

DIVISION OF FORESTRY
STRATEGIC PLAN
2005 - 2009

MISSION, VALUES and PRINCIPLES,
GOALS and ACTIONS

WEST VIRGINIA UNIVERSITY
DAVIS COLLEGE OF AGRICULTURE, FORESTRY,
AND CONSUMER SCIENCES

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WHO WE ARE

West Virginia University (WVU) is the flagship land-grant university of West Virginia. It is both a comprehensive university offering 165 degree programs from the bachelor through the doctoral level and a decentralized group of 14 colleges and schools on two campuses in Morgantown, West Virginia, an arrangement which helps maintain the friendly, informal atmosphere of smaller institutions. WVU is one of only 24 state universities in the nation that serve as both the comprehensive and land grant institutions in the state. With over 25,000 students in the 2004 fall semester, and nearly 5,000 full-time faculty and staff, the University is academically and socially diverse. WVU students come from all 55 West Virginia counties, almost all 50 states, and 85 foreign countries. Since its founding in 1867, the University has developed into a center of graduate and professional education, research, and service in the state of West Virginia.

The **Davis College of Agriculture, Forestry, and Consumer Sciences** is divided into five divisions of study: Animal and Veterinary Sciences, Family and Consumer Sciences, Forestry, Plant and Soil Sciences, and Resource Management. The College is also the site of the state Agricultural and Forestry Experiment Station. The College's faculty and staff are located in four major buildings on the two Morgantown campuses, on four farms and one woodlot owned by the College in the Morgantown area, and on the nearby University Research Forest. In the 2004 fall semester, 1,562 undergraduate and 245 graduate students were enrolled in the College.

The **Division of Forestry** has four programs of study: Forest Resources Management (FRM), Recreation, Parks, and Tourism Resources (RPTR), Wildlife and Fisheries Resources (WFR), and Wood Science and Technology (WST). Three of these programs (FRM, WST, and RPTR) are accredited by the Society of American Foresters, the Society of Wood Science and Technology, and the National Recreation and Parks Association, respectively. There is no accrediting organization for the Wildlife and Fisheries Resources program. During the 2004 fall semester, 372 undergraduate and 97 graduate students were enrolled in these programs. The Division is located in Percival Hall on the Evansdale campus, manages the 107-acre farm woodlot in Morgantown, the 7,800 acre University Research Forest at Coopers Rock, and several other forest properties located throughout West Virginia.

OUR MISSION

The mission of the Division of Forestry is to further the understanding, stewardship, and sustainable use of renewable natural resources by educating students to become knowledgeable professionals and citizens, advancing and communicating research knowledge, and providing technical information and professional service to society.

VALUES AND GUIDING PRINCIPLES

The values and guiding principles identified by the faculty and staff of the Division of Forestry address five fundamental questions:

- What natural resource management issues do we care about most?
- What kind of natural resource professionals do we want to be ourselves?
- What kind of natural resource professionals do we want to send out into the world?
- What kind of work place and learning environment do we want to create?
- What is our relationship with our constituencies?

The following value statements and guiding principles represent what the Division of Forestry is striving toward, but has not yet fully achieved. Therefore, the faculty and staff pledge to periodically revisit these value statements to assess and reassess our progress at creating a climate conducive to fulfilling the mission of the Division.

These values and principles include concepts that are very broad. Words like stewardship, sustainability, professionalism, quality educational experience, and excellence are not easily defined. The Division must foster an on-going dialogue about core values so that we can create a common understanding and vision. One value was reiterated repeatedly by members of the faculty and staff - the need for *mutual respect* among faculty, students, and staff, and in our university and external relations. The Division of Forestry must establish mutual respect as its cornerstone value.

TEAMWORK AND A SPIRIT OF COOPERATION

The Division of Forestry recognizes that there is much to be gained by fostering an *esprit de corps* among faculty, students, and staff. A spirit of cooperation and camaraderie leads to increased job satisfaction, creativity, and productivity. Collaborative management and decision-making approaches strengthen both internal and external relations. With mutual respect as its cornerstone, the Division can build on its strengths through teamwork, a commitment to excellence in teaching, research and service, and dynamic interaction and communication among its programs and people.

PROVIDING A QUALITY EDUCATIONAL EXPERIENCE

The Division of Forestry is committed to providing students with a quality educational experience both in and out of the classroom. The Division recognizes that students are future alumni, supporters, professional colleagues, and citizens. Our students reflect our best efforts to the outside world. Faculty will conscientiously advise students and make every effort to integrate teaching and research in the classroom. To equip students to meet the challenges of natural resource management in the future, the faculty will provide opportunities for students to develop skills in the following areas: critical thinking, oral and written communication, creative problem solving, and the use of technology. In addition, faculty will strive to spark a passion for their subject matter in their students.

STEWARDSHIP AND SUSTAINABILITY OF NATURAL RESOURCES

The Division of Forestry is committed to the principle of resource stewardship and the sustainability of natural resources and the communities that depend on them, with an emphasis on Appalachian ecosystems and central hardwood forests. The Division is committed to promoting a stewardship ethic in our classrooms and work environments. In teaching, research, and service, the Division will lead by example, so that the citizens of the state, professional colleagues, and the public at large will understand and embrace these principles.

