



<b>SUBJECT</b>	<b>TUITION   MASTER OF URBAN FORESTRY LEADERSHIP</b>
<b>MEETING DATE</b>	<b>APRIL 19, 2018</b>

Forwarded to the Board of Governors on the Recommendation of the President

**APPROVED FOR SUBMISSION**

Santa J. Ono, President and Vice-Chancellor

<b>DECISION REQUESTED</b>	<b>IT IS HEREBY REQUESTED that the UBC Board of Governors approve proposed tuition of \$5,000 per instalment for domestic students and \$8,750 per instalment for international students with a minimum of four instalments for the new Master of Urban Forestry Leadership (MUFL) program which will commence with online prerequisites in July 2019 and course offerings in September 2019.</b>
<b>Report Date</b>	March 6, 2018

**Presented By** Andrew Szeri, Provost and Vice-President Academic  
 Hugh Brock, Associate-Provost Academic Innovation  
 John Innes, Dean, Faculty of Forestry

**EXECUTIVE SUMMARY**

The UBC Faculty of Forestry is proposing a new course-based Master’s degree program – Master of Urban Forestry Leadership (MUFL). Highly-qualified urban forestry professionals are becoming increasingly necessary in cities around the world due to the rapid pace and scale of urbanization, the need to adapt to multiple impacts of climate change in cities, and increasing demand from the public for the recreational, psychological, and health benefits that trees and greenspaces provide. The proposed **30-credit, 13-month** program, is based on a comprehensive, interdisciplinary perspective of urban forestry with strong emphasis on governance and strategic management of urban forests. Students will learn how trees and vegetation grow and are managed in urban settings, but the emphasis of the program will be on skills and knowledge related to leadership and governance; project management and business skills; the public policy and planning context of urban forestry; green infrastructure planning; communication and marketing; public involvement; and urban forest resource and benefit assessment. The program will be built around 3 critical management skills that are woven throughout the program: creativity, decision-making, and leadership. The program will have an international focus, with students, teachers and case studies deriving from different parts of the globe. It is targeted for professionals with urban forestry related work experience in the public, private or not-for-profit sector, but also recent graduates from the UBC Bachelor of Urban Forestry program or similar programs.

This program will prepare graduating students for a range of careers in public sector (federal, provincial and local jurisdictions), private sector (consulting, urban tree care companies, and utility corporations), NGOs, research and educational institutes and international organizations.

**INSTITUTIONAL STRATEGIC PRIORITIES SUPPORTED**

- Learning
- Research
- Innovation
- Engagement  
(Internal / External)
- International

or  Operational

**DESCRIPTION  
& RATIONALE**

The demand for urban forestry is growing both in Canada and internationally. Highly-qualified urban forestry professionals are becoming increasingly necessary in cities around the world due to the rapid pace and scale of urbanization, the need to adapt to multiple impacts of climate change in cities, and increasing demand from the public for the recreational, psychological, and health benefits that trees and greenspaces provide. Moreover, urban woodlands and trees keep urban residents in touch with nature and biodiversity.

The proposed 30-credit, 13-month program, is based on a comprehensive, interdisciplinary perspective of urban forestry with strong emphasis on governance and strategic management of urban forests. The proposed credential awarded will be the Master of Urban Forestry Leadership (MUFL).

The program will include strong components on leadership, urban planning, public policy, business, project management, communication and marketing, and community engagement. The program will also introduce students to cutting-edge technologies in urban forest measurement and assessment, including new and emerging data sources. The program will be built around three critical management skills that form the backbone of the program: creativity, decision making, and leadership. These skills will not only be taught in individual courses but will be woven throughout the program

Through its proposed Master in Urban Forestry Leadership program, UBC aims to train urban forest planners and managers who:

- understand systems-thinking across the urban/rural interface,
- are knowledgeable about climate change adaptation and mitigation,
- can balance social, ecological and economic demands,
- are comfortable working with the public and stakeholders,
- can work in interdisciplinary teams, and
- have strong skills in planning as well as forest management.

The 30 required credits must include the following courses, or alternates as approved by the Program Director:

- UFOR 500 (3): Developing Green and Resilient Cities – The Urban Forestry Approach
- UFOR 511 (1.5): Geomatics Principles and Applications
- UFOR 512 (3): Urban Forest Governance
- UFOR 521 (3): Advances in Arboriculture and Urban Ecology
- UFOR 522 (3): Urban Forest Resources and Benefits Assessment
- UFOR 523 (1.5): Strategic Urban Forest Planning and Management
- UFOR 531 (6): MUFL Capstone Course

- FCOR 500 (1.5): Leadership and Sustainability
- FCOR 501 (1.5): Project Management
- FCOR 502 (1.5): Entrepreneurship
- FCOR 503 (1.5): Policy Analysis
- FCOR 599 (3): Project Proposal Development and Proof of Concept

The proposed curriculum will address the learning outcomes described above through existing, new and adapted courses with an emphasis on core themes and developing transferable skills:

- The online course, Developing Green and Resilient Cities – The Urban Forestry Approach, offered in the summer term (August) prior to the on-campus courses, focuses on the importance of urban green space and urban trees for cities. The course prepares students with the context and skills to succeed in the following two terms of coursework.
- UBC Forestry has created three management / leadership courses in collaboration with the Sauder School of Business (1.5 credits each) and a policy analysis course (1.5 credits) with the UBC School of Public Policy and Global Affairs. These courses provide students with personal and professional skills to lead urban forestry programs and projects, coordinate interdisciplinary teams and understand various political, governance, legal, administrative and business contexts of urban forestry
- Urban Forestry courses in the Fall and Winter terms will cover key aspects of urban forestry, such as urban forest resources, ecosystem services, arboriculture and urban woodland management, and interactions between people and trees, while also building quantitative skills in geospatial information systems (GIS) and remote sensing. These courses will provide a mix of theory and hands-on practice to provide students with a well-rounded mix of working knowledge and skills.
- The two-term Capstone preparation course prepares students to develop, write and deliver an effective project proposal. They can freely select the topic based on their employer's needs or based on their own interest. They will be assigned a Faculty mentor who will guide them to develop a proposal that will be implemented during the capstone period.
- The final six-credit Capstone Course in the summer term will tie together the concepts and skills learned in the previous two terms and give students the opportunity to apply them in a project-based learning experience. Students may work individually or in groups and projects may take place on or off campus. MUFL Faculty will assist students to connect with potential partner organizations of campus or help them to find a project on campus. Students will develop project management and leadership skills during this implementation phase of the project.

UBC Forestry is uniquely positioned to offer this degree. The Faculty is one of the largest and most recognized schools of forestry and conservation sciences in the world and has excellent facilities with more than 1100 undergraduate and 320 graduate students, with a large international student body. It launched Canada's first Bachelor of Urban Forestry program in 2015 and employs several world-leading academics in urban forestry and related fields. Through its unique approach to urban forestry, which takes a broader, more ecosystem-based view than most urban forestry programs elsewhere, UBC brings in world-leading expertise from both within and outside the Faculty.

