



THE UNIVERSITY OF BRITISH COLUMBIA

Faculty of Forestry

Strategic Plan 2019 – 2029



OUR FACULTY

The University of British Columbia's (UBC) Faculty of Forestry is recognized globally as one of the leading forestry faculties in the world. What began in 1921 with the first lecturer being appointed to the new Department of Forestry, today embodies a comprehensive offering of undergraduate and graduate programs that cover a breadth of disciplines including wood products science, natural resources conservation, forest sciences, urban forestry, and forest resources management. Our programs model the broad spectrum of topics that relate to forests' interplay between our environment and all those who live on our planet.

As the largest Faculty of Forestry in Canada, we welcome almost 1,500 undergraduate and graduate students from over 40 countries every year to study forestry at UBC. Along with faculty, staff, alumni, and partners, we educate, conduct research, learn, and engage with our many stakeholders. We do so at our campus in Vancouver, Canada as well as our research forests on the coast and Interior of British Columbia (B.C.) and at the Haida Gwaii Institute in Skidegate. We also actively partner with numerous universities and workplaces at home and abroad.

Our Faculty is known for its innovation. Both applied and global in its focus, our research is internationally recognized as being among the most cited of all forestry schools in North America and around the world. Our strong reputation continues to attract significant funding from many different sources. In addition, we have made advances under the umbrella of Indigenous relations. These have inspired high-engagement levels and support from our alumni, partners, and stakeholders.

Our Faculty is international, comprehensive and innovative. We recognize and build on our history, celebrate our successes, identify our challenges, and make implementable yet ambitious plans to create a bright, sustainable, and hopeful future.



Stanley Park, near UBC. Forests, and their products, are essential to the health and well-being of all on our planet.

PURPOSE OF THE STRATEGIC PLAN

The Faculty of Forestry Strategic Plan 2019 – 2029 fulfills three purposes. First, it updates and repurposes our strategic plan from 2012. While many of our commitments from the previous plan have been met or are underway, our world, society, and environment have changed greatly since that time – and continue to do so rapidly. As such, this must be reflected in our activities from research to educational programs to priority initiatives.

Updating our strategic plan also allows us to carefully review all of the Faculty's activities and priorities. The Faculty has experienced growth in recent years. Student and faculty numbers have grown, new initiatives have been introduced, and large strides have been made. Reviewing these allows us to evaluate our successes and challenges as we chart our course for the coming years with an eye to maintaining our reputation as one of the world's top faculties of forestry.

The Strategic Plan 2019 – 2029 also supports and aligns our Faculty's initiatives with those outlined by UBC. UBC engaged in an extensive and thoughtful process to update its strategic plan. Completed in 2018, the document provides a guide to all faculties within the university, including the Faculty of Forestry, for the next 10 years.

GENERATING THE PLAN

The pursuit of excellence through achieving material successes was far from the only consideration in producing the Faculty's Strategic Plan for the next decade. The themes of inclusion, collaboration, and innovation shaped the spirit of the discussions that extended to an examination of how compassion intercedes with the pursuit of excellence.

During the in-person and online consultations, hundreds of diverse voices from students, faculty, staff, alumni, community members, and stakeholders provided valuable thoughts, opinions, and insights into the plan. Their dialogue was informed by the Faculty's activities and the accomplishments that have been achieved or are underway and then evaluated as to whether or not these should be further developed or replaced with new ones. These discussions encouraged the sharing of creative and innovative ideas for strategic priorities and activities that will ultimately shape our Faculty over the next decade.

VISION THAT INSPIRES

The Faculty of Forestry strives to be a global exemplar in supporting the health and well-being of our planet's forested ecosystems and all who interact with them. In all that we do, we aim to create a better world.

SHARED VALUES

Excellence. Integrity. Respect.

Academic Freedom. Accountability.

We stand firmly behind the values that we uphold as a Faculty. We are passionately committed to the concepts of excellence, integrity, respect, academic freedom, and accountability – values which we share with UBC as whole. As a Faculty, we consider and reflect on our values regularly and we use them consistently to guide our priorities, decisions and actions, including the generation of the Strategic Plan 2019 – 2029.