PROFESSIONALISM

The faculty and staff of the Division are committed to professionalism. Professionalism, incorporates a respect for co-workers, colleagues, students, and constituents, including an understanding of and respect for each other's differences, a code of personal and professional ethics, a loyalty to the Division; a willingness to recognize the achievements of others, an eye for details, and a spirit of responsibility. Patience, passion, trust, and a sense of humor impart vitality and inspiration to professionalism.

SERVING OUR CONSTITUENCIES

The Division of Forestry is dedicated to serving its primary constituency -- the people of the State of West Virginia. To better serve all our constituencies, the Division seeks to integrate its diverse program areas, pursues knowledge that broadens and deepens our understanding of natural resources, and adheres to a strong tradition of academic freedom. The strategic direction and the allocation of resources in the Division will be based on the needs of our constituencies and a principle of equity among program areas.

DIVISION OF FORESTRY GOALS

The Division of Forestry (DOF) goals are separated into five categories; Administrative Goals, Research Goals, Teaching Goals, Extension/Service Goals, and Collaborative Goals. In each category, specific goals were identified as critical by the faculty through facilitated group consensus. In addition, subsequent facilitated brainstorming sessions produced a number of possible action steps designed to achieve these goals. The goals and their related action steps will be used over the next several years to guide Division efforts. Faculty will be polled at intervals over the next five years to help verify goal attainment and to identify new critical goals within the Division. Attainment of Division-based goals is the primary responsibility of the Division Administrative Team, comprised of the Director, the Program Coordinators, and the administrative staff.

ADMINISTRATIVE GOALS

Four administrative goals were identified through group consensus. The goals focus on adequate space to meet our growing teaching and research needs, revised reward systems for faculty and staff, and implementing recommendations listed in the recent Cooperative State Research, Education, and Extension Service Review of the Division.

Administrative Goal 1: Develop a long-term and a short-term policy and plan for adequate and appropriately configured space for the Division.

Action Steps/Task 1 (Long-term)

1. Identify additional space needs for each individual program, identify options to meet additional space needs, conduct economic analysis for each option, and then develop steps to acquire additional space based on the most promising option(s). Focus attention in the following areas:
 - Mezzanine
 - Build a second story/WFR wing
 - Space in the Ag Annex
 - Space in Allen Hall
 - Other locations
 - New Building, if Division becomes a School (10 year-time frame)

Resource Allocation:

1. Current space allocation assessment.
2. Space committee consisting of one faculty from each program; appoint a committee lead, representation from Physical Plant and Dean's office.
3. Hire outside contactor that will work with the committee to provide economic analysis for the above listed options (\$5,000).

Timeline:

1. Report that includes the economic analysis and recommendations for the most likely options delivered to Director by November 1, 2005.
2. Director determines what recommendations can be accomplished based on College-level limitations and financial limitations by December 1, 2005.
3. Alterations/modifications are completed by June 30, 2006.

Action Steps/Task 2 (Short-term):

1. Space committee is formed.
2. Prioritize existing DOF space based on current space limitations of the DOF.
3. Identify short-term (3 years) space needs of each program based on estimated research, education, and service needs. This would include estimated space needed for lab research and graduate students.
4. Establish a logical and equitable protocol to deal with variations of space needs among programs.
5. Discuss and reach a consensus of faculty, key staff, and Director.

Resource Allocation:

1. Committee members include a committee leader and one faculty member from each program. Faculty weeks – 13; committee leader – 5 weeks, 4 faculty members.
2. Current space allocation assessment.
- 3, 4. Space committee members.
5. Faculty, key staff, and Director.

Timeline:

1. Committee is formed by June 1, 2005.
- 2, 3. Complete by August 1, 2005.
4. Draft “space protocol” is presented to the Director by September 1, 2005 for approval/modification.
5. Committee presents a draft “space protocol” to entire faculty and Director for discussion and approval/modification by November 1, 2005.
6. Consensus on adequate short-term space allocation is obtained by December 1 2005.

Administrative Goal 2: Develop functional reward system for faculty and staff.**Action Steps/Task 1:**

1. Revise DOF guidelines for annual evaluations/P&T.
 - Ensure that more than one award type is available. Specific (monetary) awards for teaching, research, and service/extension need to be developed
 - Improve public recognition of awards to faculty and staff

Resource Allocation:

1. Existing guidelines.
2. Establish short-term committee consisting of representation from Director's office and each program area to review existing guidelines, explore other Division, College, Agency reward systems, and develop revised guidelines.

Timeline:

1. "Draft" revised guidelines are completed by July 10, 2005 and presented to the Director for review and approval.
2. New reward system is implemented during the Fall semester 2005.

Action Steps/Task 2:

1. Develop an environment to encourage and reward collaborative research.
 - Develop list of faculty research interests (e-list, web page)
 - Identify incentives for allocating internal funds with priority toward collaborative projects that result in externally-funded projects
 - Conduct resource seminar to familiarize faculty with each other's research interests
 - Set up faculty commons area for lunches, sharing information
 - Shared funding for staff-level grants manager
 - Staff-level position to assist in proposal writing
 - Improve public recognition of awards to faculty and staff

Resource Allocation:

1. Existing guidelines.
2. Guidelines used at other institutions of higher learning.
3. Faculty and staff.
4. DOF funds for awards.

Timeline:

1. Faculty and staff team is formed by May 15, 2005.
2. Revised guidelines submitted to Director by September 15, 2005.
3. Final guidelines approved by November 15, 2005.
4. New guidelines are implemented beginning the Spring semester 2006.

