

HISTORY OF THE DEPARTMENT OF FORESTRY AND ENVIRONMENTAL  
RESOURCES AT NORTH CAROLINA STATE UNIVERSITY, 1979-2008

III. ADMINISTRATION AND ORGANIZATION

**Programs and Heads**

In 1980 the Department of Forestry was relatively new, having been created in 1959 when the Forest Management Curriculum was designated as the Department of Forest Management.<sup>1</sup> The Department was renamed the Department of Forestry in 1968 when the then School of Forestry was renamed the School (later College) of Forest Resources. Waldy Maki served as head of the Forest Management Curriculum and Department from 1951 to 1970. Chuck Davey headed the Department of Forestry from 1970-1978 with Bill Johnson serving from 1978 until his untimely death in late 1979.

The Department grew in disciplinary scope between 1980 and 2007. In 1980 its disciplinary makeup included each of what were, at that time, the major fields of forestry. The Forestry Extension Program was located in a separate department in 1980; in 1990 Forestry Extension was moved into the Department (with Wood Products Extension being moved to the Department of Wood and Paper Science). Finally, in 2003 the Fisheries and Wildlife Management Sciences Undergraduate curriculum was moved from the Department of Zoology to the Department, although the graduate program remains shared by the two departments.

The Department has had 3 heads since 1979-80: Art Cooper (1979-1994), Fred Cubbage (1994-2004), and Barry Goldfarb (2004 to the present). Cooper was appointed immediately after the death of Bill Johnson in late November 1979. No search was conducted as he had been a candidate when Johnson was appointed and served as Assistant Head under Johnson. Cooper was a member of NC State's Department of Botany from 1958-1971, had served in an administrative position in North Carolina's Department of Natural and Economic Resources from 1971-76, and had rejoined the NCSU faculty in forestry in 1976. Cubbage and Goldfarb were appointed after national searches. Prior to appointment, Cubbage had held a faculty position at the University of Georgia and most recently was a U. S. Forest Service scientist in the Research Triangle Lab and an adjunct faculty member. Goldfarb was a sitting faculty member, having come to the Department from Oregon State University in 1992 to run the newly-established rooted cutting program and to teach tree physiology. The three men had quite different backgrounds, Cooper being an ecologist, Cubbage a political scientist and economist, and Goldfarb a physiologist.

---

<sup>1</sup> Technically there was a Department of Forestry from the inception of forestry at NC State in 1929 until 1931 when the Department was renamed the Division of Forestry.

### **Departmental Communication**

As might be expected, each person brought his own style to the Department's management. In a Department such as Forestry, with diverse interests, key faculty located in other Departments, and faculty often traveling, communication is an essential part of the Department Head's duties. Cooper inherited and continued an institution designed to promote communication and conduct Departmental business, the Monday noon "nosebag" luncheon. As items of business mounted in number and complexity, these meetings often became, to put it mildly, painful for all parties. When one faculty member remarked to Cooper that the nosebag was "like listening to the Department Head read his mail out loud"—an accurate description—it was clear something different was needed. This served as the impetus to develop the Department's first email system. Constructed of telephone wire strung along corridors and across office tile roofs, the system became fully "operational" in the fall of 1987. Primitive as it was, it linked the faculty's computers together<sup>2</sup> and provided a means for sharing of information. From this time on, regularly scheduled staff meetings were reduced in number so that by Cabbage's and Goldfarb's tenures no more than 4-6 regularly scheduled meetings were held each semester.

### **Administrative Structure**

Between 1980 and 2005 the nature and duties of the Department Head's position changed dramatically, with the greatest amount of this change taking place between 1980 and 1990. Prior to Cooper's tenure, department heads in the (then) School of Forestry operated in a "top-down" environment with many important functions, particularly budgets and to some extent hiring, handled in the Dean's office. This pattern was rooted in the early days of the School when disciplinary programs were small and their size and complexity did not warrant a significant administrative structure below the Dean's office. However, by the early 1980's the size of the various disciplinary programs had become large enough to make it essential that more responsibilities be delegated to Departments and their heads. In addition, throughout the decades of the 1980s and 1990s many major new administrative duties were passed down from the University to Colleges and departments further adding to the duties of the department heads.