The **cloud forest in Monteverde, Costa Rica**. Supporting forest ecosystems worldwide is a major focus of the Faculty.



FOUR CORE STRATEGIC AREAS

Our four core strategic areas reflect and uphold those of the university as a whole. As we plan for the next decade, the strategic focus will be on the following: **People and Places** which will set the stage for people to thrive; **Excellence in Research** that will generate knowledge for shaping our world; **Transformative Learning** that will allow us to educate with impact; and **Local and Global Engagement** that will connect us closer to the people who benefit from our work.

The following sections specifically address the Faculty of Forestry's approach to these four core strategic areas. Within each strategic area are five strategic initiatives (for a total of 20) that mirror those of UBC's yet are flavoured with a forestry approach. Finally, listed under each of the 20 strategic initiatives are tactics, with some being specific and others, high level. Together, these will shape our activities from now until 2029.

CORE STRATEGIC AREA 1

PEOPLE AND PLACES

In the next 10 years, the Faculty of Forestry aims to further enrich the experience of students, faculty, staff, alumni, and friends through the development of a visionary environment that is both healthy and sustainable. The strategic initiatives listed in this section demonstrate that we will explore what it means to push the boundary beyond diversity to true inclusion – as well as the role that compassion plays in our quest to construct excellence. It is in this spirit of fostering diversity, equity, and inclusion, that the Faculty of Forestry will evolve.

Great People

We will attract and retain great people who will help us meet our goals and the goals of the university.

- Enhance initiatives such as the diversity initiative, which focuses on equity and inclusion for under-represented people and perspectives.
- Develop a succession plan to ensure we build on our successes and utilize valuable institutional knowledge.
- Develop a clear, targeted hiring and retention strategy to attract and retain Indigenous professors and staff.
- Explore and foster initiatives for flexibility in workplace arrangements while maintaining collaborative atmospheres.

Systems Renewal

We will evolve our structures and processes to allow for maximum agility, efficiency, collaboration, and innovation.

- Formalize knowledge management that captures the collective history and institutional knowledge of those who have been a part of the Faculty of Forestry.
- Develop an inclusive system to receive information and input from others in the Faculty through website development and digital avenues.

Thriving Communities

We will promote a healthy forestry community characterized by a culture of respect for all. As we build and consider health, time, and career trajectory, we will note that respect can mean different things to different people.

- Continuing our commitment to supporting committees and initiatives which build and improve our intercultural understanding and overall understanding of diversity.
- Continue to explore ways to improve the support offered to all people (gender, age, race, ability) in our diverse Faculty so they can seek out and feel inspired to embrace opportunities.

Inclusive Excellence

We will strive for continual improvement in both understanding and actively demonstrating what it means to be truly inclusive.

- Celebrate the immense value in diverse forms of knowledge and experience.
- Broaden current strategies to enhance diversity in leadership.
- Develop a mentoring system that accounts for race, gender, age, ability, and income when helping various groups build their careers.

Inspiring Spaces

We will inspire the work of our students, staff, and faculty by first updating, streamlining, organizing, and enhancing our existing learning and research environment. We will then look to expand our footprint beyond the Forest Sciences Centre. Our approach will be organized and sustainable.

Existing space

- Create options for space where undergraduates and teaching assistants feel they belong and can work effectively.
- Maximize the shared space in research labs.
- Continue to develop new and innovative uses of our two research forests as unique and valuable resources and explore the possibility of establishing a third.

New space

- Establish a new Cariboo Fire and Ecology Research Institute.
- Establish a new Centre on the Okanagan campus.
- Establish a Centre for Biomaterials Design as part of the BioProducts Institute.



CORE STRATEGIC AREA 2

EXCELLENCE IN RESEARCH

UBC continues to rank as one of the world's top universities. The Faculty of Forestry conducts leading research that is designed to drive change globally. We seek solutions to improve the state of the world's forests, how we manage them, and utilize their products. The Faculty has strong research capacity in many areas. Continued excellence in research will require the application of multi-dimensional approaches which support creativity and innovation steeped in an inspired, vibrant research culture that continually calibrates to our dynamic world. The strategic initiatives listed in this section reflect this approach.