Administrative Goal 3: Implement recommendations of the recently completed Cooperative State Research, Education, and Extension Service (CSREES) Review Report.

Action Steps/Tasks:

1. Hold faculty meeting to review and evaluate CSREES report on the DOF.
2. Identify key recommendations that the DOF will complete.
3. Determine what faculty and staff are best suited to accomplish each recommendation.
4. Complete appropriate actions to meet the requirements of the recommendation.

Resource Allocation:

- 1-4. Faculty and staff.

Timeline:

1. April 2005 faculty meeting.
- 2,3. Complete by the May 2005 faculty meeting.
4. Complete by June 30, 2006.

RESEARCH GOALS

Research-based goals for the DOF focus on expansion. Emphasis is placed on increased funding opportunities, improving the “WVU experience” for graduate students, and enhanced relationships with potential funding agencies and research benefactors.

Research Goal 1: Place priority on obtaining “large” research grants that pay overhead.

Action Steps/Task 1:

1. Research “incubator” concept involving DOF resources to permit faculty “summer” salary or “release” time during the academic year to generate large profile overhead generating grants; example -- National Science Foundation, National Research Institute, Education Challenge Grants.
2. Faculty and staff identify potential grant opportunities.
3. Multi-discipline program teams are developed on an “as-needed” basis to generate pre-proposals for submission.
4. If a pre-proposal is selected, a team develops full-blown proposal.
5. Proposals are reviewed and recommended by the program coordinators before submission.
6. If proposals are funded, conduct research in a timely and professional manner.

Resource Allocation:

- 1 - 6. Faculty and staff.
- 2 - 6. Over time, proposal development teams need to generate 4-5 grant proposals to have one funded per year (20%-25% success rate). Need salary support or instructor release time to write and generate grant pre-proposals and proposals. Summer support is required by DOF to facilitate proposal development -- need 4-5 months salary at \$6,000 per month, which equals \$24,000 - \$30,000 (less if it was academic release at \$3,000 per month to cover salary costs of faculty and staff that develop pre-proposals and proposals).
- 3 - 6. Small amount of time by program coordinators to review and recommend pre-proposals and proposals for funding.

Timeline:

- 1, 2. Identify potential grant opportunities and potential to submit competitive proposals (continuous).
3. Develop appropriate teams to coordinate, develop, review, and submit pre-proposals and proposals incrementally.
4. First team developed and in-place by July 2005.
- 3 - 5. One to two initial pre-proposals and/or proposals are developed by January 1, 2006.
6. Complete funded projects within the timeline provided by the funding agency.

Action Steps/Task 2:

1. Provide training opportunities for faculty and staff to improve their skills in collaboration, techniques, and processes for obtaining large research grants.

Resource Allocation:

1. Travel funds.
2. Faculty and staff time to attend training.

Timeline:

1. As available – depending on training opportunities and types of request for proposals identified.

Research Goal 2: Increase graduate student stipends and improve the quality of their experience at WVU.**Action Steps/Task 1:**

1. Raise stipends by 11 to 12 percent. Formalize one-half to two-third time options.
2. Host annual Fall faculty-graduate student social.
3. Host annual “Speaker of Interest” sponsored by DOF Graduate Student Association.
4. Sponsor seminar series on writing for peer-reviewed journals – require for Division (one credit hour).
5. Obtain faculty consensus to require graduate student submission of refereed journal articles.
6. Require all graduate students to submit a paper to a peer-reviewed journal as part of graduation requirements.

Resource Allocation:

1. Stipend increase - funds from MS/Hatch/Research funds, faculty time.
2. Faculty-graduate student social - DOF covers costs, Director’s office staff time.
3. Annual “Speaker of Interest” – DOF Director’s staff time.
4. Journal writing seminar series - faculty time to develop and teach seminars.
- 5 - 7. Peer-reviewed journal article requirement - time commitment from faculty supervisor.

Timeline:

1. Stipend increases are available for graduate students for the Fall semester 2005.
2. Host annual Fall faculty-graduate student social.
3. From July 2005 thru December 2005 – organize and host “Speakers of Interest” for graduate students.
4. Fall semester 2005 – conduct journal writing seminar series.
5. Ratify change in graduation requirements during the September 2005 faculty meeting.
- 6,7. Peer-reviewed journal paper submissions by graduate students are required during their last year at WVU.

Research Goal 3: Establish a DOF-based Visiting Committee.

Action Steps/Tasks:

1. Define goals and guidelines for Visiting Committee.
2. Select Visiting Committee members and contact them.
3. Conduct the first Visiting Committee meeting.
4. Conduct annual Visiting Committee meeting.

Resource Allocation:

- 1,2. DOF Director, program coordinators, faculty, staff, and alumni.
- 3,4. External volunteers serving on committee; faculty, staff, and Director's time; travel funds.

Timeline:

1. May 2005 faculty meeting – program coordinators and staff select potential members.
2. Potential members are contacted by July 30, 2005.
3. First meeting completed by October 30, 2005.
4. Annual meeting held every October.

Research Goal 4: Establish Advisory Committees by Program.

Action Steps/Tasks:

1. Define goals of and guidelines for all program Advisory Committees.
2. Select Advisory Committee members by program.
3. Conduct the first program Advisory Committee meetings.
4. Conduct annual program Advisory Committee meetings.