The Faculty of Forestry's Research Forests, and their educational facilities, offer unique field experiences in urban interface forestry and community protection. UBC is surrounded by a forested regional park. On campus we have an urban farm and examples of cutting-edge wood-based buildings and green energy technologies in operation, e.g., Forest Sciences Centre, Centre for Interactive Research on Sustainability, and a Biomass District Energy System. The state-of-the-art public engagement and video conferencing facilities at the BC Hydro Decision Theater provides a venue for workshops, training, community engagement and projects.

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<b>BENEFITS</b>	Faculty launched Canada's first Bachelor of Urban Forestry program in 2015. The program has attracted considerable student interest coming from Canada, the US, China and other Southeast Asian countries, as well as other parts of the world. This demonstrates the growing national and international interest in urban forestry. The MUFL program will be the first graduate level urban forestry program in Canada and one among very few globally.
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Learning,  
Research,  
Financial,  
Sustainability &  
Reputational

The Faculty provides state-of-the-art training in several diverse urban forestry sub-disciplines, covering research areas from social and natural sciences to wood science and design/planning. We host world-leading experts on urban forestry, with particular strongholds in urban forest governance, green infrastructure planning, ecosystem service provision and public health impact of urban forests. There is also leading in-house expertise in extension and community engagement, remote sensing, climate change modelling, and visualization techniques. This new program complements our current programs, offering students new pathways for careers in urban environment.

Demand for professionals with careers focused on urban forestry continues to grow at ever increasing rates. There are also strong financial reasons to develop new programs as provincial operational budgets shrink and the need grows to attract more students, especially international students, in order for programs to become self-sustaining.

Our Faculty works in communities across Canada and internationally with forestry and conservation projects. The efforts of the City of Vancouver to become the "greenest city in the world" by 2020, as well as UBC's most ambitious campus sustainability initiative in North America, provide good reasons for an urban forestry education at UBC. The Faculty has a proven track record and reputation in extension and continuing education activities. In addition, it has strong networks with forestry universities and practitioners internationally, especially with China, Europe and India. This new program will enhance UBC's reputation both in Canada and internationally by addressing urgent global challenge of rapid urbanization.

**RISKS** Hiring additional staff before the program starts and without full certainty of demand is Financial, Operational & Reputational always a financial risk. However, based on the feedback that we have received through various meetings with professionals, students and other stakeholders, we feel confident that this program will be in high demand.

Most international students will initially come from China and the United States. The Faculty of Forestry has held discussions and developed preliminary plans with our partner universities in China. Nanjing Forestry University, Beijing Forestry University and Fujian Agriculture and Forestry University have all expressed strong support for the program and will be sending qualified applicants for the program.

We do not foresee any major operational or reputational risks. Our faculty members are very enthusiastic about this program and very supportive to make it succeed.

**COSTS** The MUFL program budget was developed with assistance of the Provost's Office Strategic Capital & Lifecycle Decision Support (SDS) unit. The development costs of the program are about \$250,000. Operating Annual Faculty operating costs include (5 year average):

Program Lecturer	\$106,000	(Salary with benefits)
Program Director	\$25,000	(max 10% time allocation+ \$6,000 stipend)
Instructor buyout	\$80,000	(4 courses x 20k, full cost of Instructor)
Program Administration	\$16,000	(UBC For. Grad Office, 25% of CE programs)
Admission Support	\$12,000	(UBC For Grad Office, 25% of CE programs)
TA support	\$30,000	(5 x \$6,000)
Marketing	\$30,000	(10% of salaries of marketing staff, material)
Sauder licensing	\$22,500	(3 courses/ 50 % of licensing costs)
SPPGA licensing	\$7,500	(1 course/ 50 % of licensing costs)
Space	\$16,000	(1,000sf)
Student Financial Aid	\$50,000	(by year 3)
Annual course development	\$10,000	

**Total \$405,000**

The core leadership, entrepreneurship and project management courses (FCOR 500, FCOR 501, and FCOR 502) will be taught by the Sauder School of Business. The policy analysis course (FCOR 503) will be taught by the UBC School of Public Policy and Global Affairs. MUFL pays 50% of the licensing fee for these courses (we share these courses with the Faculty's Master of Geomatics for Environmental Management program).

Lectures and tutorials will be held in existing classrooms and seminar rooms, scheduled through Classroom Services. Faculty is currently researching options for work and storage space for MUFL students. In the financial analysis 1000 square feet were budgeted for the program.

**FINANCIAL** Program tuition will be \$20,000 for domestic students and \$35,000 for international students for the program’s 30 credit course load (based on 2019/2020 pricing). Tuition fees are slightly higher (7%) than the Faculty’s existing three course-based masters programs (Sustainable Forest Management, International Forestry and Geomatics for Environmental Management) but similar to related UBC professional masters programs. There are very few comparable programs (program focus, university ranking) around the world.

Funding Sources, Impact on Liquidity

We estimate that the annual enrolment in the program will be 15-20 students in the first years of the program and 30-40 students annually after 5 years. We anticipate that at least 50% of the annual enrollment will be international.

On acceptance into the program, students will be required to pay a \$1,000 CDN non-refundable acceptance deposit which will be applied to their first tuition instalment. The tuition fees will be paid in four installments.

Based on budget estimations developed with Provost’s Office Strategic Decision Support (SDS) unit, the program has small cash surplus in the first year and modest cumulative surplus in year 3. UBC Consolidated Financial Statement has operating surplus in year 2 and costs recovered in year 3. The Faculty aims to start providing student financial aid in year 3 after the significant program development costs have been paid off. 7-10% of the tuition revenues will be set aside for financial aid which will amount to approximately \$50,000-60,000/year.

**SCHEDULE** The program will be first offered in Summer Term 2 of the 2019 academic year (July 2019 intake). Students will begin the online course (Developing Green and Resilient Cities – The Urban Forestry Approach) in the latter half of the Summer Term, which they are expected to successfully complete before the start of the winter term in September.

Implementation Timeline

**CONSULTATION** The following UBC units were consulted who are in support of the program:

Relevant Units, Internal & External Constituencies

- Faculty of Land And Food Systems
- Faculty of Applied Sciences
- Faculty of Arts
- Sauder School of Business
- Institute of Resources, Environment and Sustainability
- UBC School of Public Policy and Global Affairs

With help from the Office of the Provost, a market survey was carried out in autumn 2016 to explore interest in a new Master of Urban Forestry Leadership program amongst both UBC alumni and current undergraduate students (627 respondents). Fourteen percent of all responding alumni and almost half of undergraduate students would consider enrolling in postgraduate studies in urban forestry.