The increase in responsibilities devolving on the Department Head had, by the late 1980s, reached the point where efficient management of the Department necessitated delegation of some administrative duties. Accordingly, in 1989 Cooper designated Lester Holley as Graduate Administrator<sup>3</sup> and Jim Gregory as Coordinator of Undergraduate Programs. These two men joined Donald H. J. Steensen who handled job

---

<sup>2</sup> During the 1986-87 year each faculty member wishing one first had, on his or her desk, a personal computer, marking the Department's entrance into the age of electronic communication.

<sup>3</sup> The position of Graduate Administrator had been separate from that of Department Head prior to Cooper becoming Head. He carried the two titles and duties from 1980-1989.

placement, scholarships, and the directorship of the summer camp program as the Department's administrative infrastructure. Steensen's sudden death in 1989 necessitated assigning his duties to others, job placement to Larry Jervis, scholarships to Rich Braham, and the academic side of the summer camp program to Jim Gregory and on-site camp director to Jervis. With the transfer of Forestry Extension to the Department in July of 1990, Edwin L. Jones was named Department Extension Leader. These six positions, Graduate Administrator, Undergraduate Program Coordinator, Extension Leader, Placement Coordinator, Director of Scholarship Programs, and College Forest Manager and Summer Camp Director, constituted the Department's administrative infrastructure from the mid-90s to the present.<sup>4</sup> When Goldfarb was named Department Head, the position of Departmental Program Coordinator was created, and Lisa Schabenberger was hired to fill it. In addition to handling administrative minutiae for the Department Head, the Program Coordinator is proactive in identifying and managing activities that enhance or expand the Department's programs, including enhanced communications, alumni relations and employee events. More recently, in 2006, Sarah Slover was hired in a new Graduate Program Coordinator position, providing enhanced services to the large number of graduate students in the Department and freeing the Director of Graduate Programs to concentrate more on policy matters. A similar approach for undergraduate programs was instituted in 2007, with Shannon Shinault becoming the first Undergraduate Program Coordinator, with responsibilities in recruiting and retention, outcomes assessment and placement (the faculty title of Undergraduate Program Coordinator previously used was changed to Director of Undergraduate Programs).

Budget management in the Department of Forestry was, and continues to be, somewhat decentralized. In the early 1980s responsibility for management of the Department's allocation of State and Federal appropriated funds ("hard" money) was delegated to the departments. However bookkeeping responsibility remained in the Dean's office until the early 1990s when it, too, was assigned to the College's departments. Management of the research cooperative's funds, however, remained largely in the cooperatives with each program providing its own bookkeeping. The increase in number and size of research grants earned by College faculty prompted Dean Ellwood to create in 1978 the position of Associate Dean for Research and Graduate Studies (later

---

<sup>4</sup> The full list of persons holding these positions since 1980 is (note that titles may have varied at different times): Graduate Administrator (now Director of Graduate Programs) Holley 1989-2000, Steve McKeand 2000-2003, Bob Abt 2003-2007, Sarah Warren 2007-present ; Undergraduate Coordinator (now Director of Undergraduate Programs) Thomas V. Gemmer through 1983, Jim Gregory 1989-1994, Dick Lancia 1994-1997, Awatif Hassan 1997-2003, Joe Roise 2003-2007, Gary Blank 2007-present ; Extension Leader Jones 1990-1997, Craig McKinley 1997-1999, Rick A. Hamilton 2000 -2007, Robert Bardon 2007-present; Placement Coordinator Gemmer through 1983, Gregory 1983-1989, Larry Jervis 1990-2000, Joe Cox 2001 to present; Director of Scholarship Programs Steensen through 1989, Rich Braham 1989 to present; Summer Camp Director Steensen through 1989, Gregory 1989-1994, Jervis 1989-2001, and Joe Cox 2002-present.

Research and Extension). Bookkeeping for grants and projects was assigned to persons reporting to the Associate Dean. Now bookkeeping for grants and contracts is done in the Department with oversight from the College research office.

Similarly, in the 1980s responsibility for record and data keeping for undergraduate students rested in the office of the Associate Dean for Academic Affairs. By the mid-nineties that responsibility had largely been decentralized to the College's departments. Management of graduate student programs and graduate course offerings had always been the responsibility of the Graduate Administrator appointed in each department consistent with requirements of the Graduate School. Record keeping for the graduate program went with this assignment and remained there until 2006 when it was assigned as a major duty of the new Graduate Program Assistant.

