Liaison with external partners (McIntire-Stennis program, National Association of University Forest Resource Programs, Washington Department of Natural Resources, UW Offices of Sponsored Research and Federal Relations)²
- Approve grants²
- McIntire-Stennis oversight²
- SFR's MOU development and maintenance²

Communications 5%; 2 hrs/wk

- Internal to SFR
- Within the UW and CoEnv
- Outside constituents

Respond to information requests from on and off-campus surveys and inquiries 8%; 3 hrs/wk

Committee Involvement 30%; 12 hrs/wk

- Chair of Committees 10%; 4 hrs/wk
 - New Research Group: Faculty representing School's breadth, staff member, reports to Cecilia for weekly dissemination of research opportunities
 - Facilities
 - Scholarship and Financial Aid Committee
 - Computing and IT Committee (proposed new committee)
- Chair of School-wide *ad hoc* Committees (2 maximum ongoing, e.g., Center Reviews, Accreditations, Reorganizations, etc.) 8%; 3 hrs/wk
- Other Committees 14%; 5.5 hrs/wk
 - SFR Planning Committee, *ex officio*
 - SFR Resources Committee, *ex officio*
 - SFR Curriculum Committee, *ex officio*
 - SFR Lands Committee, *ex officio*
 - SFR/CoEnv(?) Health & Safety Committee, *ex officio*
 - CoEnv Committees

Attend weekly meetings with Director. Contribute to the design and implementation of School administrative policies 10%; 4 hrs/wk

Regular faculty teaching, research, and service duties: 25%; 10 hrs/wk.

Table 3. Summary of proposed changes in responsibilities.**Faculty CFR/SFR**

School of Forest Resources Graduate Program Coordinator (1 faculty member)

- Dean CFR or Director SFR solicits nominations from the Faculty
- Dean CFR or Director SFR makes selection and forwards to Graduate School for confirmation
- Appointment to rotate among faculty on 3-year term with reappointment possible
- Appointment in place by end of 2008-2009 academic year

Curriculum coordinator for ESRM (1 faculty member)

- Chair CFR or Director SFR solicits nominations from the Faculty
- Chair CFR or Director SFR appoints
- Appointment in place by end of 2008-2009 academic year

Curriculum coordinator for PSE (1 faculty member)

- Chair CFR or Director SFR solicits nominations from the Faculty
- Chair CFR or Director SFR appoints
- Appointment in place by end of 2008-2009 academic year

Participation on Computing and Information Technology Committee (3 faculty members)

- Dean CFR or Director SFR solicits nominations from the Faculty
- Dean CFR or Director SFR appoints
- Appointment in place by end of Autumn quarter 2009

Supervision of Analytical Lab Coordinator (1 faculty member)

- Dean CFR or Director SFR solicits nominations from the Faculty
- Dean CFR or Director SFR appoints

Membership on campus NEON Committee (1 faculty member)

- Dean CFR or Director SFR solicits nominations from NEON –involved faculty
- Dean CFR or Director SFR appoints

Administrator CFR/SFR

Supervision of Grants Coordinator

- Partial supervision ongoing
- Full supervision March 27, 2009
- Morgan to assume duties of Grants Coordinator with departure of Jimenez

Supervision of IT Director

- Partial supervision to continue
- Joint supervision with Associate Director
- Input from Computing and IT Committee (above) upon its appointment

Primary coordination of McIntire-Stennis program

- Dean or Director appoints
- Appointment in place by end of 2008-2009 academic year

SFR Committees

- Provide faculty and staff input to the Director of Computing and IT
- Apprise SFR Faculty of research opportunities in a timely manner

Dean CoEnv

Attend Board of Deans Meetings; Director SFR remains on Board, Washington Department of Natural Resources

Shared responsibility with Director, SFR for human resources administration

Shared responsibility with Director, SFR for academic appointments/start-up packages

Shared responsibility with Director, SFR for equipment allocations

Shared responsibility with Director, SFR for Research Cost Recovery distributions

Shared responsibility with Director, SFR for responding to information requests

Shared responsibility with Director, SFR for facilitating development for SFR