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**Transformative. Environmental. Solutions.**



THE UNIVERSITY OF BRITISH COLUMBIA  
Faculty of Forestry

Strategic Plan 2025 - 2030





## LAND ACKNOWLEDGEMENT

The Faculty of Forestry is situated at the UBC Point Grey campus on the traditional, ancestral, and unceded territory of the Musqueam (x<sup>w</sup>məθk<sup>w</sup>əy̓ əm) people. Our two Research Forests, the Malcolm Knapp Research Forest (MKRF) and the Alex Fraser Research Forest (AFRF), and the Haida Gwaii Institute (HGI), are respectively located on the traditional, ancestral, and unceded territories of the Katzie (q̓ičəy̓) Nation (MKRF), the Secwépemc Nation, namely the Williams Lake (T'exelc), Xatsúll and Eskétemc First Nations (AFRF), and the Haida Nation (HGI). Unceded means that these lands were never sold, traded, or given up through treaty or other agreement.

We honour, celebrate, and express our gratitude to the communities on whose lands our campus and research forests are privileged to be situated. To acknowledge and support this important role, the Faculty of Forestry strives toward building meaningful, reciprocal, and mutually beneficial partnerships with the Musqueam (x<sup>w</sup>məθk<sup>w</sup>əy̓ əm), Katzie (q̓ičəy̓), Secwépemc (of T'exelc, Xatsúll and Eskét), and Haida peoples, who have been stewards and caretakers of these territories since time immemorial.

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# DEAN'S MESSAGE

## **Transformative. Environmental. Solutions.** ***Towards a Sustainable Future***

The Strategic Plan laid out in the following pages follows on the heels of some major changes at the UBC Faculty of Forestry. In the fall of 2024, we introduced the Bachelor of Indigenous Land Stewardship and simultaneously launched a streamlined degree structure to enhance the student experience, transitioning many of our former undergraduate degrees into majors under the umbrella of a Bachelor of Science in Natural Resources. We have also dramatically expanded our Micro-Certificate offerings for continuing education, launched the Centre for Wildfire Coexistence, bolstered our international research profile, witnessed record-setting undergraduate student enrolment, and grown our graduate offerings, among other accomplishments. Building on this momentum, our Strategic Plan offers a guidepost, informing our approach and decision-making as we continue to renew and reimagine the Faculty of Forestry moving forward.

The Faculty of Forestry continues to expand beyond a focus on resource management and use to a more collaborative, interdisciplinary approach to natural resources scholarship. Within the context of a rapidly changing, hyper-connected world, it is imperative that we continuously reflect and critically assess our role in shaping not only the landscapes and communities that we call home, but those that form part of an interconnected, international web of communities.

Striking a balance between the needs of human societies and the natural world is both an opportunity and a challenge that the Faculty will continue to address through our thought-provoking and solutions-focused programs, research, and community engagement.

Our Plan was formulated in consultation with our community of academics, senior leadership team members, staff, students, alumni, and other collaborators, with special thanks due to the UBC Strategic and Decision Support (SDS) team, who led these efforts and provided invaluable guidance throughout. In the Plan, you will note an emphasis on collaboration, knowledge-sharing, inclusivity, Indigeneity, and sustainability. These guiding principles are reflected in our present work, and we plan for their further enhancement in the coming years.

It has been a great pleasure to work with and learn from the many people who helped to shape this Plan. On behalf of the Faculty of Forestry, thank you for your engagement, insights, and enthusiasm as we steer a course for the future.



Rob Kozak

Professor and Dean



# FRAMING OUR STRATEGY

## Transformative. Environmental. Solutions.

As we plan our future, we pause to reflect on our current position and consider the context in which we are developing our Strategic Plan.

We are privileged to be situated in a part of the world where forests hold immense meaning and importance. They serve as a cornerstone of our province's economy, are vital for the maintenance of ecological balance, play a pivotal role in carbon sequestration to mitigate the impacts of climate change, and provide habitat for a diverse range of flora and fauna. Forests in British Columbia are of cultural significance, particularly for Indigenous Peoples who have been stewards of these lands for millennia and are deeply interwoven into the fabric of our identity and heritage.

It is against this backdrop that the Faculty stands as a global leader in forestry and natural resources research, teaching, and studies, employing diverse and collaborative approaches to address the world's grand challenges. Our academic programs are interdisciplinary — integrating natural and social sciences while drawing from diverse knowledge systems — with courses taught by leading scientists and teaching professionals who utilize cutting-edge technologies, and provide hands-on training in the classroom, lab, and field. We are a research hub where groundbreaking research is conducted and innovative products are developed to further advance the field of natural resource sciences and management.