Resource Allocation:

- 1,2. DOF Director, program coordinators, staff, and alumni.
- 3,4. External volunteers serving on committee; faculty, staff, and Director's time; travel funds.

Timeline:

1. April 2005 faculty meeting – define goals and guidelines for Advisory Committee.
2. July 30, 2005 – selection of program Advisory Committee members.
3. Initial program Advisory Committee meetings are completed by November 1, 2005.
4. Annual program Advisory Committee meetings held each May.

TEACHING GOALS

Three teaching goals were identified by group consensus. The first two pertain to the development of new and/or modified majors, minors, and courses that will meet the needs of an ever-changing student population. The last goal focuses on improving information for graduate students.

Teaching Goal 1: Develop minors and “three minors equal a major” program to enhance undergraduate programs and enrollment in the Division of Forestry.

Action Steps/Tasks:

1. Develop committee that would consist of program coordinators, Director’s office staff and other faculty and staff interested in developing specific minors.
2. Develop a minor in Forest Resources Management (FRM Program Coordinator).
3. Develop a minor in Recreation, Parks and Tourism Resources (RPTR Program Coordinator).
4. Develop at least one cross-disciplinary minor in Forest Resources Management, Natural Resources Management, or Natural Resources Policy involving courses from each of the Division’s four program areas.
5. Cooperate with the Associate Dean’s Office to learn the policies and procedures relating to “three minors equal a major” program, identify possible collaborative efforts within the College, and obtain the highest level of administrative support and cooperation in developing cross-disciplinary degree programs involving other colleges.
6. Develop a cross-disciplinary “three minors equal a major” program in Natural Resources Management.
7. Explore the feasibility of developing a “three minors equal a major” program in Natural Resources Policy.
8. Develop a “three minors equal a major” program in International Forest Products Business.
9. Develop an aggressive marketing plan to encourage enrollment in minors and “three minors equal a major” program within the Division.
10. Add a staff position with full-time, permanent responsibility for recruiting students.

Resource Allocation:

1. Committee members include program coordinators and appropriate staff.
2. FRM program coordinator and staff.
3. RPTR program coordinator and staff.
- 4 - 9. All four program coordinators and appropriate staff.
5. Jim Armstrong and the Associate Dean’s office staff.
9. Faculty and staff time, financial resources.
10. Maintain the current Mountaineer Temporary position to assist with this effort.

Timeline:

1. Committee holds first meeting by October 30, 2005.
- 2 - 8. Develop and submit for approval proposed minors by March 15, 2007.
- 2 - 8. Official approval received by July 1, 2006.
5. Complete by December 1, 2006.
9. Marketing plan is in-place by Spring semester 2006. Classes for minors are available to students starting in the Fall semester 2006.
10. Complete by June 30, 2006.

Teaching Goal 2: Develop an interdisciplinary major centered around Natural Resources Management and develop interdisciplinary courses for the major.**Action Steps/Task:**

1. Establish a formal committee to develop and establish an interdisciplinary program, both majors and minors.
 - Identify/determine the purpose and justification for the major and minors
 - Identify core requirements including the incorporation of existing classes, the modification of existing classes, and the development of new classes
 - Determine what existing and new courses need to be added, such as:
 - Natural Resources Policy
 - Introductory courses such as Natural Resources Management, Renewable Natural Resources
 - Human Dimensions of Natural Resources.
 - Inventory of Natural Resources
 - Prepare curriculum proposals and submit to College
 - Establish feedback mechanism from stakeholders
 - Determine administrative home for the major/minors
 - Implement new major/minors and new curriculum
2. Establish an “Associate Director for Academic Affairs” position.
 - Develop justification and need
 - Develop job description
 - Obtain Dean’s approval
 - Advertise position
 - Hire position

Resource Allocation:

1. Committee will require one person as well as appropriate staff members from each DOF program area, one person from Natural Resources Management, one person from Plant and Soil Science, and representation from the Director’s office.
1. Administrative support.
2. Create Associate Director position to coordinate and advise students of the interdisciplinary major (\$45,000).

Timeline:

1. Committee is formed by April 30, 2005.
1. Committee has draft “major” including curriculum completed by July 15, 2005.
1. Committee has draft “minors” including curriculum details completed by August 30, 2005.
1. Secure College/University approval by November 30, 2005.
1. Implement new major/minors and new curriculums by Spring semester 2006.
2. Associate Director for Academic Affairs on staff by July 1, 2006.

Teaching Goal 3: Develop Graduate Student Handbook for Division of Forestry.**Action Steps/Tasks:**

1. Form committee including representation from the four programs, Graduate Student Association, etc.
2. Determine information that already exists (past programs).
3. Identify key subject areas.
4. Develop Graduate Student Handbook.
5. Print hard copies and place pdf copy on DOF web site.
6. Distribute.

Resource Allocation:

- 1- 4. Committee members will include representation from all program areas and the Graduate Student Association.
- 5,6. Printing and distribution costs are estimated at \$6,000.

Timeline:

1. Committee formed by August 1, 2005.
- 2 - 4. Draft copy of handbook completed by July 1, 2006.
- 5,6. Copies printed and distributed by December 1, 2006.

EXTENSION/SERVICE GOAL

One extension/service goal was identified. This goal emphasizes the need to enhance the DOF “presence” on a regional basis.