### **University Reappointment, Tenure, and Promotion Procedures**

During the late 1980s and continuing through the 1990s, the University undertook a proliferation of new reporting requirements and initiatives. These were driven by pressures from General Administration, the legislature, and the public for: (1) greater University-wide similarity in the promotion and tenure process, (2) closer oversight of faculty to ensure continued performance after tenure had been granted ("post-tenure review"), (3) an assessment of the extent to which departmental and university teaching programs were meeting their objectives ("outcomes assessment"), (4) demonstration of greater accountability in program management, and (5) better planning. These pressures were not unique to North Carolina but were part of a national trend. New requirements to meet these objectives began during the later years of Cooper's tenure, grew to full flower while Cabbage was head, and continue during Goldfarb's administration.

The process of granting promotion and tenure to faculty became much more formalized in the last 25 years. When Cooper became Department Head decisions on promotion and tenure were made on the basis of rudimentary data gathered by the Department Head. These were reviewed by the Senior Faculty (then defined as the full professors only) and voted on, usually after one of the regularly-scheduled Monday noon staff meetings. Little or no information in support of a decision was sought from a candidate.

During the next 15 years requirements for documenting and granting promotion and tenure became much more systematic and complex. Each department was required to write a set of regulations describing, consistent with overall University rules, the data and process used in making its promotion and tenure decisions. These regulations were first written under Cooper in 1988, revised in 1991, and subsequently revised under both Cabbage and Goldfarb as University rules became progressively more detailed.

Most of the current process of reappointment, promotion, and tenure was developed under the direction of Provost Kermit Hall in 1996-1998, requiring complete and consistent dossiers, open communi-

cation among candidates and each set of departmental, college, and university review committees throughout the process, and the opportunity for responses by the candidates to their evaluations.

Among other things, the definition of those who could vote on a tenure and promotion decision (Voting Faculty) was changed so that only tenured professors voted on promotions to professor whereas both tenured professors and tenured associate professors voted on all other decisions regarding promotion and tenure. The promotion and tenure regulations for each department are now published on the University web site. The most recent version was approved in August 2005.

In addition, Cooper initiated a system of annual performance reviews, required for each faculty member (this also was formalized by the University in the 1990s). Initially, Cooper reviewed all faculty each year. By the end of his tenure, regulations were included in the 1988 and 1991 Departmental Promotion and Tenure Procedures to describe the frequency and content of reviews. Perhaps the most important role of these reviews was the opportunity for the Department Head and individual faculty members to review, and revise if appropriate, job assignments and to review progress toward tenure and promotion.

During Cabbage's tenure the College of Forest Resources expanded these requirements to include the development of a "Creativity Agreement" and a Plan for Professional Development for each faculty member. This process was superseded in about 2002 by the University requirements for a Statement of Mutual Expectations that required each faculty member to develop such a statement that could be discussed and mutually agreed upon with the Department Head. This also prompted annual reviews between the Department Head and each faculty member; these have continued since.

Finally, a process for post-tenure review (designated Comprehensive Review of Tenured Faculty) was established by the University in 1998. The first requirements for such review were approved by the Department in July 1999. A Comprehensive Review Committee was established, consisting of 6 persons with defined terms of service on the committee. Professors were to be reviewed at least every 5 years and Associate Professors at least every 3 years. The materials to be submitted by persons being reviewed together with the processes of review and decision and the criteria to be met for each rank were described. This process, which still is in effect, also is affected by the 2002 Statement of Mutual Expectations process, which can inform the discussion about post-tenure review.

The department head was required to prepare and notify a list of persons for post-tenure review in a given year. This first set of requirements remain in force through the winter of 2007 but will be replaced, in response to new University requirements (now for Post Tenure Review) promulgated in January 2006, by a new, simplified set as soon as they are approved by the University. These processes allow

an assessment of a faculty member's accomplishments and career development by his/her peers and assure that the department head and faculty member strive to come to an agreement on work assignments and expectations.

### **Planning**

Prior to the early 1990s the University had essentially no organized long range planning process, with planning done through a series of poorly-coordinated efforts. Most planning centered around the "continuation/change/capital improvement" budgets which in turn were geared to the General Assembly's budget process. A continuation budget was more or less taken as a given (albeit with occasional budget cuts coming as surprises) and program aspirations and growth were supposedly accomplished through new monies approved as part of the biennial change budget. New or improved physical facilities were included in the capital budget. Unfortunately, this process yielded little in the way of organized, tangible results. Competing proposals were prioritized on campus and at General Administration for the entire University system.