Our research collectively responds to key environmental challenges, with a focus on climate change mitigation and adaptation as it pertains to numerous natural resource systems. We aim to tackle these challenges through diverse and transformational approaches, with an emphasis on Indigenous land stewardship, innovative products, forest management approaches, conservation strategies, and interdisciplinary collaborations. Our world-class scholarship positions us as a leading global hub for research, teaching, and community outreach in addressing urgent environmental issues, particularly the climate emergency.

Our two Research Forests — the Malcolm Knapp Research Forest in Maple Ridge and the Alex Fraser Research Forest in Williams Lake — along with our Forest Sciences Centre and Centre for Advanced Wood Processing, are state-of-the-art and unique facilities that set us apart. The Haida Gwaii Institute, along with our new Bachelor of Indigenous Land Stewardship program, demonstrate our commitment to transforming reconciliation intent into action through a place-based approach co-created with Indigenous Peoples.

Although the Faculty's background and a primary focus continues to be forestry, our scope has broadened substantially over the years. For example, in 1991, the Faculty established a Bachelor of Science in Natural Resource Conservation in recognition of the important role of conservation in forest sciences and practice. Since then, the



Faculty has further diversified its offerings, introducing a Bioeconomy Sciences and Technology Major, a Bachelor of Indigenous Land Stewardship, and a Bachelor of Urban Forestry. While we continue to be rooted in forestry, our focus has expanded well beyond to better reflect not only changes in the forest sector, but also government, community, and industry priorities.

We know that the forestry sector is currently facing a multitude of challenges and opportunities that are intricately connected to climate change, natural resource sciences, sustainability, Indigenous rights, social license, evolving markets, and technological advancements. It is important for us to acknowledge the significant environmental consequences that traditional forest practices and management can have. Moreover, we understand the urgency of the climate crisis and its pervasive influence on discussions related to the forest sector and the formulation of potential sector-driven solutions. We acknowledge that forestry in British Columbia is undergoing changes that have downstream implications on future graduates from our programs. In fact, the term 'sector' in our context is evolving. It now includes levels of government, NGOs, and other actors, and encompasses a broad range of thinking, such as biodiversity and protected areas, that may not typically be associated with the conventional idea of the forestry sector. As we move forward, it is imperative that we respond to advances in forestry in this broader sense of the term, exploring the immense potential of technological innovation within the sector, particularly in areas like biomass utilization and bioproducts.







We are witnessing a significant shift in public sentiment with respect to forestry and the role of forests as sources of livelihoods, along with recreation, biodiversity, clean air, and drinking water. Students are increasingly engaged in dialogue revolving around this holistic understanding of forests and their management, both drawing from and responding to public discussions on topics, such as the management and protection of old growth forests. Concomitantly, we must recognize the interconnectedness of key global issues, such as wildfires, flooding, and climate change, alongside the associated social challenges and their intricate relationship with and impact on forests. These considerations have significantly intensified over time and must encompass and intertwine with the rights and lands of Indigenous Peoples.

Indeed, a cornerstone of the next era of forestry in British Columbia and Canada is Indigenous participation and action towards reconciliation and recognizing land claims. In order to offer solutions to the grand challenges facing the planet, we need to draw from multiple world views, including Indigenous teachings. Furthermore,

we know that there is a need to develop effective methods for evaluating Indigenous scholarship within this context.

In order to be responsive to intensifying environmental challenges and evolving societal priorities, we must continue to pioneer innovative approaches in sustainable forest and natural resource stewardship. We have consistently led the way in transforming forestry from its traditional industrial roots into a dynamic specialization that values and embraces diverse perspectives and knowledge-sharing. Our ongoing efforts will ensure that we remain at the cutting edge of forest and resource stewardship, enabling current and future thought leaders to continuously adapt and innovate to meet the complex demands of our changing world.

We are fully aware that student demographics are rapidly evolving, and that it is our responsibility to better reflect the communities that we serve, increasingly those from the developing economies of the Global South. At the same time as student populations are becoming more diverse, we are witnessing a shift in student expectations. In addition to seeking traditional academic knowledge, students





now desire innovative, hands-on, and experiential learning opportunities that allow them to apply their knowledge in real-world contexts. They are increasingly interested in exploring subjects, such as climate change mitigation, conservation, product innovation, entrepreneurship, environmental science, forest policy, biodiversity, and land and water management, with a particular emphasis on making a positive impact on the world and within communities. Our students aspire to be active participants in shaping environmental policies and practices, aiming to contribute to the preservation and sustainable management of the planet's natural resources. Today's students are not simply passive recipients of information; they want to be actively involved in making or leading transformational change.

Our Faculty is constantly evolving and innovating in terms of research and teaching methods, as well as in welcoming new members who bring with them expertise from diverse disciplines. The Faculty has made significant progress in enhancing the learning experience, but we believe in continual renewal and pedagogical innovation to reflect ongoing changes in the natural resources field, including Indigenous rights, anti-

racism, and the shift towards a more diverse student body. Changes, such as an increase in the number of Educational Leadership faculty, for example, have ensured that we will continue to be at the leading edge of educational innovation and its delivery. We recognize that this evolution is vital for us to stay ahead in a sector that is consistently undergoing transformation. We are already doing this, and will continue to explore opportunities beyond our province's borders. By doing so, we can expand our reach and be better prepared for future changes or challenges.