Extension/Service Goal: Establish a DOF presence in regional professional societies/state government/policy forums.

Action Steps/Task 1:

1. Faculty and staff focused on developing a greater “professional” presence.
 - Faculty and staff seek to serve as officers of societies and take leadership roles
 - Host society meetings at West Virginia University
 - Emphasize greater importance on publishing research in professional journals as well as leading trade journals

Resource Allocation:

1. Faculty and staff time.
2. Travel and registration costs.

Timeline:

1. Continuous throughout the year.

Action Steps/Task 2:

1. Publish an annual DOF Accomplishment Report (academic year of July 1st to June 30th).
2. Aggressively distribute and “market” the report to external stakeholders.
3. Place annual report and other high-profile documents on DOF web site.

Resource Allocation:

- 1 - 3. Director’s office takes the lead, faculty and staff time.
- 1,2. Publication and distribution costs (\$6,000).

Timeline:

1. Draft copy completed by October 1st of each year.
- 2,3. Printed copies available for distribution by January 15th of each year.

COLLABORATIVE GOALS

Collaborative goals were incorporated into this strategic plan as a way to further integrate cooperative efforts among the four program areas. These collaborative goals will allow the DOF to improve its effectiveness in maintaining its mission and reaching its vision.

Collaborative Goal 1: Support a change in the status of the Division of Forestry to that of being a “School” within the Davis College of Agriculture, Forestry, and Consumer Sciences.

Action Steps/Tasks 1:

1. Determine faculty’s interest in supporting the transition from a Division to a School.
 - During the August 15th-17th faculty retreat, all faculty and key staff (32) thoroughly discussed and debated this subject. All attendees signed a statement that supports a change in the status from a Division to a “School.”

Resource Allocation:

1. Faculty time and meeting arrangement costs.

Timeline:

1. Completed on August 17, 2004

Action Steps/Task 2:

1. Obtain consensus for an acceptable name for the “School” from faculty and staff.
 - During the August 15th -17th faculty retreat, the faculty discussed the name of a “school”. After the discussion, the faculty voted and eventually came to consensus, that if the school status could be obtained, they would prefer the name, The School of Forestry and Natural Resources.

Resource Allocation:

1. Faculty time and meeting arrangement costs.

Timeline:

1. Completed on August 16, 2004.

Action Steps/Task 3:

1. Establish a formal committee to promote the transition of the Division to “School” status. The committee will:

- Determine justification/mission
- Identify the advantages and disadvantages
- Identify the “process” to transition
- Determine costs
- Obtain “buy-in” from the College
- Determine expansion possibilities

Resource Allocation:

1. Faculty and staff time, potential time from other Division’s faculty and staff. Committee members include:

- Steve Selin, Recreation, Parks, & Tourism Resources, Committee Chair
- Elemer Lang, Wood Science & Technology
- John Brooks, Forest Resources Management
- Bill Grafton, Wildlife & Fisheries Resources
- Joe McNeel, Division Director

Timeline:

1. Initial meeting held by August 15, 2005.
2. Recommendations presented to Director by November 15, 2005.
3. Director selects specific recommendations for implementation by November 30, 2005.

Collaborative Goal 2: Promoting the Division of Forestry’s research and reaching mission through collaboration.**Action Steps/Task 1:**

1. Complete a DVD with emphasis on research potential and teaching excellence about the DOF for potential students. Topics should include:

- General information about the DOF
- Specific information about the Division’s four programs including job markets and salaries
- Undergraduate programs
- Graduate programs
- Taste of the employment world
- Faculty and their research profile

2. Marketing the DOF via DVD production.
 - Distribute DVD to high school biology and science teachers, guidance counselors
 - Promote DVD via the DOF website
3. Periodic review and update of DVD and promotional materials.

Resource Allocation:

- 1 - 3. DVD team, faculty and staff time.
1. Production costs (\$20,000).
2. Marketing and distribution (\$3,000).

Timeline:

1. DVD team formed by May 15, 2006.
1. DVD content identified by team by November 1, 2006.
1. Production of DVD completed by April 1, 2007.
- 1,2. DVD produced and distribution and marketing begins by June 1, 2007.
3. Once DVD is completed, review every other year.

Action Steps/Task 2:

1. Complete research profiles via an electronic format such as DVD for each program.
Topics should include:
 - General research information about the DOF
 - Specific research information by programs
 - Faculty and their research profile
2. Marketing the research profiles.
 - Distribute information to high school biology and science teachers, guidance counselors, etc.
 - Promote information via the DOF web site
3. Periodic review and update of DVD and promotional materials.

Resource Allocation:

1. Research profile team members that include faculty and staff.
1. Faculty and staff time and cost of DVDs (\$4,000)
2. Marketing and distribution (\$2,000).

Timeline:

1. Research profile teams formed by June 15, 2006.
1. Research profile content identified by teams by November 1, 2006.
1. Research profiles are completed by April 1, 2007.
2. Research profiles produced and distribution and marketing begins by June 1, 2007.
3. Once research profiles are completed, review and update every two years.

Collaborative Goal 3: Develop an environment to encourage and reward collaborative domestic and international research.**Action Steps/Task 1:**

1. Develop a list of faculty research interests (e-list, web page).
2. Identify incentives for allocating internal funds with priority toward collaborative projects that result in externally funded projects.
3. Conduct resource seminars to familiarize faculty with each other's research interests.

