

## **Building Resilient and Healthy Southern Forests**

6<sup>th</sup> March 2018, Athens, Georgia

### **Attendees:**

*University of Georgia:* Brittany Barnes, Elizabeth Benton, Cathy Cuppett, Joe Dahlen, Kamal Gandhi, Larry Morris, John Parker, Caterina Villari

*USDA Forest Service:* Don Duerr, Dana Nelson, JT Vogt

### *Private Companies:*

Wayne Bell	International Forest Company
Wilson Edwards	Weyerhaeuser
Steve Daniels	Weyerhaeuser
Charles Hogan	Forest Resource Consultants
Evan Johnson	Hancock Forest Management
Chris Johnston	International Forest Company
Kier Klepzig	Joseph Jones Ecological Research Center
Jim Peeler	Resource Management Services
Tom Trembath	Forest Investment Associates
Alan Wilson	Rayonier

### **Synopsis of the Meeting:**

- Kamal opened the meeting with a synopsis of the previous meeting in November 2018, and goals for this meeting. She handed the floor to John Parker (strategic planner) who initiated the in-depth discussions related to creating the final vision and mission of the forest health cooperative.
- We first discussed three measures for success for that day. Kamal, Caterina, and Elizabeth indicated that their measures were: to agree on the vision, mission, and preliminary tactical planning for the coop; agree to have companies subscribe to the cooperative; and develop plans for year 1 of the cooperative. Members indicated that their measures of success include: bring value to the companies; leave knowing who's in the cooperative; state plans that address the most important forest health issue (which varied as based on company but generally included either tip moth, bark beetles, and pitch canker); understanding industry needs and maximizing the impact of our research; how this cooperative fits in with portfolio of other ones; agree on annual dues; and identify short (1-3 yrs) and long-term (>5 yrs) goals.
- Following reasons were presented why they think cooperative may fail so that we focus on increasing the odds of our success:
  1. Starting from scratch (no short-term wins).
  2. Failure to align and trying to do everything for everybody. No consensus on priorities along with different perspectives and time-lines between faculty and members. Not adapting quickly enough and changing in the wrong way.

3. Lack of success metrics (hard in the forest health field), clear expectations (under promise and over deliver), short-term results, and execution of solutions in the field.
  4. More basic than applied science. Failure to scale the issues and solutions.
  5. Lack of critical leadership (the person has to be a good scientist, fund-raiser, administrator, communicator, and more) or leadership changes, and personality conflicts.
  6. Lack of effective two-way communication between faculty and company members, and clarity of roles on each side.
  7. Not enough funds through membership; lack of agreement on budgets and dues.
  8. Competition with other cooperatives and lack of collaboration across them. Not being unique enough.
- Attendees did a survey whether this forest health cooperative will be a success. Results indicated that 10 people think that odds of success are >75%, 4 people think 50%, and 2 people think <25%.
  - John described the four types of people in any organization: A. What (logical and analytical); B. How (organized and planning); C. Who (interpersonal and emotional); and D. Why (holistic and integrating). Typical academics tend to be in the Why and What zones, while business folks tend to be What and How zones. The goal is to get both of them balanced and centered together, so that conflicts and issues are minimized since they think very differently.
  - We laid out a foundation for the vision (long-term and "Big Hairy Audacious Goals") and mission (short-term goals) statements.
  - Cathy Cuppett from the Office for Vice President for Research (OVPR) joined us to go over the draft agreement, which is kept very simple. Suggestions for changes included clarification that UGA will not have commercial profit from the cooperative, and waiver of liability by UGA (which was a sticking point with the PMRC agreements). There will be no indirect costs charged on the incoming funds. Separate agreements that include information for intellectual property rights (if needed) and additional aspects can be put together in the future.
  - Kamal went through the structure of the new cooperative. We discussed the logo and name for the cooperative (to include southern pines and research), which led to questions about the geographic scale of the cooperative. The Director will assist in finding relevant field assistance related to forest health issues for members in other states (which may be too far to travel), and if new significant issues come up in other places, member input will be solicited.
  - Questions were asked about the dues, budget, types of memberships, and leveraging. It was suggested that voting structure should reflect the dues or 1 vote per 5K. Member input will be solicited when a new member joins or wants to increase membership in terms of back-pay dues to access previous data.

- We will view year 1 as a transition one since we are starting from scratch, there's a lot of unpublished and published literature that needs to be gathered for solid and rigorous research projects that will fit within the three forest health tiers (prevention, detection, and management), and we need to establish new networks and members. Dues for year 1 could be reduced since there will be little fieldwork and associated costs, however full dues will be from year 2 onwards. The faculty highly prefers to have a postdoctoral scientist than have a graduate student do the synthesis work to provide high quality and timely products.
- A concern was brought up that after year 1, members might choose not to continue joining the cooperative, however as long as we keep to our vision and mission plus continue to generate applied data, membership won't be an issue.
- A request was made to provide a detailed budget and justification. The budget should reflect the actual cost of doing research and technology development, but also that these costs are justifiable to the companies and their bosses.
- We ended with talking about WIIFM or "What's in for me"? There was quite a bit of discussion related to justification of the dues in terms of pulling funds away from other management into the cooperative. What clear values would the cooperative provide which links back to the vision statement? Short-term versus long-term values were discussed. Since this topic was not fully resolved (and we were running out of time), we will need to discuss it more at subsequent meetings.
- *Future work for the forest health cooperative:*
  1. Budget and justification for each year. *Please see attached.*
  2. Revised due structure. *Please see attached.*
  3. Revised strategic plan. *Please see attached.*
  4. Revised agreement with UGA. *Cathy will provide that shortly and we will forward it to companies.*
  5. Kamal will work with each company to process the agreements and establish the account at UGA.
  6. Meet in another six months or by the first week of September 2018. *Kamal will send suggested dates to avoid travel and other meeting conflicts.*
  7. In the next meeting, we will focus on the following items (in addition to updates on our progress):
    - i. Directly address the reasons outlined why this cooperative may fail, and provide clear solutions to each point.
    - ii. Discuss WIIFM again to provide clear metrics.
    - iii. Establish a roadmap and timelines (although it is somewhat outlined in the strategic plan), communication plan, and implementation and monitoring plans.
    - iv. Discuss confidentially agreements (publications, presentations, etc.).