As part of the market research, industry representatives from both Canada (9) and abroad (16) were interviewed. Canadian respondents included representatives from cities (Vancouver, Oakville, and Surrey), companies (Diamond Head Consulting, Gye & Assoc. Urban Forestry & Arboriculture, Blackwell Consulting), private consultants, universities

(Dalhousie University) and national urban forestry organizations (Tree Canada). International respondents included representatives from city urban forestry departments (Melbourne, New York City, San Diego and Stavanger), academia (universities in China, Hong Kong, the US and the UK), private consultants, international organizations (the European Forest Institute and the Food and Agriculture Organization of the UN), national government (the USDA Forest Service) and national professional bodies for arboriculture and (urban) forestry in Japan and the UK. Most respondents saw job opportunities for MUFL graduates within their organizations, especially if the program would have a strong focus on leadership, project management, public policy and communication. All clearly see the need of an MUFL-like program.

The MUFL program strategy document was sent to program directors of related master programs at the University of Victoria, Simon Fraser University, BCIT, Vancouver Island University and University of Northern British Columbia. They were very supportive for our program and encouraged future collaboration.

Two consultation sessions were held within the Faculty of Forestry to obtain feedback from Faculty members, post-doctoral fellows, graduate and undergraduate students. All groups were generally supportive of the program as proposed. Faculty were supportive of the leadership focus of the program and sharing core courses among professional Forestry master's programs. Students also were very attracted to the leadership focus of the program and supportive of the proposed fee structure as it is in line with other professional graduate programs at Forestry and at UBC.

## Appendix 1 – Program Tuition and Fee Assessment Details

**Program Description:** Master of Urban Forestry Leadership (MUFL)

**Start Date of the Program:** July 2019

	Domestic	International
Tuition Fees per instalment – Note 1	\$5,000.00	\$8,750.00
Minimum No. of Instalments	4	4
Continuing Fees per Instalment (assessed after 4 instalments) – Note 1	\$5,000.00	\$8,750.00
Application Fees – Note 2	\$104.00	\$168.25
Supplemental Application Fees	Not applicable	Not applicable
Non-Refundable Acceptance Deposit – Note 3	\$1,000.00	\$1,000.00
Other Faculty and Course Fees	Not applicable	Not applicable
Other Faculty and Course Fees	Not applicable	Not applicable

Note 1. Proposed tuition will be subject to annual increases as established by the University. Other than the first instalment which will be due in July, tuition and student fees are charged in three equal instalments payable in January, May and September.

Note 2. This is the current fee for the 2019W application cycle and is subject to annual increases.

Note 3. The non-refundable acceptance deposit will be applied towards the first tuition instalment.

# NEW PROGRAM TUITION CONSULTATION

## Master of Urban Forestry Leadership (MUFL)

### Faculty of Forestry

#### Program Overview

The UBC Faculty of Forestry is proposing a new course-based Master's degree program – Master of Urban Forestry Leadership (MUFL). Highly-qualified urban forestry professionals are becoming increasingly necessary in cities around the world due to the rapid pace and scale of urbanization, the need to adapt to multiple impacts of climate change in cities, and increasing demand from the public for the recreational, psychological, and health benefits that trees and greenspaces provide. The proposed **30-credit, 13-month** program, is based on a comprehensive, interdisciplinary perspective of urban forestry with strong emphasis on governance and strategic management of urban forests. Students will learn how trees and vegetation grow and are managed in urban settings, but the emphasis of the program will be on skills and knowledge related to leadership and governance; project management and business skills; the public policy and planning context of urban forestry; green infrastructure planning; communication and marketing; public involvement; and urban forest resource and benefit assessment. The program will be built around 3 critical management skills that are woven throughout the program: creativity, decision-making, and leadership. The program will have an international focus, with students, teachers and case studies deriving from different parts of the globe. It is targeted for professionals with urban forestry related work experience in the public, private or not-for-profit sector, but also recent graduates from the UBC Bachelor of Urban Forestry program or similar programs.

The MUFL is 13-month, four-term, course-based degree program consisting of 30 credits. It has a mixed delivery model. The program starts with a 3-credit online component. This is followed by a 21 credit on-campus component which includes core courses on leadership, project management, entrepreneurship and policy analysis (taught by UBC Sauder School of Business and UBC School of Public Policy and Global Affairs), urban forestry courses, capstone preparation course and required laboratories (taught by the UBC Faculty of Forestry). The final 6-credit capstone course can be done off-campus, based on individual student interests and/or their employer's needs. By the end of the program, students will be able to:

- Lead urban forestry programs and projects, and coordinate interdisciplinary teams.
- Understand the political, governance, legal, administrative and business contexts of urban forestry, and connect urban forestry issues to wider government and other agendas.
- Understand the specific challenges and opportunities associated with growing trees and other vegetation in urban areas.
- Compile, use and present information on key aspects of urban forestry, such as urban forest resources, ecosystem services, arboriculture and urban woodland management, and interactions between people and trees.
- Engage with communities and other partners in developing and implementing urban forestry programs and projects.
- Work with urban forestry in local, national and international contexts.

This program will prepare graduating students for a range of careers in public sector (federal, provincial and local jurisdictions), private sector (consulting, urban tree care companies, and utility corporations), NGOs, research and educational institutes and international organizations.

## Program Strengths

UBC Faculty of Forestry is uniquely positioned to offer this degree. The Faculty is one of the largest and most recognized schools of forestry and conservation sciences in the world and has excellent facilities with more than 1100 undergraduate and 320 graduate students, with a large international student body. It launched Canada's first Bachelor of Urban Forestry program in 2015 and employs several world-leading academics in urban forestry and related fields. Through its unique approach to urban forestry, which takes a broader, more ecosystem-based view than most urban forestry programs elsewhere, UBC brings in world-leading expertise from both within and outside the Faculty.

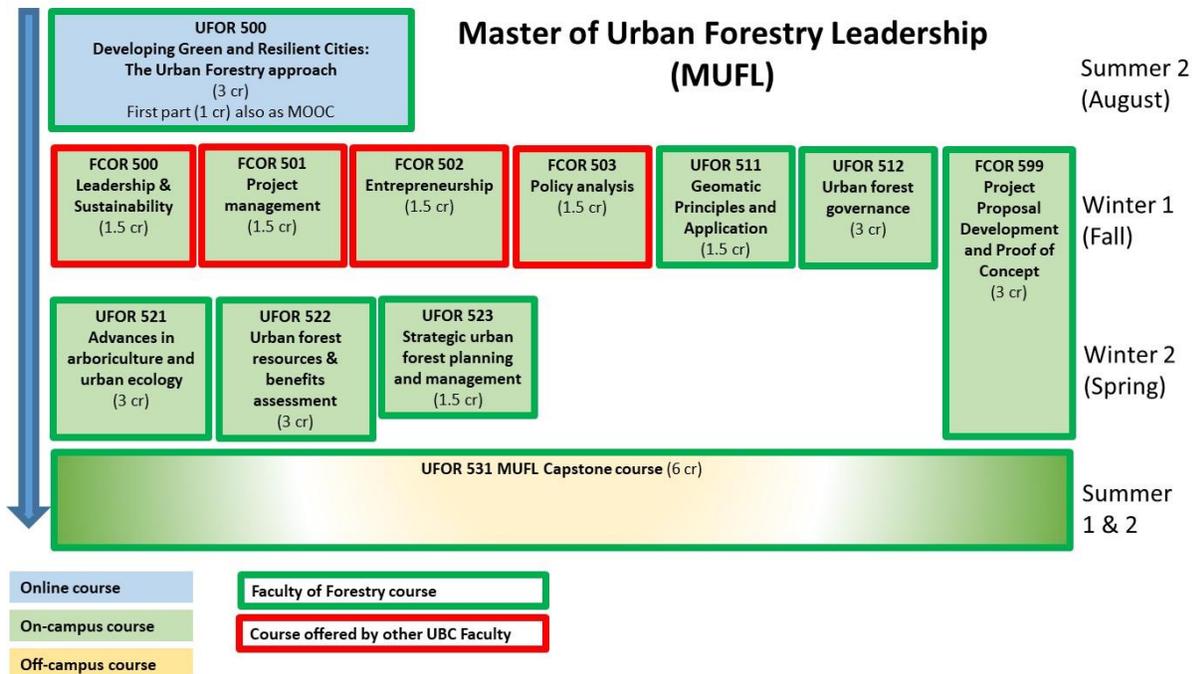
The Faculty provides state-of-the-art training in several diverse urban forestry sub-disciplines, covering research areas from social and natural sciences to wood science and design/planning. We host world-leading experts on urban forestry, with particular strongholds in urban forest governance, green infrastructure planning, ecosystem service provision and public health impact of urban forests. There is also leading in-house expertise in extension and community engagement, remote sensing, climate change modelling, and visualization techniques.