Resource Allocation:

- 1,2. Faculty and staff, Director's staff take lead to coordinate.
3. Faculty and staff.

Timeline:

1. List of faculty interests completed by June 15, 2005.
2. Identification of incentives completed by September 30, 2005.
3. Seminars initiated by October 30, 2005.

Action Steps/Task 2:

1. Develop faculty commons area for lunches, information sharing, etc. The process will include:

- Solicit ideas/suggestions from DOF faculty and staff
- Locate available space
- Complete cost analysis for top three locations
- Select best location based on costs and benefits

2. Develop construction plan with Physical Plant staff.
3. Complete modifications.

Resource Allocation:

- 1 - 3. Space, DOF faculty and staff, Physical Plant staff.
- 1 - 3. Funds to renovate.

Timeline:

1. Fall semester 2005.
2. March 30, 2006.
3. March 30, 2007.

Action Steps/Task 3:

1. Shared funding for staff-level grants manager/proposal writer/editor.

Resource Allocation:

1. Grant funds or Division funds, about \$25,000 per year.

Timeline:

1. One – two years.

PROGRAM AREA GOALS

FOREST RESOURCES MANAGEMENT (FRM)

John Brooks, Ph.D.
Program Coordinator

Teaching Goal 1: Curriculum review and modification.

Action Steps/Tasks:

1. Review current curriculum and revisit work on concentrations.
2. Review changes necessary for University GEC program
3. Decide on curriculum model.
4. Define courses in the preferred model.
5. Informally apply the “new” curriculum.
6. Formalize changes (College curriculum committee, faculty senate, etc.).
7. For capstone courses:
 - Revisit competencies
 - Review Society of American Foresters competencies for Certified Forester
 - Meet as a faculty to discuss

Resource Allocation:

1. FRM program coordinator, FRM faculty, and staff.

Timeline:

- 1 - 3, 6. Complete by Spring semester 2005.
3. Complete by Spring semester 2005/Fall semester 2005.
4. Complete by Spring semester 2005.
5. Complete by Fall semester 2006.

Teaching Goal 2: Performance evaluation for FRM graduates.

Action Steps/Task 1:

1. Conduct exit surveys of graduates:
 - Conduct survey at end of FMAN 434
 - FRM faculty sit-in on final presentations of students in capstone seminar
 - Use grade and performance in FMAN 434 as indication of competency

Resource Allocation:

1. Kate Piatek and Martha Richards, one-person week, FRM faculty.

Timeline:

1. Survey conducted by the end of Spring semester 2005.

Action Steps/Task 2:

1. Conduct student (employee) survey one to two years after graduation. The purpose of the survey is to obtain firsthand knowledge of students' WVU education and if it prepared them for their current job. The survey will be distributed via e-mail list of students maintained by the Division.
2. Conduct employer survey – brief questionnaire regarding how well prepared graduates are in regards to: technical skills, communication skills, professionalism, etc.

Resource Allocation:

1. Martha Richards – one-person week, FRM staff time – two person days.

Timeline:

1. Complete initial student survey by the end of Fall semester 2005, annually in future years.
2. Complete initial employer survey by the end of Fall semester 2005, annually in future years.

Research Goal: *Expand research opportunities.***Action Steps/Tasks:**

1. Schedule meetings with potential research collaborators (USDA Forest Service, etc.).
2. Identify programs (universities) we can collaborate with (University of Kentucky, Virginia Tech, Ohio State University, Pennsylvania State University).
3. Seek support from DOF level for faculty travel to meetings.
4. Host regional/national conference(s).
5. Continue to network with extension agents.
6. Utilize DOF funds to stimulate research through seed money and assistance in proposal writing.
7. Explore opportunities for collaborative research among FRM faculty.

Resource Allocation:

1. Dave McGill, FRM staff time.

Timeline:

1. Complete during Spring semester 2005.
2. Continuous.
3. On-going.
4. Complete by Spring semester 2005/Fall semester 2005.
5. On-going.
6. Complete by Fall semester 2005.
7. Continuous.

Extension/Service Goal: Offer additional short courses to professional foresters.

Action Steps/Tasks:

1. Increase the number of short courses offered to professional foresters in West Virginia and neighboring states.

Resource Allocation:

1. Dave McGill, FRM staff time.

Timeline:

1. Continuous.

RECREATION, PARKS, AND TOURISM RESOURCES (RPTR)

Steve Selin, Ph.D.
Program Coordinator

Teaching Goal 1: Review and revise the RPTR undergraduate program.

Teaching Goal 2: Review and revise the RPTR graduate program.

Action Steps/Tasks:

1. Identify prerequisites that are synchronized with other DOF undergraduate degree programs.
2. Develop RPTR undergraduate curriculum to meet SAF accreditation.
3. Seek SAF accreditation.
4. Incorporate new GEC requirements into new major.
5. Design new interdisciplinary DOF courses that are required.
6. Develop RPTR core classes and required option classes.
7. Design both free electives and restricted/suggested electives.
8. Package new major and catalog description.
9. Submit major to College and monitor progress.
10. Develop public relations plan for new major.
11. Implement new curriculum.
12. Re-design web site and DOF link.
13. Explore cross listing interdisciplinary courses with DOF and Natural Resources Management.