We know that funding is constantly evolving in today's dynamic landscape, and it is becoming increasingly important to explore and tap into a wide range of revenue types and sources to support our work, including the exceptional research and projects led by our Faculty. In order to stay competitive and support the growth of innovative projects, we recognize the need to secure funding to support impactful and innovative research, field work, project co-development, and community outreach.



# OUR STRATEGY

## Transformative. Environmental. Solutions.

Our strategy underpins the entirety of our Plan and serves as a signpost that marks our collective direction forward. This strategy informs where we will channel our efforts and how we will set broad goals and actions to operationalize our Plan.

The strategy of the Faculty of Forestry is based on three, interrelated pillars that will be ongoing touchpoints in the implementation of our Plan: 1) expanding our focus; 2) advancing environmental stewardship with Indigenous partners; and 3) changing perceptions in the public sphere.

**Expanding our focus:** This approach is designed to position the Faculty as a thought leader and source of innovative and practical solutions that are responsive to societal needs, particularly in the areas of natural resource management, product innovation, conservation policy, Indigenous land stewardship, and climate change strategies. In addition to leading in critical forestry and environmental science areas, we aim to bridge the gap between researchers, practitioners, and the general public to both move research developed at the Faculty into practice and to reframe forestry as a solutions-oriented field.

**Advancing environmental stewardship with Indigenous partners:** We believe that true progress and solutions cannot be achieved without working hand-in-hand with Indigenous Governments, Indigenous communities, other governments, the forest industry, civil society, and the media to influence transformative policies and regulations. We will prioritize building trust and strong relationships with Indigenous communities and rightsholders with the full belief that Indigenous land and water stewardship initiatives will play a crucial role in bridging the gap between natural resources management and community involvement. This will involve meaningful collaborations with Indigenous partners to co-create environmental solutions. Engaging with Indigenous leaders, rightsholders, and communities is central to everything that we do, and is reflected in our scholarship, our teaching efforts, our public engagement initiatives, and our internal culture.

**Changing perceptions in the public sphere:** We need to fundamentally redefine how the Faculty is perceived in the public sphere, actively fostering public recognition of the impact of forestry and conservation research in addressing global challenges, such as climate change. We will continue to play an active role in connecting with the public and ensuring that our value proposition is relevant, compelling, and forward-thinking. Building trust, addressing misinformation, and developing communication skills are integral to our strategy.



# Vision

Shaping a sustainable, biodiverse, and inclusive future through understanding and advancing the stewardship of forests and the environment.







# Mission

UBC's Faculty of Forestry advances environmental stewardship through innovative education, research, and collaboration, enabling individuals and communities to become agents of change for a sustainable future.





## Commitments

At the heart of our Faculty, we strive to fundamentally transform the disciplines of natural resources management and forestry, both at a local and global level. Our approach is rooted in inclusivity, innovation, and partnerships. We are committed to making a meaningful impact through our research, education, and engagement, and we are confident that our efforts will lead to positive change.

As a Faculty, we firmly believe in investing in the next generation of leaders. We recognize that creating a sustainable future requires strong leadership. For this reason, we prioritize training and empowering future leaders who will become responsible global citizens and champions for sustainable environmental stewardship.

We acknowledge that forestry and the natural resources sector — particularly through the utilization of wood products and ecosystem goods and services — have a critical role to play in fostering community wellbeing, and in creating economic opportunities and more livable spaces in and around urban, rural, and remote communities. Our approach, therefore, integrates both social and natural sciences, ensuring that our efforts to promote sustainable growth are comprehensive and multifaceted. We believe that striking a balance between natural resource stewardship, conservation science, and social responsibility is crucial to successfully achieving sustainability within communities.

Ultimately, our goal is to co-create sustainable pathways for responsible environmental stewardship, with the aim to ensure that the planet's forests and the environment continue to thrive for generations to come. We are dedicated to achieving this goal through continued collaboration and innovative solutions that address the complex challenges facing our world today.



# Guiding Values

**Sustainability:** We stand firmly for climate justice and the stewardship of land and water, advocating for policies and actions that consider: the disproportionate impact of climate change on marginalized communities; prioritizing the health of forests, communities, and the environment; upholding social equity; and contributing to a resilient and sustainable future. Our actions demonstrate our resolve to care for the environment so that it can care for us, mirroring our dedication to the complex interrelationships between humans and ecosystems.