The probability of any specific proposal surviving this gamut of change budget review was low. New programs and resources were usually obtained more through action of supporters in the General Assembly than through organized approval as part of the University change budget. The Department of Forestry rarely benefited from any change budget proposal it put forward but occasionally did gain through initiatives at the College level (such as construction of Biltmore and Jordan Halls and creation of the Small Woodlot Research Program in 1979). As might be surmised, planning via the change budget was looked on by faculty as a largely futile exercise.

During the administration of Chancellor Poulton (1982-1989) an University-wide effort to coordinate long-range planning was begun. One of the first developments was a test program for outcomes assessment of undergraduate teaching programs. In 1990-91 the Department became one of 5 pilot departments on campus to develop and utilize tangible measures as a means of assessing outcomes. A draft plan was completed including evaluation of undergraduate students at the end of summer camp, the use of external reviewers in evaluation of senior projects in FOR 406, and exit interviews with graduating seniors.

These outcomes assessment processes were utilized each year during the early 1990s and produced results useful in the evaluation of the undergraduate teaching program and in curriculum revision. SAF accreditation reviews in 1989, 1994, and 2004 were also an important form of outcome assessment. None of these outcome assessment efforts dealt with the graduate program, research, or other Departmental activities. Outcomes assessment, now known by other names, is a required component of all departmental and college plans and programs.

In the 1990s the University initiated a program of long-range academic planning under Provost Kermit Hall, which sought to bring

some order to the planning process, at both the University and College levels. Much before that, Cooperative Extension initiated their own strategic planning, with long and detailed efforts that continue periodically.

Two types of plans are now prepared: compact plans and strategic plans. Compact plans are developed on the unit (department and college) level. They are the mechanism by which each College reviews its external and internal context, states its goals, proposes action items (i.e., programs and educational or research goals), states the resources necessary to implement those action items (i.e., budgets, faculty lines, capital improvements), and proposes measures by which progress can be assessed (i.e., enrollment, program growth, credit hours taught, research achievements, etc.). They are iterative in the sense that they involve several cycles of review and discussion within the planning unit. Compact plans now cover 3-year intervals, with updates. Plans developed through this process are subject to the same constraint that governs all planning done in a unit-college-university system, i.e., not all items proposed in unit plans are accepted or received with the same priority at the College level. The same constraint operates, of course, at the College-University level of planning.

Strategic plans, on the other hand, are executed at the university level and cover longer planning horizons. The university initiated various strategic plans from about 1995 to 1997, but these appeared to be more vehicles for scoping and discussion of issues and priorities than operational plans. No specific new College or Departmental resources or faculty lines stemmed directly from these efforts. Strategic plans state the University's mission, define its special niche, and express its vision for the future with broad goals consistent with institutional mission designed to achieve that vision.

### **Faculty Additions**

In addition to these strategic and compact planning efforts, major personnel changes in terms of faculty and programs occurred throughout the period, sometimes not so informed by strategic planning as by discussions among departmental faculty and the Head. The Department maintained a very strong and viable complement of faculty throughout the 1980s to the present, with virtually all but a few retiring or departing faculty positions being replaced, although not always in kind.

Of the approximately 50 or more faculty in the Department at any given time, Cooper and Cabbage hired all but a few during their tenures, and Goldfarb has added several as well. These faculty included economics, silviculture, biometrics, geographic information systems, genetics, biotechnology, extension, international forestry, resource policy, ecology, environmental technology, and other disciplines. The Department also has had a plethora of "soft-money" faculty lines, with up to 17 professors appointed on external funds during

the 1990s. The faculty is very diverse for a forestry faculty, growing to more than ten women, one African-American, and immigrants from many different countries at various times. This diverse and renewed faculty provides great breadth, depth, and vigor to the programs in the department.