The Faculty of Forestry's Research Forests, and their educational facilities, offer unique field experiences in urban interface forestry and community protection. UBC is surrounded by a forested regional park. On campus we have an urban farm and examples of cutting-edge wood-based buildings and green energy technologies in operation, e.g., Forest Sciences Centre, Centre for Interactive Research on Sustainability, and a Biomass District Energy System. The state-of-the-art public engagement and video conferencing facilities at the BC Hydro Decision Theater provides a venue for workshops, training, community engagement and projects. Our Faculty works in communities across Canada and internationally with forestry and conservation projects. The efforts of the City of Vancouver to become the "greenest city in the world" by 2020, as well as UBC's most ambitious campus sustainability initiative in North America, provide good reasons for an urban forestry education at UBC. The Faculty has a proven track record and reputation in extension and continuing education activities. In addition, it has strong networks with forestry universities and practitioners internationally, especially with China, Europe and India. Our Conservation program also attracts large numbers of students from the USA; UBC's tuition fees are still reasonable for many US students when compared with out-of-state tuition fees.

## Program Requirements

The MUFL is a 13-month, four-term, course-based degree program consisting of 30 credits: The 30 required credits must include the following courses, or alternates as approved by the Program Director:

- UFOR 500 (3): Developing Green and Resilient Cities – The Urban Forestry Approach
- UFOR 511 (1.5): Geomatics Principles and Applications
- UFOR 512 (3): Urban Forest Governance
- UFOR 521 (3): Advances in Arboriculture and Urban Ecology
- UFOR 522 (3): Urban Forest Resources and Benefits Assessment
- UFOR 523 (1.5): Strategic Urban Forest Planning and Management
- UFOR 531 (6): MUFL Capstone Course
- FCOR 500 (1.5): Leadership and Sustainability
- FCOR 501 (1.5): Project Management
- FCOR 502 (1.5): Entrepreneurship
- FCOR 503 (1.5): Policy Analysis
- FCOR 599 (3): Project Proposal Development and Proof of Concept\*



## Target Students

The focus of the program is on professionals who already work with aspects of urban forestry, but who want to upgrade their knowledge, skills and networks to reflect the current state-of-the-art of urban forestry at the international level. The main target groups are:

- Professionals with work experience related to aspects of urban forestry in the public, private or not-for-profit sector. Students need to have a Bachelor's degree in a field relevant to urban forestry, such as forestry, landscape architecture, ecology, conservation, planning, geography, public health, or engineering.
- Recent graduates from the UBC Bachelor of Urban Forestry program, other graduates from UBC Faculty of Forestry or from similar programs elsewhere. Graduates from adjoining fields will be considered on a case-by-case basis.

The Faculty expects to admit 15-20 students in year 1 of the program, building up to 30 in subsequent years. It is expected that about 50% of students will be international, coming mainly from China (through our partner universities), United States, India and other developed and emerging economies in Asia-Pacific Region (Singapore, South Korea, Vietnam, Philippines and Indonesia). We will work to increase international enrolment from these and other countries.

The job market for the MUFL includes the following types of positions:

- Consultants for urban forest planning, management and tree care
- Urban foresters and land managers with federal, state, and especially local jurisdictions
- Managers and corporate administrators of urban tree care companies
- Policy makers for government and private organizations
- Researchers investigating the ecology of urban forests
- Staff in international organizations working with sustainable urban development, climate change adaptation, biodiversity conservation and the like

Employers may include:

- Upper and lower tier municipalities
- The arboricultural industry
- Consulting companies working for governments, private sector, public or NGOs
- Provincial government agencies
- Conservation Authorities
- Educational institutions
- Research facilities
- Independent utility corporations
- Not-for-profit organizations
- International organizations

### **Consultations during the Development Process**

With help from the Office of the Provost, a market survey was carried out in autumn 2016 to explore interest in a new Master of Urban Forestry Leadership program amongst both UBC alumni and current undergraduate students. The alumni survey was sent out to UBC alumni who graduated from Forestry and other relevant UBC programs during the past ten years. The views of 627 respondents are summarized below:

- Fourteen percent of all responding alumni (79 people) would consider enrolling in postgraduate studies in urban forestry, or had already applied to similar programs elsewhere.
- By far most respondents would consider UBC if they were to enroll in this type of program.
- The main reasons for considering postgraduate studies in urban forestry included the fact that urban forestry is interesting and offers an opportunity to link current education with an urban development context (52.2%) and that this allows for deepening skills and expertise to help launch a new career with a new employer (28.7%).
- Slightly more respondents were interested in a certificate than in a full Master's degree.

The undergraduate survey included current students from a range of relevant programs. The largest shares of the 224 respondents were from Bachelor programs in Geography (30.8%), Urban Forestry (18.7%) and Natural Resources Conservation (17.7%). Undergraduate survey key results summarized:

- Almost half of all respondents would consider postgraduate urban forestry studies.
- UBC was most respondents' preferred university.
- Students provided the following motivations for this: the MUFL looked like an interesting program and it offers opportunities to link current education with an urban development context (73.1%); growing field offering new career opportunities (58.1%); deepen my skills and expertise (56.9%).