Collaborative Clusters

We will create increased opportunities for research collaboration by identifying and formalizing current clusters, evaluating, and growing them to drive positive and lasting impact.

- Identify existing or potential areas of robust research collaborations, then grow and formalize these into "Clusters of Excellence".
- Design clear pathways of knowledge and flows of information to improve organization and enhance recognition of research clusters.
- Continue to foster engagement within the Faculty and beyond to connect, communicate, and build collaborations, learning from successful initiatives including the BioProducts Institute at UBC.

Research Culture

We will support research excellence by building on, and celebrating, our successes in a collaborative, inclusive, and supportive manner.

- Increase efforts to acknowledge and celebrate research successes by faculty, graduate students, and postdoctoral fellows.
- Ensure that positive research outcomes are communicated effectively to appropriate audiences.
- Nominate outstanding individuals, at all career stages, for research awards.
- Harness the diversity of research and researchers by facilitating connection through seminars, working lunches and problem-solving sessions.

Research Support

We will continue to dedicate resources to support our research by supporting the onboarding of our new faculty and their labs – as well as provide ongoing support and facilities for all faculty with research funding and the consistent fostering of best practices.

- Retain a dedicated support person to assist with and coordinate grant proposals.
- Design and implement a standard operating procedure manual to onboard and orient new faculty members.
- Review, develop and leverage opportunities for matching funds (with industry, donors, government agencies, non-governmental organizations, and from within UBC).

Student Research

We recognize that research excellence must be nurtured. We will encourage undergraduate students to develop and strengthen their research skills by recognizing and supporting their initiatives.

- Develop a system that recognizes and credits students for their contributions to research.
- Engage the unique perspective and contributions of undergraduate students interested in research through mentoring and including them in research-related discussions.
- Provide strong tools and skills training for undergraduates and graduate students with a specific focus on writing, presentation, and public-speaking skills.

Knowledge Exchange

We will maximize the impacts of our research by strengthening the avenues we use to communicate throughout UBC as well as with our regional, provincial, national, and international partners.

- Foster the strengthening of communication skills of faculty members for translating research results to various stakeholders.
- Formalize relationships with a range of partners, end users, and communities.
- Continue to encourage co-supervision of graduate students by adjunct faculty members in industry and government.