### **Departmental Compact Planning**

Review of the Department and College planning documents developed under this process reveals much of the thinking that guided growth and change since the mid-1990s. The Department's first strategic plan was prepared in 1995-96 through the work of six large committees with all faculty assigned to at least one of these. The plan called attention to the changing forestry environment, the concurrent increase in demand for programs with broader environmental objectives, and the large budget cuts the Department had suffered. Goals included an increase in undergraduate and graduate credit hour production, slight increases in enrollment in undergraduate and graduate programs, maintenance of leadership in its areas of excellence, enhancement of the outreach program, and increased international research and teaching programs, including a Masters' International Program in conjunction with the Peace Corps. Most of these goals were included in the College's 1998 Strategic Plan, together with specific budget initiatives in genomic science, an environmental technology program, and distance learning.<sup>5</sup>

The first cycle of University Compact Planning in 1998-99 identified a number of College initiatives in which the Department was deeply involved. These included emphasis on increasing diversity of gender and race (always problems in the natural resources) and greater student exposure to other cultures. This effort directly supported efforts then underway in the Department to develop formal study abroad programs. Other initiatives called for development of a strategic forest industry initiative, an Albemarle Sound Research Center, an undergraduate degree program in environmental technology, a major role for the Department in the campus-wide genomic science initiative, and institutionalization of the Southern Center for Sustainable Forests (an entity established in 1997 in response to a recommendation in Governor James B. Hunt's Task Force on Sustainable Forestry).

Planning for the environmental technology undergraduate program, already underway when the plan was written and with courses taught during 2001-2002, ultimately led to hiring of necessary faculty and to the curriculum being offered for the first time in the fall of 2003. Movement of the Forest Biotechnology Program to the Centennial Campus, included in the Compact Plan, took place. That program continues today to be one of the premier research centers in the coun-

---

<sup>5</sup> This narrative on planning does not try to include all initiatives identified at the Departmental or College level. Rather, it includes those that seem to have had the most impact on the Department, in other words, those proposals that seem to have led to something tangible.

try, with a faculty of considerable breadth and stature. The plan emphasized the critical importance of the space contained in the final wing of Jordan Hall. It also contained a recommendation that the name of the College be changed to "College of Natural Resources", a change that took place in 2000.

The 2002 Departmental Compact Plan, the background work for which was done by a committee of the Departmental leadership, summarized progress toward meeting goals in the 1999-2000 Plan and proposed very general priorities unified by the common theme "Sustainable Development of Forest and Natural Resources". These included the management of green infrastructure in a developing world and sustainable forests to meet world fiber needs. More tangible were initiatives in natural resource distance learning and outreach, focused recruiting and marketing of Departmental programs, and revision of the forest management curriculum. Several of these proposals appear in the College Compact Plan for 2003-2006.

New Department programs and initiatives were an integral part of the 2004-07 College Compact Plan. Buried in the initiative for a Green Infrastructure for Sustainable Communities was a proposal to rename the Department as the Department of Forestry and Environmental Resources. This change took place effective January 1, 2005. The initiative also proposed hiring new faculty in urban forestry, ecological restoration, and conservation biology. As of the winter of 2007 the Department was actively seeking the urban forestry addition, although the emphasis has shifted somewhat to urban ecology. Forest biotechnology was again prominently featured in an initiative on Forest Materials and Biotechnology, in collaboration with the Department of Wood and Paper Science. The move to the Centennial Campus in 2000 and the hiring of Vincent Chiang in 2002 further established this program's stature. An initiative in International Programming in Natural Resources focused attention on the strong existing international programs of the Department. Interestingly, this Compact Plan stressed the importance of the Hofmann Forest to achievement of the College's initiatives and acknowledges the important role that Department faculty played in revising the Forest's management plan.

The 2006-07 update to the College Compact Plan cites renaming of the Department to Forestry and Environmental Resources, transfer of the Environmental Science minor program from CHASS to CNR, advertising of the urban forestry position and development of an urban forestry undergraduate forestry option, hiring of a part-time international program coordinator together with study tours to Namibia, Costa Rica, and China as major accomplishments based on proposals in the 2004-07 Compact Plan.

Although it is easy to get lost in the welter of plans generated over the past 8-10 years, an overview of them shows that the Department has achieved substantial growth and has moved in important new directions. Although the most recent plans in places seem to substitute acronyms and buzz words for substance it is clear that they have

served as useful vehicles for changing directions and new initiatives.

### **The Forestry Foundation**

Looking backward from 2008, it is clear that the ability of the Department and College to undertake many of the new programs and initiatives they have in the last 10-12 years, plus their ability to enrich programs already offered, is due in large part to the increasingly important role of the Forestry Foundation. In order to understand how the Foundation has assumed this importance, it is necessary to understand the history of the relationship between the College, the Department, and the Foundation.