As part of the market research, industry representatives from both Canada (9) and abroad (16) were interviewed. Canadian respondents included representatives from cities (Vancouver, Oakville, and Surrey), companies (Diamond Head Consulting, Gye & Assoc. Urban Forestry & Arboriculture, Blackwell Consulting), private consultants, universities (Dalhousie University) and national urban forestry organizations (Tree Canada). International respondents included representatives from city urban forestry departments (Melbourne, New York City, San Diego and Stavanger), academia (universities in China, Hong Kong, the US and the UK), private consultants, international organizations (the European Forest Institute and the Food and Agriculture Organization of the UN), national government (the USDA Forest Service)

and national professional bodies for arboriculture and (urban) forestry in Japan and the UK. The key results of these Industry interviews are as follows:

- Most respondents saw job opportunities for MUFL graduates within their organizations, especially if the program would have a strong focus on leadership, project management, public policy and communication.
- All clearly see the need of an MUFL-like program.
- Representatives from cities such as Vancouver and Surrey could identify several current and upcoming municipal positions where MUFL graduates would be considered. Lack of highly qualified urban forestry job applicants means that current practice in many cities is to recruit people with a general forestry or conservation background, and then to have them adapt to the specific urban context through on the job training.

The MUFL program strategy document was sent to program directors of related master at the University of Victoria, Simon Fraser University, BCIT, Vancouver Island University and University of Northern British Columbia. They were very supportive for our program and encouraged future collaboration.

Two consultation sessions were held within the Faculty of Forestry to obtain feedback from Faculty members, post-doctoral fellows, graduate and undergraduate students. A total of 30-40 people attended these sessions.

Students provided the following feedback during the sessions:

- Students were generally supportive of the program as proposed.
- Students were very attracted to the leadership focus of the program.
- Students were generally supportive of the proposed fee structure as it is in line with other professional graduate programs at Forestry and at UBC
- Students had questions on prerequisites and how to qualify for entry to the program. These requirements have been clarified in the proposal and will be made clear in program marketing materials

## **Tuition and Fees Rationale**

The MUFL program budget was developed with assistance of the Provost's Office Strategic Decision Support (SDS) unit. Proposed program tuition is \$20,000 for domestic students and \$35,000 for international students for the program's 30 credit course load (based on 2019/2020 pricing). Proposed tuition fees are slightly higher (7%) than the Faculty's existing three course-based masters programs (Sustainable Forest Management, International Forestry and Geomatics for Environmental Management) but similar to related UBC professional masters programs (Table 1). There are very few comparable programs (program focus, university ranking) around the world (Table 2). We estimate that the annual enrolment in the program will be 15-20 students in the first years of the program and 30 students annually after 5 years. We anticipate that at least 50% of the annual enrollment will be international. On acceptance into the program, students will be required to pay a \$1,000 CDN non-refundable deposit which will be applied to their first tuition installment.

Estimated annual Faculty costs include (5 year average):

Program Lecturer	\$106,000	(Salary with benefits)
Program Director	\$25,000	(max 10% time allocation+ \$6,000 stipend)
Instructor buyout	\$80,000	(4 courses x 20k, full cost of Instructor)

Program Administration	\$16,000	(UBC for. Grad Office, 25% of CE programs)
Admission Support	\$12,000	(UBC for Grad Office, 25% of CE programs)
TA support	\$30,000	(5 x \$6,000)
Marketing	\$30,000	(10% of salaries of marketing staff, material)
Sauder licensing	\$22,500	(3 courses/ 50 % of licensing costs)
SPPGA licensing	\$7,500	(1 course/ 50 % of licensing costs)
Space	\$16,000	(1,000sf)
Student Financial Aid	\$50,000	(by year 3)
Annual course development	<u>\$10,000</u>	
	\$405,000	

The program development costs (course development, online course material, marketing etc.) are approximately \$250,000.

**Table 1.** Comparison of duration and tuition of the MUFL program to professional programs at UBC.

Faculty	Program	Duration (mths)	Domestic Tuition 2018/19	International Tuition 2018/19
Forestry	Master of Sustainable Forest Management	11	\$18,300	\$31,874
Forestry	Master of International Forestry	10	\$18,300	\$31,874
Forestry	Master of Geomatics for Environmental Mgmt.	9	\$17,687	\$32,960
Land and Food Systems	Master of Food and Resource Economics	12	\$21,364	\$41,369
Land and Food Systems	Master of Land and Water Systems	12	\$19,347	\$34,205
Applied Science	Master of Urban Systems (MEL)	12	\$28,652	\$48,801
Applied Science	Master of Urban Design	12	\$18,401	\$32,880
	Averages	11	<b>\$20,293</b>	<b>\$36,280</b>
Forestry	Master of Urban Forestry Leadership	13	\$20,000	\$35,000

**Table 2.** Comparison of the duration and cost of the MUFL program with the 6 programs worldwide.

Univeristy	Program	Duration (mths)	Domestic Tuition 2018/19	International Tuition 2018/19
University of Toronto	Master of Forest Conservation	16	\$13,300	\$38,000
Fleming College	Certificate in Urban Forestry	12	\$ 4,200	\$14,300
Copenhagen University	MSc. in Landscape Architecture/Green space mgmt.	24	\$ -	\$44,000
University of Central Lancashire	MSc. in Arboriculture and Urban Forestry (on-line)	36	\$11,000	\$14,000
Oregon State University	Graduate Certificate in Urban Forestry (on-line)	12	\$12,000	\$12,000
Auburn University	Master of Natural Resources, minor in urban forestry	12	\$ 7,000	\$19,000
	Averages	18	<b>\$ 7,917</b>	<b>\$23,550</b>
University of British Columbia	Master of Urban Forestry Leadership	13	\$20,000	\$35,000

Faculties belonging to same tier (4 best forestry faculties in the world) as UBC Forestry are in Scandinavia (SLU in Sweden and Helsinki University in Finland) and in US (Oregon State University). They do not have graduate level programs in urban forestry. SLU and Helsinki do not have fees for EU students. Outside EU students pay CAD\$40,000 in SLU and CAD\$44,000 in Helsinki for 2 year forestry master's program.

## **Proposed Tuition and Fees**

The proposed program tuition is **\$20,000 for domestic students and \$35,000 for international students** for the program's 30 credit course load (based on 2019/2020 pricing). The tuition fees will be paid in 3 installments. On acceptance into the program, students will be required to pay a \$1,000 CDN non-refundable deposit which will be applied to their first tuition installment.

The Faculty aims to start providing student financial aid in year 3 after the significant program development costs have been paid off. 7-10% of the tuition revenues will be set aside for financial aid which will amount to approximately \$50,000-60,000/year.

## MASTERS OF URBAN FORESTRY LEADERSHIP STUDENT TUITION CONSULTATION REPORT

The Vice-President Students Office, in partnership with the Faculty of Forestry, conducted a student consultation regarding the tuition proposal for the new Masters of Urban Forestry Leadership. This report outlines the consultation process and summarizes student feedback including the student representatives' submission verbatim in Appendix 2.

### Student Representative Bodies Invited to the Consultation

- Alma Mater Society (AMS)
- Graduate Student Society (GSS)
- Forestry Undergraduate Society (FUS)
- Forestry Graduate Student Association (FGSA)

### Mode of Consultation

The consultation consisted of an e-consultation and a face-to-face meeting. Student representative groups were invited to the consultation through email, and asked to distribute the invitation to their constituents as they felt appropriate. Student representative groups were also offered a face-to-face meeting to discuss the tuition proposal. A meeting was not requested by student representatives and was held on March 2<sup>nd</sup>, 2018.