CORE STRATEGIC AREA 3

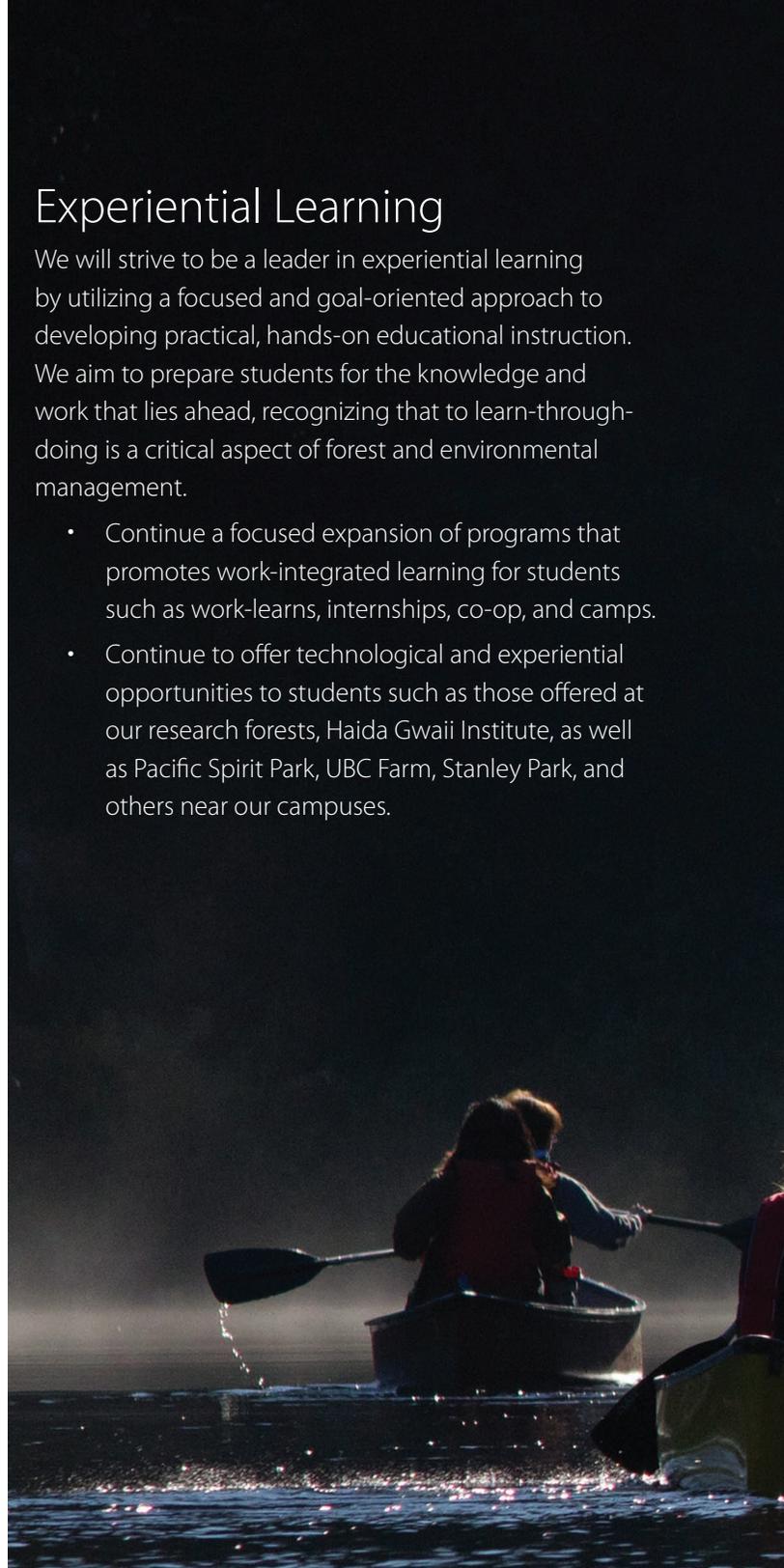
TRANSFORMATIVE LEARNING

Education should be transformative. As our world changes, we adapt and evolve according to how we facilitate learning. As a Faculty, we must ensure that we deliver good integration of programming with an interdisciplinary approach to our student body. With an expanding and diverse faculty and student body, we must be proactive in offering both relevant new programming as well as streamlining, optimizing, and consolidating our current programs. These concepts are captured in the strategic initiatives of transformative learning listed in this section.

Experiential Learning

We will strive to be a leader in experiential learning by utilizing a focused and goal-oriented approach to developing practical, hands-on educational instruction. We aim to prepare students for the knowledge and work that lies ahead, recognizing that to learn-through-doing is a critical aspect of forest and environmental management.

- Continue a focused expansion of programs that promotes work-integrated learning for students such as work-learns, internships, co-op, and camps.
- Continue to offer technological and experiential opportunities to students such as those offered at our research forests, Haida Gwaii Institute, as well as Pacific Spirit Park, UBC Farm, Stanley Park, and others near our campuses.



Interdisciplinary Education

We will address the need for problem-based learning by continuing to emphasize and develop interdisciplinary learning as a necessity to tackle the world's challenges. This will include expertise from related fields of study.

- Promote interdisciplinary exploration for faculty as a means to develop opportunities in the classroom.
- Further develop student opportunities from our Land One project, together with the Faculty of Land and Food Systems.
- Expand our existing problem-based learning.
- Include integrative aspects throughout and across the programming, beyond capstone courses.

Student Experience

We will support and further enrich the experience of our students by strengthening a culture that supports collaboration.

- Develop systems for professors to better coordinate their course offerings.
- Develop opportunities for students across all disciplines to better integrate and collaborate with each other.

