

**University of British Columbia  
Faculty of Forestry External Review, 2025**

**Terms of Reference**

***Purpose:*** To review the strength and balance of the Faculty's teaching, scholarly activities, professional activities, academic programs, and service; to evaluate the Faculty's leadership and administration; to assess the Faculty's standing nationally and internationally; and to advise on the future development of the Faculty.

***Terms of reference:*** Without limiting its overall mandate, the Review Team should give consideration to the following:

1. **Scholarly Activities:** To review and evaluate the quality, extent, range, and balance of the scholarly activities of the Faculty, including the achievement and standing of scholars within the Faculty, their leadership within their scholarly communities, and the quality of their performance in relation to the achievements of their counterparts in comparable Faculties nationally and internationally.
2. **Academic Programs and Teaching:** To review and evaluate the quality, format, organization, and enrolment of the Faculty's academic programs and teaching strength, including its continuing education and professional programs. Are there good opportunities for experiential learning? Are there areas in which the academic programs might be strengthened? Within the graduate programs the reviewers are asked to consider the quality of mentorship, the effectiveness of interdisciplinary programs, and the adequacy of financial support available to graduate students. In all programs, reviewers should consider indicators of student success in career preparation, employment opportunities, time-to-completion, and placement.
3. **Governance, Organization, and Administration:** To review and evaluate the governance, organizational structure, leadership, and administration of the Faculty, including opportunities for diversity in leadership and shared governance, as well as relevant support systems both within the Faculty and available to the Faculty. The reviewers should consider the extent to which governance is transparent, flexible, and accessible to all members of the Faculty.

4. **Indigenous and Community Engagement:** To review the extent to which the Faculty has engaged with Indigenous and other forest-based communities, both domestically and internationally. The reviewers are requested to pay particular attention to learning opportunities, not only for Indigenous students, but also for non-Indigenous students within Indigenous contexts.
5. **Professional Activities:** To review and evaluate the quality, extent, range, and balance of the professional activities of the Faculty, including the achievement and standing of faculty and staff members, their leadership within the professional communities, their effectiveness in extension and knowledge mobilization to communities, and the quality of their performance in relation to the achievements of their counterparts in comparable Faculties nationally and internationally.
6. **Environment and Culture:** To consider and assess the working and educational environment, morale, and institutional culture of the Faculty as made up by its faculty members (including adjunct professors, sessional instructors, and lecturers), staff, and students. The reviewers should assess the degree to which the Faculty demonstrates a spirit of inclusivity and community, including in its application of the University's employment and education equity policies.
7. **Interactions and Service Outside the Faculty:** To review and evaluate the Faculty's interactions with other units within the University, particularly those in related disciplines, and with its external communities, including alumni, professional organizations, government agencies, other institutions offering similar educational programs, and the greater public community, both domestically and internationally.
8. **Infrastructure and Resources:** To review and evaluate the physical and financial resources of the Faculty, including its financial base (i.e., levels of university funding, tuition revenue, and donor support), research support, facilities and space for teaching and research, and equipment.
9. **Other Advice:** To provide other advice as appropriate to the general purposes of this review.