**Collaboration and Reciprocity:** We work closely with our partners in communities, academia, industry, non-governmental organizations, and government to co-create solutions for pressing societal challenges. We believe in the power of collaboration, collegiality, and partnership through mutually beneficial knowledge exchange, expertise, and resources. In addition, we recognize the importance of giving back to the communities that we serve, and are committed to always making a positive impact on society through our work.

**Indigeneity:** We are committed to working closely with Indigenous partners, rightsholders, and community members to integrate Indigenous perspectives, knowledge, and ways of thinking into every aspect of our work, including scholarship, pedagogy, and community engagement. We dedicate ourselves to promoting a culture of justice and advancing reconciliation through respectful and reciprocal means that are responsive to diverse systems of knowledge.

**Equity, Diversity, Inclusivity:** We are committed to actions that promote equity, diversity, inclusivity, and intercultural understanding. This means creating a supportive and globally positioned academic environment in which everyone, regardless of their cultural background, feels respected, trusted, and empowered to contribute their unique perspectives and skills towards the advancement of our collective goals.

**Innovation and Leadership:** We embrace innovation, leadership, and creativity, and strive to push the boundaries in natural resources and environmental knowledge and practice. We will achieve this through interdisciplinary research, education, project co-creation, and community outreach. Our actions, research, and teaching inspire others and make a positive impact on the world. We strive to provide forward-thinking solutions that are responsive to societal and planetary needs.

**Interdisciplinarity:** We are committed to fostering a culture of openness and willingness to embrace diverse forms of knowledge, recognizing that the integration of different perspectives and fields of expertise is key to creating innovative and sustainable solutions. We believe that, by working collaboratively across disciplines, we can achieve greater impact in addressing complex challenges related to the stewardship of natural resources and the environment.







# OUR STRATEGIC DIRECTION

Transformative. Environmental. Solutions.

## Our Workstreams, Desired Impacts, Strategic Objectives, and Supporting Actions

A living document, our Strategic Plan will evolve as-needed over the coming years as we engage in this process. In line with the spirit of academic excellence that defines our Faculty, progress will be tracked against pre-established internal targets on an annual basis. In addition, our performance measures will ensure accountability to the Plan and its objectives, and will allow us to share key milestones and achievements both within the UBC community and beyond.

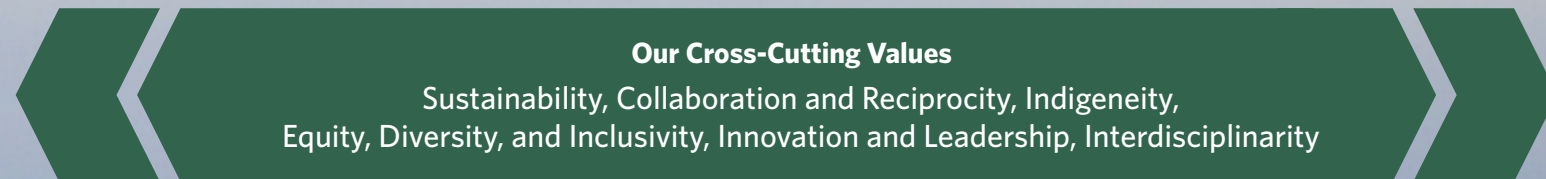
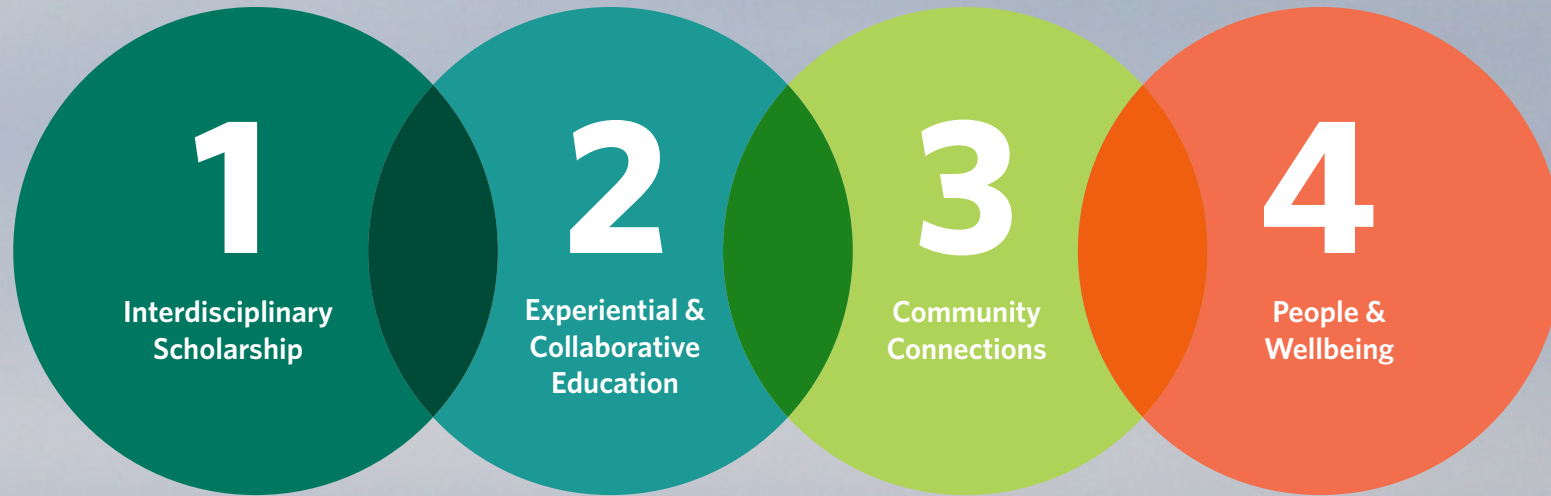
To channel our efforts and propel the Faculty towards operationalizing our overall strategy, we have broken down our **four workstreams** into three parts: **desired impacts, strategic objectives, and supporting actions**. Desired impacts set the bar, while strategic objectives and supporting actions provide direction on implementation.