Program Redesign

We will utilize evidence-based decision making to actively update and refine the delivery of our curriculum which needs to be aligned with our overarching educational goals. This will serve the student body and wider community as the disciplines evolve over time. It will also be supported by the continued exploration of new modalities for delivering courses.

- Further consolidate and optimize our diverse programs.
- Look for and evaluate opportunities for new programs such as the Professional Master's programs.
- Track and manage engagement and satisfaction of students during and after their time in the Faculty.
- Track and manage the ongoing sustainability of current programs.

Education Renewal

We will ensure that excellent resources are available to instructors to nurture and support student body with diverse backgrounds and experiences.

- We will look to our Educational Leadership stream to help us find improved ways of teaching so that we meet the needs of our diverse student body.

CORE STRATEGIC AREA 4

LOCAL AND GLOBAL ENGAGEMENT

UBC has made engagement with local and global communities, including partners and stakeholders, a strategic imperative. The Faculty of Forestry is in a unique position to facilitate this objective with its reputation of authenticity, curiosity and openness to examining the challenging questions of our time. We are committed to continuing this global approach over the next decade. Ultimately, the Faculty's engagement strengths, as outlined by its strategic initiatives, will facilitate the type of knowledge and resources that make the world a better place and enhance the university environment.

Public Relevance

We will commit to better understanding why and how people are impacted by forest research and build stronger connections with them.

- Define who is most interested and impacted by forest research, education, and topics.
- Strengthen our relationship and communication ties with key audiences close to home.
- Build stronger relationships with industry and NGOs as a way to strengthen our research and its positive impact.

Indigenous Engagement

We will continue our commitment to encourage, promote, and increase meaningful Indigenous representation in our Faculty and its activities.

- Promote enhanced learning through the development of programs to educate about Indigenous peoples, histories, and initiatives.
- Increase the number of Indigenous faculty and staff.
- Deepen connections and relationships with Indigenous Peoples through further enhancing open and reciprocal channels of communication.
- Provide ongoing cultural competency training to students, faculty, and staff.
- Establish a new undergraduate program that blends Indigenous land stewardship with forest management practices.

Coordinated Engagement

We will strive to ensure that our engagement activities yield meaningful and important results by ensuring they are conducted in a thoughtful and coordinated style.

- Improve our current use of and access to resources by strategically enhancing our resources to fill and mediate existing knowledge gaps.
- Develop a listening culture.

Alumni Engagement

We will continue to broaden alumni engagement by reaching, inspiring, and engaging alumni through a collaborative culture, recognition of alumni contributions, and growing our programs and communications. We recognize the key importance of our alumni and the unique value they provide to our forestry community.

- Increase the number of alumni more deeply involved. Specifically, this refers to alumni volunteering, donating or guest lecturing.
- Continue to recognize the importance of two-way learning from alumni in terms of experiences in the Faculty, including imparting knowledge about career paths, expertise, and experiences.
- Continue to develop systems that support regular connection with the faculty.

Global Networks

We will continue to build on our international approach to outreach, research, and education by applying the knowledge of our successes and challenges to future global endeavors.

- Diversify our geographic focus to other countries including those in the Pacific Rim, Latin America, and Europe.
- Create new opportunities for students through globally focused curricula, overseas course-work, programs, and initiatives.

Performance Measures

The Faculty will determine performance measures on an annual basis. As part of this process, we will evaluate the tactics listed under each of the 20 strategic initiatives.

We will then evaluate, edit, prioritize, and short-list them under each of the core themes, as we move along in the process. From this, we will create ambitious but realistic goals for the year that are implementable and practical with an objective of achieving the vision of the Faculty and that of UBC.

References

The Faculty of Forestry Strategic Plan 2019 – 2029 builds on a number of plans and underlying initiatives. It supports the core strategic areas and strategies listed in the UBC Strategic Plan, 2018 – 2028, Shaping UBC's next century. It is also a continuation of the nine commitments listed in the UBC, Faculty of Forestry 2012 Strategic Plan and supports UBC's new Indigenous Strategic Plan.