**Basis of Consultation:** The consultation was based on a tuition proposal and rationale document created by the Faculty. Please see Appendix 1 for the invitation and tuition rationale document.

**Timelines:** The e-consultation was conducted over the period of February 2<sup>nd</sup>, 2018 to March 12<sup>th</sup>, 2018.

**Summary of Student Feedback:** Submissions were received from the AMS, GSS, and FUS. The verbatim submission is in Appendix 2.

Organization	Summary
AMS Submission	<p><b>UNIQUE PROGRAM</b> “This Masters’ degree will be the first of its kind, spearheading the development of leaders as urban forestry professionals globally are confronted with the rapid scale of urbanization and climate change.”</p> <p><b>STUDENT FINANCIAL AID</b> “The AMS hopes that UBC will be able to commit significant aid and scholarship for this program to ensure these opportunities are accessible to all financial backgrounds.”</p>
GSS Submission	<p><b>TUITION</b> “...I could not find any explanation in the proposal as to why this new program should be more expensive than the other course-based masters programs offered by the Faculty...”</p> <p><b>PARTNERSHIPS WITH OTHER FACULTIES</b> “If so, how will the Faculty of Forestry ensure that there will be enough spaces for the students of this new program?”</p>
FUS Submission	<p><b>CERTIFICATE OPTION</b> “Perhaps a certificate program should be considered, so it takes less time and is less expensive to complete.”</p> <p><b>TUITION</b> “Is there a reason that tuition for the MUFL degree is 7% more than any other Master's degree in Forestry?”</p>

No individual student submissions were received.

## **APPENDIX 1: INVITATION TO CONSULTATION AND TUITION RATIONALE DOCUMENT**

Good afternoon,

There is a submission by the Faculty of Forestry to create a Master of Urban Forestry Leadership (MUFL).

In order to inform the program leads and the Board of Governors with regards to the **tuition proposal** for this program, the University is undertaking a consultative process to get your comments as student representatives, and provide an opportunity for students to provide individual comments on the tuition proposal if they wish. **Please note: the scope of this consultation process is limited to the tuition proposal.**

The consultation will consist of:

### **1. e-consultation**

Please find attached a document which outline the details of the tuition proposal, including:

- an overview of the program,
- the student consultation that has happened to date,
- the tuition rationale for the program, and
- the proposed tuition.

Please share the document and this email as you see appropriate. **Comments on the tuition proposal and student submissions can be provided confidentially to: [jenna.omassi@ubc.ca](mailto:jenna.omassi@ubc.ca) (Jenna Omassi, Advisor, Vice President Students Office).**

### **2. Face to Face meeting**

If requested by student representatives, we can arrange a face-to-face meeting with the program leads regarding this tuition proposal. Please advise as soon as possible if you would like us to arrange a meeting.

**THE CONSULTATION PROCESS WILL END ON MARCH 12, 2018.**

### **Confidentiality**

Comments will be collected by the Vice-President Students Office, and only staff within that office will know the identity of individual students submitting comments. At no time will anyone outside of the Vice President Students Office know the identity of individual students who submit comments to this consultation. Your comments will only be used for the purposes of the tuition consultation.

Comments from individual students will be stripped of any identifying information to ensure confidentiality, but otherwise will be provided to the responsible program leads and Board of Governors verbatim.

Comments received from student organizations will be reported as coming from those organizations, and provided to the responsible faculty and Board of Governors as received. There will also be a summary report of the consultation developed for the Faculty and Board of Governors.

Please let me know if you have any questions about the process.

Thank you.

## Jenna Omassi

Advisor, Strategic Support Team  
Vice-President Students' Office  
University of British Columbia | Vancouver  
[jenna.omassi@ubc.ca](mailto:jenna.omassi@ubc.ca)

# NEW PROGRAM TUITION CONSULTATION

## Master of Urban Forestry Leadership (MUFL)

### Faculty of Forestry

### Program Overview

The UBC Faculty of Forestry is proposing a new course-based Master's degree program – Master of Urban Forestry Leadership (MUFL). Highly-qualified urban forestry professionals are becoming increasingly necessary in cities around the world due to the rapid pace and scale of urbanization, the need to adapt to multiple impacts of climate change in cities, and increasing demand from the public for the recreational, psychological, and health benefits that trees and greenspaces provide. The proposed **30-credit, 13-month** program, is based on a comprehensive, interdisciplinary perspective of urban forestry with strong emphasis on governance and strategic management of urban forests. Students will learn how trees and vegetation grow and are managed in urban settings, but the emphasis of the program will be on skills and knowledge related to leadership and governance; project management and business skills; the public policy and planning context of urban forestry; green infrastructure planning; communication and marketing; public involvement; and urban forest resource and benefit assessment. The program will be built around 3 critical management skills that are woven throughout the program: creativity, decision-making, and leadership. The program will have an international focus, with students, teachers and case studies deriving from different parts of the globe. It is targeted for professionals with urban forestry related work experience in the public, private or not-for-profit sector, but also recent graduates from the UBC Bachelor of Urban Forestry program or similar programs.

The MUFL is 13-month, four-term, course-based degree program consisting of 30 credits. It has a mixed delivery model. The program starts with a 3-credit online component. This is followed by a 21 credit on-campus component which includes core courses on leadership, project management, entrepreneurship and policy analysis (taught by UBC Sauder School of Business and UBC School of Public Policy and Global Affairs), urban forestry courses, capstone preparation course and required laboratories (taught by the UBC Faculty of Forestry). The final 6-credit capstone course can be done off-campus, based on individual student interests and/or their employer's needs. By the end of the program, students will be able to:

- Lead urban forestry programs and projects, and coordinate interdisciplinary teams.
- Understand the political, governance, legal, administrative and business contexts of urban forestry, and connect urban forestry issues to wider government and other agendas.
- Understand the specific challenges and opportunities associated with growing trees and other vegetation in urban areas.
- Compile, use and present information on key aspects of urban forestry, such as urban forest resources, ecosystem services, arboriculture and urban woodland management, and interactions between people and trees.
- Engage with communities and other partners in developing and implementing urban forestry programs and projects.
- Work with urban forestry in local, national and international contexts.

This program will prepare graduating students for a range of careers in public sector (federal, provincial and local jurisdictions), private sector (consulting, urban tree care companies, and utility corporations), NGOs, research and educational institutes and international organizations.

## Program Requirements

UBC Faculty of Forestry is uniquely positioned to offer this degree. The Faculty is one of the largest and most recognized schools of forestry and conservation sciences in the world and has excellent facilities with more than 1100 undergraduate and 320 graduate students, with a large international student body. It launched Canada's first Bachelor of Urban Forestry program in 2015 and employs several world-leading academics in urban forestry and related fields. Through its unique approach to urban forestry, which takes a broader, more ecosystem-based view than most urban forestry programs elsewhere, UBC brings in world-leading expertise from both within and outside the Faculty.