Our strategy over the coming five years will be brought to life across four key **workstreams**:



These areas of focus will guide our research, teaching, and engagement along a unified path, drawing on the strengths and expertise of our Faculty, while also aligning to our aspirations of creating meaningful and scalable impact in addressing societal and planetary issues related to natural resources and the environment.









## 1 Workstream 1: INTERDISCIPLINARY SCHOLARSHIP

**Desired Impacts:** We are recognized locally, nationally, and internationally for our scientific excellence, innovative research, and dynamic, well-funded research spaces. We consistently win national and international awards and publish high-impact scholarly work that influences academic fields and reaches diverse audiences beyond academia. We are fast becoming the go-to institution for innovative and interdisciplinary research on global challenges related to natural resources, forests, and the environment. Serving as a dynamic hub for collaboration among academics, industry, and government, we continue to foster a culture of impactful research that contributes to meaningful change. Faculty members — acknowledged as leaders and experts in their fields — solidify our position as a top choice for insights, commentaries, and evidence-based knowledge.

With a steadfast commitment to practical, applied solutions, we play a pivotal role in making a positive impact on the planet. Through our research, we actively address pressing issues, such as climate change, sustainability, food security, and reconciliation, and translate our findings into policy and practice changes that benefit society and the environment. By being at the forefront of major academic debates on forests and other environmental issues worldwide, we shape discussions and influence the direction of forestry and environmental research and practice.

One of the key strengths of our Faculty lies in our Indigenous, community-based research approach. By earning the trust and respect of Indigenous communities and Nations, we continue to be regarded as a trusted academic institution and collaborator. This enables us to forge meaningful partnerships and engage in research that respects and integrates Indigenous knowledge, values, and practices. By championing Indigenous-led research, we contribute to reconciliation efforts and drive positive change in Indigenous communities.

An integral part of our vision for the future is our commitment to providing high-quality graduate student and postdoctoral training. By offering comprehensive and rigorous training programs, we equip the next generation of forestry professionals with the skills, knowledge, and interdisciplinary perspectives needed to tackle complex global challenges. Graduate students have the opportunity to work in interdisciplinary teams and make significant contributions to large, national and international research projects, thereby gaining valuable experience and shaping their career trajectories.



## Strategic Objectives and Supporting Actions:

### **1. Be a trusted leader in solutions-oriented scholarship and knowledge uptake in the fields of forestry and the environment.**

- a. Position the Faculty as a key source for cutting-edge, evidence-based knowledge that enhances and contributes to public discussion and policy development.
- b. Host a series of seminars that address urgent topics of interest through collaborations with local, national, and global organizations.
- c. Enhance and value the dissemination of impactful research outputs through non-traditional means.

### **2. Champion a culture that embraces diverse and interdisciplinary perspectives through enhanced collaboration and communication.**

- a. Provide financial (and in-kind) support to encourage intra- and inter-Faculty collaboration in developing large interdisciplinary proposals.
- b. Assign resources and introduce initiatives to encourage collaboration between faculty members of all ranks to create and successfully complete research proposals and lead research clusters at UBC nationally and internationally.
- c. Host an annual retreat for faculty members to engage in intellectual conversations with one another and focus on blue-sky thinking related to research priorities.
- d. Facilitate an environment where graduate students — Faculty-wide — can learn, share, and communicate their research outcomes through annual graduate student research days and sharing (posters, presentations) events.

### **3. Advance meaningful and impactful partnerships with key practitioners, researchers, policymakers, local organizations, rightsholders, communities, and the general public.**

- a. Invest and build an extension network with communities to strengthen the two-way dialogue between the Faculty and relevant organizations, rightsholders, and governments.
- b. Advocate for faculty members to join key ministerial, industry, civil society, and sector-specific practitioner working groups, boards, and steering committees.
- c. Increase research activity to position our research forests as a global hub for forestry, conservation, and climate change-related research.