Resource Allocation:

1. RPTR faculty and staff.
2. RPTR faculty and staff participate in DOF committee to design and implement new interdisciplinary courses.
3. RPTR faculty and staff design, implement new major and tech new courses.
4. RPTR faculty and staff time dedicated to pursue new SAF accreditation.

Timeline:

- 1,2. Complete by the end of Spring semester 2005.
3. December 2004 – formal announcement of SAF accreditation plans.
- 4 - 9. Complete by end of Spring semester 2005.
- 10 - 13. Implement during Fall semester 2005.
14. Obtain SAF accreditation by Fall semester 2007.

Research Goal 1: Build stronger research alliances with federal and state resource management agencies.

Research Goal 2: Lead and participate in interdisciplinary research projects with a regional, landscape-level focus.

Research Goal 3: Enhance information transfer to agency, industry, and civic groups.

Action Steps/Tasks:

1. Continue active participation in Great Lakes-Northern Forest Cooperative Ecosystem Science Unit.
2. Participate and lead interdisciplinary research efforts across the Division, College, and University.
3. Host two visits from agency research coordinators per semester.
4. Present research at regional/national agency conferences and forums.
5. Develop a web page on the RPTR program site with PDF versions of research papers and technical reports produced by faculty.

Resource Allocation:

1. Faculty.
2. Web design staff.
3. Coordinate with DOF faculty and AHC staff.

Timeline:

1. On-going.
2. On-going.
3. May 2005.

Service/Extension Goal 1: Secure Tourism Extension Specialist position.

Service/Extension Goal 2: Lead formation of a Center for Recreation, Parks, and Tourism Resources.

Service/Extension Goal 3: Continue participation in Community Design Team, Community Design and Development Center, and WVU Service Learning Programs.

Action Steps/Tasks:

1. Identify need and develop justification for Tourism Extension Specialist position.
2. Develop job description for Tourism Extension Specialist position.
3. Formally request and develop support for Tourism Extension Specialist position.
4. Develop proposal for Center for Recreation, Parks, and Tourism Resources.
5. Build support and secure funding for RPTR Center.
6. Implementation of RPTR Center.

Resource Allocation:

1. Faculty.
2. Coordinate efforts with other WVU Departments and Colleges.
3. Other public sector and commercial sponsors.

Timeline:

- | | |
|--------------------------------|---|
| 1. March 2005 | Advertise Tourism Extension Specialist position. |
| 2. April 2005 | Develop RPTR Center Proposal. |
| 3. April 2005 to December 2005 | Build coalition of support for RPTR Center, seek funding. |
| 4. April 2006 | Secure funding for RPTR Center. |
| 5. Sept. 2006 | Begin implementation of RPTR Center. |

WILDLIFE AND FISHERIES RESOURCES (WFR)

**Kyle J. Hartman, Ph.D.
Program Coordinator**

Teaching Goal 1: Revise curriculum.

Action Steps/Tasks:

1. Work with Division Director and other program coordinators to develop Division-wide orientation sequence.
2. Meeting to discuss details of curriculum revision including discussions on number of hours, GEC, capstone, core curriculum plus professional certifications, interdisciplinary major.
3. Identify courses well suited to interdisciplinary/cross-program instruction and work with instructors from other programs to begin integration.
4. Initiate e-mail discussion regarding graduate curriculum, i.e. when courses are offered, M.S./Ph.D. requirements, core courses, etc.
5. WFR program meeting to establish new undergraduate curriculum.
6. Establish revisions and formalize changes
7. Submit WFR curriculum revision proposal to the Division of Forestry, Davis College, etc. for approval.
8. Curriculum officially revised.

Resource Allocation:

1. Petty will initiate this discussion with other program contacts.
2. Hartman will organize meeting.
3. WFR staff and other program staff members.
- 4 - 7. Hartman will initiate.

Timeline:

1. Meeting complete by May 1, 2005.
2. Meeting complete by May 1, 2005.
3. Initial meeting with key program faculty complete by May 1, 2005.
4. Initial e-mail discussion by June 1, 2005.
5. First meeting held by March 15, 2005
6. Complete by May 30, 2005.
7. Submit by August 1, 2005.
8. Revisions officially accepted by College for Spring 2006 semester.

Teaching Goal 2: Obtain new biometrician faculty.

Action Steps/Tasks:

1. Preliminary meeting between Hartman and Brooks to see if such a position is warranted and if it should be a split position.
2. Hartman and Brooks will discuss with Director.
3. Develop job description.
4. Formal request to College.

Resource Allocation:

- 1,2,4. Hartman and Brooks.
3. Hartman, Brooks, and McNeel.

Timeline:

1. Complete before April 1, 2005.
2. Complete before April 15, 2005.
3. Complete before June 30, 2005.
4. Submit by August 30, 2005.

Teaching Goal 3: Renovate WFR space on the second floor, Percival Hall (Rooms 307 and 309)

Action Steps/Tasks:

1. Develop plan for 307 and 309.
2. Obtain estimates from Physical Plant.
3. Forward proposed plan with cost estimate to Division Director and Dean to obtain decisions on approval and funding.
4. Contract with Physical Plant for work.

Resource Allocation:

- 1 - 4. Hartman and WFR staff, Physical Plant staff.
2. Funds to complete renovations.

Timeline:

1. Complete by May 1, 2005.
2. Cost estimates complete by July 1, 2005
3. Hartman meet with Division Director by August 1, 2005.
4. Construction begins by February 1, 2006.