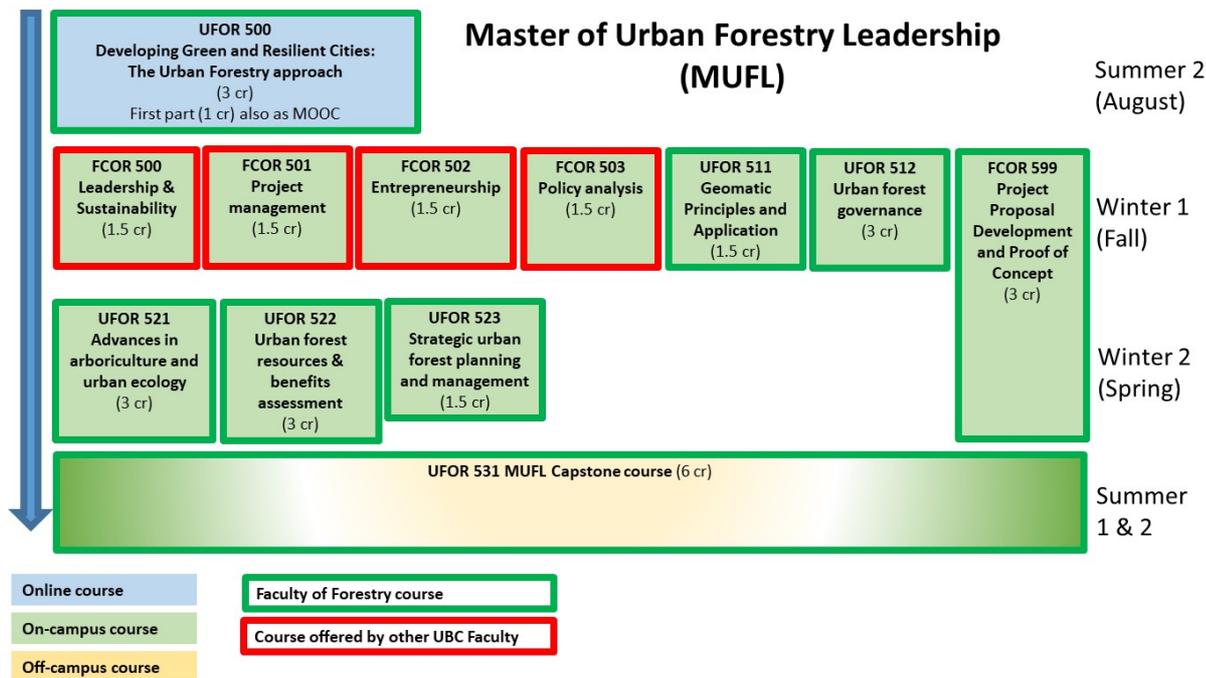
The Faculty provides state-of-the-art training in several diverse urban forestry sub-disciplines, covering research areas from social and natural sciences to wood science and design/planning. We host world-leading experts on urban forestry, with particular strongholds in urban forest governance, green infrastructure planning, ecosystem service provision and public health impact of urban forests. There is also leading in-house expertise in extension and community engagement, remote sensing, climate change modelling, and visualization techniques.

The Faculty of Forestry's Research Forests, and their educational facilities, offer unique field experiences in urban interface forestry and community protection. UBC is surrounded by a forested regional park. On campus we have an urban farm and examples of cutting-edge wood-based buildings and green energy technologies in operation, e.g., Forest Sciences Centre, Centre for Interactive Research on Sustainability, and a Biomass District Energy System. The state-of-the-art public engagement and video conferencing facilities at the BC Hydro Decision Theater provides a venue for workshops, training, community engagement and projects. Our Faculty works in communities across Canada and internationally with forestry and conservation projects. The efforts of the City of Vancouver to become the "greenest city in the world" by 2020, as well as UBC's most ambitious campus sustainability initiative in North America, provide good reasons for an urban forestry education at UBC. The Faculty has a proven track record and reputation in extension and continuing education activities. In addition, it has strong networks with forestry universities and practitioners internationally, especially with China, Europe and India. Our Conservation program also attracts large numbers of students from the USA; UBC's tuition fees are still reasonable for many US students when compared with out-of-state tuition fees.

## Program Requirements

The MUFL is a 13-month, four-term, course-based degree program consisting of 30 credits: The 30 required credits must include the following courses, or alternates as approved by the Program Director:

- UFOR 500 (3): Developing Green and Resilient Cities – The Urban Forestry Approach
- UFOR 511 (1.5): Geomatics Principles and Applications
- UFOR 512 (3): Urban Forest Governance
- UFOR 521 (3): Advances in Arboriculture and Urban Ecology
- UFOR 522 (3): Urban Forest Resources and Benefits Assessment
- UFOR 523 (1.5): Strategic Urban Forest Planning and Management
- UFOR 531 (6): MUFL Capstone Course
- FCOR 500 (1.5): Leadership and Sustainability
- FCOR 501 (1.5): Project Management
- FCOR 502 (1.5): Entrepreneurship
- FCOR 503 (1.5): Policy Analysis
- FCOR 599 (3): Project Proposal Development and Proof of Concept\*



## Target Students

The focus of the program is on professionals who already work with aspects of urban forestry, but who want to upgrade their knowledge, skills and networks to reflect the current state-of-the art of urban forestry at the international level. The main target groups are:

- Professionals with work experience related to aspects of urban forestry in the public, private or not-for-profit sector. Students need to have a Bachelor's degree in a field relevant to urban forestry, such as forestry, landscape architecture, ecology, conservation, planning, geography, public health, or engineering.
- Recent graduates from the UBC Bachelor of Urban Forestry program, other graduates from UBC Faculty of Forestry or from similar programs elsewhere. Graduates from adjoining fields will be considered on a case-by-case basis.

The Faculty expects to admit 15-20 students in year 1 of the program, building up to 30 in subsequent years. It is expected that about 50% of students will be international, coming mainly from China (through our partner universities), United States, India and other developed and emerging economies in Asia-Pacific Region (Singapore, South Korea, Vietnam, Philippines and Indonesia). We will work to increase international enrolment from these and other countries.

The job market for the MUFL includes the following types of positions:

- Consultants for urban forest planning, management and tree care
- Urban foresters and land managers with federal, state, and especially local jurisdictions
- Managers and corporate administrators of urban tree care companies
- Policy makers for government and private organizations
- Researchers investigating the ecology of urban forests
- Staff in international organizations working with sustainable urban development, climate change adaptation, biodiversity conservation and the like

Employers may include:

- Upper and lower tier municipalities
- The arboricultural industry
- Consulting companies working for governments, private sector, public or NGOs
- Provincial government agencies
- Conservation Authorities
- Educational institutions

- Research facilities
- Independent utility corporations
- Not-for-profit organizations
- International organizations

## Consultations during the Development Process

With help from the Office of the Provost, a market survey was carried out in autumn 2016 to explore interest in a new Master of Urban Forestry Leadership program amongst both UBC alumni and current undergraduate students. The alumni survey was sent out to UBC alumni who graduated from Forestry and other relevant UBC programs during the past ten years. The views of 627 respondents are summarized below:

- Fourteen percent of all responding alumni (79 people) would consider enrolling in postgraduate studies in urban forestry, or had already applied to similar programs elsewhere.
- By far most respondents would consider UBC if they were to enroll in this type of program.
- The main reasons for considering postgraduate studies in urban forestry included the fact that urban forestry is interesting and offers an opportunity to link current education with an urban development context (52.2%) and that this allows for deepening skills and expertise to help launch a new career with a new employer (28.7%).
- Slightly more respondents were interested in a certificate than in a full Master's degree.