## 2 Workstream 2: EXPERIENTIAL AND COLLABORATIVE EDUCATION

**Desired Impacts:** Our undergraduate and graduate students feel fully supported, deeply connected, and genuinely appreciated throughout their educational journey. They are not only inspired to excel academically, but also motivated to maintain an ongoing relationship with the Faculty in recognition of the invaluable support and transformative opportunities that they received as students. We take pride in cultivating a lifelong connection with our alumni, who passionately advocate on our behalf, drawing from their own rewarding and memorable experiences.

We are widely recognized as a vibrant hub of knowledge and innovation, where individuals come to learn about fascinating and relevant topics related to natural resources and the environment. We are a place that fosters positive engagement and empowers our undergraduate and graduate students to drive meaningful change in their respective fields. This vision is realized through a commitment to excellence in education, with a strong emphasis on attracting and retaining high-quality faculty who are not only experts in their fields, but also champions of innovative teaching methods.

By providing diverse and immersive learning experiences, including experiential learning opportunities, we aim to enhance the overall learning journey of our students. We firmly believe in

nurturing critical thinking skills and instilling a love for continuous learning, ensuring that our graduates are well-equipped with the necessary knowledge and skills for thriving careers in forestry, conservation, and environmental leadership. The impact of our graduates on these respective fields is expected to be profound, as they bring with them a deep sense of purpose and a strong foundation of expertise gained from their education at our Faculty.

We embrace the concept of diversity in all of its forms, and acknowledge the importance of catering to a variety of audiences. We actively incorporate Indigenous pedagogies and worldviews into our teaching practices, recognizing the richness and value of Indigenous knowledge systems. Furthermore, we are committed to continuously evolving our teaching practices to accommodate different learning styles and preferences, ensuring that every student has an inclusive and meaningful educational experience.

In alignment with our commitment to lifelong learning, we offer a diverse range of learning opportunities, both for credit and non-credit, that are relevant, flexible, affordable, and accessible for working professionals. By collaborating closely with employers and professional associations, we ensure that these programs are of the highest quality and directly aligned with the needs of learners and both public and private organizations.



## Strategic Objectives and Supporting Actions:

### **1. Be a leader in transformative education and lifelong learning that embraces Indigeneity, a commitment to diversity in all of its forms, and innovative teaching and learning practices.**

- a. Enhance the progression from foundational to advanced skills in courses; expand the integration of globally significant topics into courses, along with cross-cultural classroom opportunities and programs.
- b. Increase and promote access points and support to incorporate Indigenous worldviews and reconciliation into our research, education, and community outreach.
- c. Expand thesis-based graduate course offerings and opportunities to conduct community embedded research that addresses community-level priorities and moves research into practice.
- d. Engage in the continuous improvement of the structures and course requirements for the research-based graduate degree programs.
- e. Continuously and intentionally revisit and enhance the academic environment and deliverables of our undergraduate, graduate, and professional programs.

### **2. Extend our offering of exceptional learning opportunities that are experiential, field-based, outdoors, accessible, and responsive to current and emerging societal needs.**

- a. Promote our field-based opportunities as a cornerstone learning experience by incorporating them earlier in programs, developing more accessible experiences for all students, improving the promotion of existing opportunities, and enhancing the coordination of these opportunities.
- b. Promote and expand the Haida Gwaii Institute and its courses within our internal program offerings, and promote it more broadly to non-Forestry students and new audiences.
- c. Explore the feasibility of opportunities for flexible online learning, laddering, and professional programs, especially opportunities that diversify our community of learners.
- d. Organize/offer online-accessible programming under one portal to better inform potential students.

### **3. Ensure that all students receive exceptional support throughout their educational journey.**

- a. Deeply understand our students' needs by developing reflexive strategies (such as surveys or listening sessions) to better understand issues impacting undergraduate, graduate, and professional students.
- b. Enhance and evolve our student-centric approach through well-supported Student Services teams and professional opportunities that help realize students' academic, professional, and personal success.
- c. Continually examine, improve, and expand our funding and tuition models with a focus on marginalized and underrepresented students, with an eye to enhancing equity and transparency, including for non-conventional and online learners.
- d. Build a supportive and celebratory community of practice around teaching, learning, and mentorship by celebrating achievements, expanding showcase events, and providing necessary support to mentors and faculty to enact our diverse and unique suite of programs.













### 3 Workstream 3: COMMUNITY CONNECTIONS

**Desired Impacts:** We play a prominent role in important conversations about forest policy, biodiversity, and resource management issues in British Columbia, and strive to extend our influence across Canada and globally. We make significant efforts to engage with government bodies, NGOs, industry leaders, and change-makers, all of whom are eager to collaborate with us. We take pride in being a valued partner that offers practical solutions.