The Forestry Foundation is as old as the forestry program at NC State, having been founded on April 15, 1929, by 4 persons (all of whom were NC State trustees at the time) to assist in preserving a tract of pine near Raleigh that could be used for demonstration and research. Later the scope of the Foundation was increased to cover most of the lands acquired for the Department of Forestry and College. In this role, it supported the Director of the [then] Division of Forestry, Julius Hofmann, in acquiring the Hill Forest and, most significantly in the mid-1930s, nearly 80,000 acres of wetland in Jones and Onslow Counties, later named the Hofmann Forest. For the next 60 years the Foundation's role was primarily to oversee, through a resident manager, the management of the Hofmann Forest and to assist in obtaining funds to pay off the debt incurred when the land was bought. For many years this role involved oversight of the management of the Hofmann Forest by Halifax Paper Company (later and, in succession, Albemarle Paper Company, Hoerner-Waldorf Corporation, and Champion International) which in 1945 had signed a 99 year contract to manage the Forest. The contract provided for some money to be paid to the Foundation and for the Foundation to harvest timber from a small portion of the Forest on its own. Funds derived from management of the Hofmann Forest of necessity were devoted to paying off the debt on the property and only small amounts of money were made available by the Foundation for use by the College. In 1977 the Hofmann Forest was transferred to the NC State University Endowment, with the Foundation retaining management responsibility, inclusive of expenditures and receipts, with the College being the beneficiary. However, the amount of funds accruing to the College was never great. In fact, as recently as the mid-1980s, the amount made available to the College was scarcely \$15,000 with no more than 2/3 of that ever going to the Department in any one year.

All of the forestry operations changed dramatically, however, when in the fall of 1986 Champion International announced its intention to walk away from its lease on the Forest. This meant that responsibility for management of the Forest reverted to the Forestry Foundation, the Foundation's Forest Manager G. Edward (Eddie) Jackson, and his small staff. This unforeseen turn of events caused considerable consternation in the College administration and the Foundation. Given the immensity of the land area involved, and the limited

staff available, it was entirely unclear how a responsible job of managing 80,000 acres of wetland forest would be carried out.

These events, in the long run, proved to be the catalyst for forging a stronger working relationship between the College, Department, and Foundation. Early on, a collective decision was made that the Foundation itself would manage the Hofmann with significant input from Department faculty members, primarily Bob Kellison, Lee Allen, and Carlyle Franklin with Glenn Catts playing the major role in inventory and planning. Harold (Butch) Blanchard, a 1964 graduate of the Department, and his consulting firm were hired by the Foundation to succeed Eddie Jackson as Forest Manager, and to manage the Forest with input on planning and management practices from the Department. This arrangement was not without its problems, as Blanchard and some faculty members did not always see eye-to-eye on management practices. However, everyone involved realized that what they were managing would, in short order, become a "living endowment" for the College and looked past their differences to develop and execute a management program that would produce significant revenues for the College on a sustained basis. At the same time, the membership of the Foundation changed so that, by the early to mid-1990s, there had been a virtually complete changeover in its directors. The new directors of the Foundation saw their duties as transcending just management of the Hofmann Forest with support of the College and its programs as their primary mission. The Foundation also expanded its role to include fund raising to support College programs.

These changes have had a dramatic and positive effect on the College and all of its departments. The most recent budget approved by the Forestry Foundation contained over \$300,000 for scholarships, operations, and research with funds provided to all departments in the College. In 2007-2008 funds derived from the Hofmann Forest allocated to the Department by the College supported 22 undergraduate scholarships and 11 graduate fellowships, provided salaries to support administrative assistance in several places in the Department, as well as operational support. In every sense of the word, the Forestry Foundation has played a major role in expanding College programs, supporting students in the College, and providing discretionary funds to be used to enhance operations. The Department has shared in these allocations of resources. Undoubtedly this close working relationship will continue under the NC State Natural Resources Foundation, Inc.

Clearly the Hofmann Forest has become the "living endowment" that everyone envisioned when Champion walked away from its contract. However, in the same way that endowments in the bank can suffer from the vagaries of the financial world, forests suffer from the whims of markets, weather, storms, and fire. It is fair to say that during each dry spring and fall and during the annual fall hurricane season, all administrators in the College and its departments say a silent prayer that the timber on the Hofmann Forest will be spared for yet another year.