Research Goals:

Extension/Service Goal: *Disseminate research knowledge to public.*

Action Steps/Tasks:

1. PC works to establish a staff person with duties to be a liaison between faculty research bulletins and local and regional media.

Resource Allocation:

1. Hartman and WFR staff.

Timeline:

1. Begin discussion by July 1, 2005.

WOOD SCIENCE AND TECHNOLOGY (WST)

James P. Armstrong, Ph.D.
Program Coordinator

Teaching Goal 1: Curriculum review and modification.

Action Steps/Tasks:

1. Submit change of curriculum request including:
 - Replace CHEM 112/116 with WDSC 413
 - Replace AGEE 110/CS 101 with FOR 240
 - Drop WDSC 401 as a requirement
2. Submit "Career Placement Seminar" course proposal for DOF and replace one credit of WDSC 494 with the new course.
3. Develop "three minors equal a major program" in at least three packages, meet with the Associate Dean to learn procedures.
4. Revise Minor in WST to accommodate number three above.
5. Revise WDSC 232 to include a procurement component.
6. Offer WDSC 351 as an alternate year course.
7. Conduct a curriculum revision to incorporate the University's General Education Curriculum, comply with the new SWST Accreditation Standards, and reduce required credit hours to 128.
8. Review and revise graduate courses and curriculum.
9. Enhance summer and short course offerings in the WST areas.
10. Maintain the vice-Anderson position as a full-time, tenure track, 50% teaching/50% research position.
11. Explore collaborative teaching opportunities with Forest Resources Management faculty.
12. Seek dual accreditation of the Forest Utilization Option by Society of Wood Science and Technology and Society of American Foresters.

Resource Allocation:

1. WST faculty time.
2. Armstrong/Mazik, staff time from all four-program areas.
- 3,4,7,8. Staff time from all four-program areas, Director's staff time.
5. Anderson and Moss staff time.
6. Dawson-Andoh, McDonald, and Butler staff time.
7. Faculty
9. WST faculty and Appalachian Hardwood Center staff time.
10. Funding for position and administrative time/buy-in.
11. WST and FRM staff time.
12. Jingxin time.

Timeline:

1. Complete by December 1, 2005.
2. Complete by June 1, 2005.
3. 1st minor complete in 2006, 2nd minor complete in 2007, 3rd minor complete in 2008.
4. Complete by 2007.
- 5,6. Complete by Fall semester 2005.
7. Complete by June 30, 2005.
8. Complete by summer 2006.
9. Begin summer 2006.
10. Complete in three years.
11. On-going.
12. Complete by 2009.

Teaching Goal 2: Maintain enrollment in WST undergraduate program so that we are one of the three largest programs in the United States.

Action Steps/Tasks:

1. Take the lead in DOF efforts to creatively use opportunities of academic minors.
2. Agitate Division and College Administrators to aggressively recruit WST students
3. Keep our web site up-to-date and attractive.
4. Participate in recruiting opportunities such as Majors Information Day, WVU Days, etc.
5. Create CD-Base Packet for the program.
6. Provide leadership in DOF efforts in developing a Forest Resources Management web site.
7. Maintain vice-Anderson position as a full-time tenure track, 50% teaching/50% research position.
8. Seek opportunities for Coops with industry (6 months on/6 months off).

Resource Allocation:

1. WST faculty and staff time.
2. WST faculty and staff time, Director and Faculty Recruiting Officer.
3. Wang, Division web-master, faculty.
4. Armstrong, faculty, and administration.
5. Wang, faculty, and administration.
6. Armstrong, faculty, Division Director.
7. Position funds, administrative buy-in.
8. Dawson-Andoh and faculty.

Timeline:

- 1 - 4,8. On-going.
5. Complete by August 2005.
6. Spring 2005.
7. Complete in three years.

Research Goal: Develop state-of-the-art Wood Research Center by maximizing the impact of the Wood Utilization Research funds.

Action Steps/Tasks:

1. Retain vice-Anderson position as a full-time, tenure track position; 50% teaching/50% research.
2. Enhance available research space for WST and AHC staffs.
3. Explore creative ways to attract external funds to support graduate research.
4. Successfully complete funded projects and publish.
5. Publish annual report as a “hard” document and electronic copy.
6. Include a high-impact technology transfer component with the Wood Utilization Research program.
7. Expand research through collaboration and external grants.
8. Participate in Division’s efforts to attract large, overhead paying grants.
9. Sponsor a regional conference/meeting.

Resource Allocation:

1. Funds for position, administrative buy-in.
2. WST faculty and staff time, Division Director.
- 3,4. WST faculty and staff time.
5. Grushecky, Mc I, and related staff time.
- 6,8,9. WST faculty and staff time, AHC staff time.
7. WST faculty and staff time, administrative buy-in.

Timeline:

- 1,9. Complete within three years.
- 2,3,6 - 8. On-going.
4. Complete “as soon as possible”.
5. Complete annually.

Extension/Service Goal: Cooperate with the Appalachian Hardwood Center in sponsoring wood technology workshops to the forest products industry.

Action Steps/Tasks:

1. Provide at least one workshop in conjunction with the AHC on a wood technology subject to industry.

Resource Allocation:

1. Faculty time

Timeline:

1. Complete on an annual basis.