Meaningful and reciprocal engagement with communities, particularly rightsholders, is a key priority for us. We strive to meet the needs of these communities, and build strong relationships based on mutual respect and cross-cultural understanding. We embrace the concept of ecosystem integrity and work closely with Indigenous partners, rightsholders, and communities. We acknowledge that Indigenous land and water stewardship initiatives can play a crucial role in bridging the gap between forest management and community involvement.

We also continue to play a crucial role in fostering public recognition of the impact of forestry and conservation research. Through effective communication and outreach, we ensure that the general public understands and appreciates the importance of this research in addressing critical issues, such as heat domes, flooding, wildfires, and the climate emergency in planetary ecosystems, particularly forests in and around urban, rural, and remote communities. By raising awareness and promoting informed decision-making, we empower individuals, communities, and policymakers to take action and contribute to sustainable forest stewardship, product innovation, and conservation. We are at the forefront of radically redefining the perception of forestry in the public sphere.

We maintain a visible and strong presence in communication streams most accessed by prospective students, engaging with them and sparking their imaginations and curiosity. We highly value our alumni, donors, and the broader forestry profession and community, recognizing that their contributions are vital to the success and development of our Faculty. We cultivate a sense of belonging among alumni, donors, and the larger forestry profession, encouraging their active participation and support.



## Strategic Objectives and Supporting Actions:

### **1. Develop the Faculty's internal capabilities to better engage Indigenous and forest-dependent communities in research, policy, and strategy development as we move towards true partnerships.**

- a. Provide regular and easily accessible training opportunities for faculty and staff on how to build Indigenous partnerships, utilizing existing UBC and custom programs for the Faculty.
- b. Re-form the external Indigenous Advisory Council, and connect with existing Indigenous faculty and staff to seek support, guidance, and advice.
- c. Invest in community visits, increase community-based scholarships and bursaries, and work towards greater retention of Indigenous students, staff, and faculty.
- d. Hold space for Indigenous researchers from across Canada to share their work, such as hosting events, conferences, or symposiums, and offering visiting researcher and teaching opportunities.
- e. Utilize our research forests to develop co-management opportunities/approaches that combine Indigenous knowledge with science-based approaches.

### **2. Be a go-to place for world-leading forestry and environmental research, teaching, and community outreach, with a focus on opportunities that promote science communication, encourage knowledge-sharing, and ensure accessibility for all.**

- a. Identify opportunities for collaboration with journalists, influencers, and other media outlets to amplify the Faculty's research.
- b. Establish partnerships with local community groups, government agencies, and industry stakeholders to disseminate research findings and address local natural resources-related challenges, particularly for rural and forest-dependent communities.
- c. Maintain a user-friendly and accessible website, enhance audience engagement on social media platforms, and regularly evaluate key performance indicators to adjust strategies.
- d. Engage students in Faculty-led projects with communities, industry, and governments.
- e. Continue to promote engaging and educational opportunities for the public, professionals, and students at our research forests where science-in-action is on display.

### **3. Create a culture within the Faculty and alumni community of reciprocal engagement, lifelong learning, and connection.**

- a. Celebrate and share alumni achievements, while exploring and promoting opportunities for alumni to contribute to the Faculty through volunteering and philanthropy.
- b. Create meaningful, experiential learning opportunities and elevate the visibility of the Faculty's diverse continuing education offerings through webinars and in-person events.
- c. Grow and maintain relationships with professional organizations that share a common connection with our alumni.
- d. Amplify the Faculty's impact by sharing research, projects, and initiatives with our alumni and donors through our alumni newsletter and Branchlines magazine.
- e. Build connections with students prior to graduation and connect alumni to student initiatives to support student learning, as well as our relationship with our alumni and their networks.













**4** Workstream 4:  
**PEOPLE AND WELLBEING**

**Our Desired Impacts:** We are dedicated to fostering a strong sense of community and collegial support, with active participation and interaction among our members. We are home to a dedicated and enthusiastic community where people are motivated to excel and contribute to our collective success. This sense of community fosters collaboration, innovation, and a shared commitment to the stewardship of natural resources and the environment.

Everyone in our Faculty feels welcome, respected, safe, and appreciated. We recognize and value the diverse perspectives, experiences, and contributions of all individuals, creating an inclusive and equitable environment. Through a culture of respect and appreciation, we ensure that every voice is heard and that everyone, regardless of their role or position, has opportunities to thrive.

We have a sharpened focus on professional development and growth. We provide ongoing support and encouragement to all staff, faculty members, and graduate students, enabling them to continuously enhance their skills, knowledge, and expertise. By investing in professional development opportunities, we empower our members to reach their full potential and contribute to the advancement of forestry education, research, and practice.

We aspire to create a productive and happy environment that fosters genuine connections and creates opportunities for work and play. We recognize the importance of work-life balance and strive to create an environment that allows individuals to succeed in their jobs, while also having a thriving life outside of work. By promoting wellbeing, flexibility, and a positive work culture, we ensure that our members can maintain their physical, mental, and emotional wellbeing, leading to increased job satisfaction and overall happiness.



## Strategic Objectives and Supporting Actions:

### **1. Build and promote a vibrant, equitable, and inclusive Faculty community that is defined by a collective sense of safety, belonging, collegiality, and social interconnectedness.**

- a. Explore opportunities to bring people together through micro-events, celebrations, and team-building activities, including activities that involve and give back to the local community.
- b. Encourage more consistent communication at all levels of the Faculty.
- c. Continue to enhance mentorship programs - particularly for new faculty members and staff - and encourage support networks for staff to connect with peers who share similar experiences and challenges.
- d. Emphasize the importance of workplace safety, particularly emotional, cultural, and physical safety.
- e. Extend opportunities for faculty members, staff, and students to experience and benefit from our unique research forests.

### **2. Increase opportunities for all staff, faculty, and students to participate in professional development opportunities and progress along their career paths.**

- a. Create or support individual development plans as part of annual reviews, particularly for early-stage scholars, while providing clear career progression paths for staff.
- b. Create and/or invest in Faculty-wide professional development opportunities on specific Forestry-related topics and sub-discipline-related topics, such as Equity, Diversity, Inclusion, and Indigeneity (EDI.I), Finance, and HR.
- c. Allow for cross-training and secondment opportunities — temporarily working with another team or in a different role — while facilitating the sharing of resources and best practices to promote collaboration and collective learning.
- d. Recognize and celebrate the achievements and contributions of all Faculty members through awards, appreciation events, and public acknowledgments.

### **3. Formalize processes and supports to promote a workplace culture that seeks to maintain a healthy balance between professional responsibilities and personal wellbeing.**

- a. Embrace work-life balance as a key principle that is reflected through the Faculty senior leadership team modeling ideal behaviours, assessing the effectiveness of hybrid work arrangements, and respecting boundaries between work and personal life.
- b. Enhance wellness programs by offering additional funding for professional development workshops, fitness activities, and mental wellbeing supports when possible. Collaborate with UBC HR to advocate for more Faculty autonomy in promoting these initiatives.
- c. Explore methods to increase in-person interactions within our Faculty community.
- d. Implement and actualize the proposed initiatives via the Wellness Committee.







# OUR PLANNING PROCESS

## Transformative. Environmental. Solutions.

Our strategic planning journey began in early 2023, and was informed by the principles of collaboration, inclusive consultation, and data-informed decision-making. Our process comprised of three elements: listening, developing, and validating. These elements formed the basis of an iterative and dynamic process that enabled us to engage diverse voices; develop and validate emerging ideas; and refine the aspirations and future directions of our Plan.

The foundation of our planning process was a comprehensive discovery phase designed to gather input from a selection of the Faculty's internal and external partners. This process launched in February 2023 with a Faculty-wide strategic planning kickoff event in which participants were invited to gather together to imagine the future of the Faculty and share their perspectives, aspirations, and ideas for future collaboration and co-creation. In the spring of 2023, we sent a situational assessment

survey to faculty, staff, students, and alumni to gather quantitative and qualitative data points on current Faculty characteristics, as well as future opportunities and aspirations. Survey insights were folded in with themes and ideas from the kickoff event. This 'listening phase' was rounded out by weaving in the voices and viewpoints of Faculty community members through a series of in-person and online consultations, including with the Faculty's student body. These consultations allowed us to collect ideas related to our Plan's framework and tactical components. Overall, we collected over 5,000 individual ideas, opinions, and comments throughout our engagement process. Converging themes from these undertakings were instrumental in establishing a baseline for reimagining the Faculty, enabling us to glean insights into areas of excellence/strengths, areas for improvement, and areas of strategic opportunity.

A working group comprised of the Faculty Senior Management team, along with members from UBC's Strategy and Decision Support (SDS) team, was convened in 2023 to engage in coordinated planning discussions. A series of online and in-person retreats served as the requisite forum for meaningful deliberations regarding the strategic priorities of the Faculty, enabling us to shape the basis of this Plan. We synthesized the data and concepts identified through our listening sessions to develop the key components within the Plan. With guidance from SDS, we developed a thorough strategic framework — including vision, mission, values, commitments, goals, and actions — that will ultimately guide the direction of our Faculty over the coming years.

We sought feedback and guidance from colleagues and partners external to the planning discussions. Our draft Plan was tested, refined, and validated through targeted discussions with an external Advisory Committee and through regular validation surveys distributed to our Faculty community.









December 2024

**UBC Forestry**

[www.forestry.ubc.ca](http://www.forestry.ubc.ca)