The undergraduate survey included current students from a range of relevant programs. The largest shares of the 224 respondents were from Bachelor programs in Geography (30.8%), Urban Forestry (18.7%) and Natural Resources Conservation (17.7%). Undergraduate survey key results summarized:

- Almost half of all respondents would consider postgraduate urban forestry studies.
- UBC was most respondents' preferred university.
- Students provided the following motivations for this: the MUFL looked like an interesting program and it offers opportunities to link current education with an urban development context (73.1%); growing field offering new career opportunities (58.1%); deepen my skills and expertise (56.9%).

As part of the market research, industry representatives from both Canada (9) and abroad (16) were interviewed. Canadian respondents included representatives from cities (Vancouver, Oakville, and Surrey), companies (Diamond Head Consulting, Gye & Assoc. Urban Forestry & Arboriculture, Blackwell Consulting), private consultants, universities (Dalhousie University) and national urban forestry organizations (Tree Canada). International respondents included representatives from city urban forestry departments (Melbourne, New York City, San Diego and Stavanger), academia (universities in China, Hong Kong, the US and the UK), private consultants, international organizations (the European Forest Institute and the Food and Agriculture Organization of the UN), national government (the USDA Forest Service) and national professional bodies for arboriculture and (urban) forestry in Japan and the UK. The key results of these Industry interviews are as follows:

- Most respondents saw job opportunities for MUFL graduates within their organizations, especially if the program would have a strong focus on leadership, project management, public policy and communication.
- All clearly see the need of an MUFL-like program.
- Representatives from cities such as Vancouver and Surrey could identify several current and upcoming municipal positions where MUFL graduates would be considered. Lack of highly qualified urban forestry job applicants means that current practice in many cities is to recruit people with a general forestry or conservation background, and then to have them adapt to the specific urban context through on the job training.

The MUFL program strategy document was sent to program directors of related master at the University of Victoria, Simon Fraser University, BCIT, Vancouver Island University and University of Northern British Columbia. They were very supportive for our program and encouraged future collaboration.

Two consultation sessions were held within the Faculty of Forestry to obtain feedback from Faculty members, post-doctoral fellows, graduate and undergraduate students. A total of 30-40 people attended these sessions.

Students provided the following feedback during the sessions:

- Students were generally supportive of the program as proposed.
- Students were very attracted to the leadership focus of the program.
- Students were generally supportive of the proposed fee structure as it is in line with other professional graduate programs at Forestry and at UBC
- Students had questions on prerequisites and how to qualify for entry to the program. These requirements have been clarified in the proposal and will be made clear in program marketing materials

## Tuition and Fees Rationale

The MUFL program budget was developed with assistance of the Provost's Office Strategic Decision Support (SDS) unit. Proposed program tuition is \$20,000 for domestic students and \$35,000 for international students for the program's 30 credit course load (based on 2019/2020 pricing). Proposed tuition fees are slightly higher (7%) than the Faculty's existing three course-based masters programs (Sustainable Forest Management, International Forestry and Geomatics for Environmental Management) but similar to related UBC professional masters programs (Table 1). There are very few comparable programs (program focus, university ranking) around the world (Table 2). We estimate that the annual enrolment in the program will be 15-20 students in the first years of the program and 30 students annually after 5 years. We anticipate that at least 50% of the annual enrollment will be international. On acceptance into the program, students will be required to pay a \$1,000 CDN non-refundable deposit which will be applied to their first tuition installment.

Estimated annual Faculty costs include (5 year average):

Program Lecturer	\$106,000	(Salary with benefits)
Program Director	\$25,000	(max 10% time allocation+ \$6,000 stipend)
Instructor buyout	\$80,000	(4 courses x 20k, full cost of Instructor)
Program Administration	\$16,000	(UBC for. Grad Office, 25% of CE programs)
Admission Support	\$12,000	(UBC for Grad Office, 25% of CE programs)
TA support	\$30,000	(5 x \$6,000)
Marketing	\$30,000	(10% of salaries of marketing staff, material)
Sauder licensing	\$22,500	(3 courses/ 50 % of licensing costs)
SPPGA licensing	\$7,500	(1 course/ 50 % of licensing costs)
Space	\$16,000	(1,000sf)
Student Financial Aid	\$50,000	(by year 3)
Annual course development	<u>\$10,000</u>	
	<b>\$405,000</b>	

The program development costs (course development, online course material, marketing etc.) are approximately \$250,000.

**Table 1.** Comparison of duration and tuition of the MUFL program to professional programs at UBC.

Faculty	Program	Duration (mths)	Domestic Tuition 2018/19	International Tuition 2018/19
Forestry	Master of Sustainable Forest Management	11	\$18,300	\$31,874
Forestry	Master of International Forestry	10	\$18,300	\$31,874
Forestry	Master of Geomatics for Environmental Mgmt.	9	\$17,687	\$32,960
Land and Food Systems	Master of Food and Resource Economics	12	\$21,364	\$41,369
Land and Food Systems	Master of Land and Water Systems	12	\$19,347	\$34,205
Applied Science	Master of Urban Systems (MEL)	12	\$28,652	\$48,801
Applied Science	Master of Urban Design	12	\$18,401	\$32,880
	Averages	11	<b>\$20,293</b>	<b>\$36,280</b>
Forestry	Master of Urban Forestry Leadership	13	\$20,000	\$35,000

**Table 2.** Comparison of the duration and cost of the MUFL program with the 6 programs worldwide.

Univeristy	Program	Duration (mths)	Domestic Tuition 2018/19	International Tuition 2018/19
University of Toronto	Master of Forest Conservation	16	\$13,300	\$38,000
Fleming College	Certificate in Urban Forestry	12	\$ 4,200	\$14,300
Copenhagen University	MSc. in Landscape Architecture/Green space mgmt.	24	\$ -	\$44,000
University of Central Lancashire	MSc. in Arboriculture and Urban Forestry (on-line)	36	\$11,000	\$14,000
Oregon State University	Graduate Certificate in Urban Forestry (on-line)	12	\$12,000	\$12,000
Auburn University	Master of Natural Resourses, minor in urban forestry	12	\$ 7,000	\$19,000
	Averages	18	<b>\$ 7,917</b>	<b>\$23,550</b>
University of British Columbia	Master of Urban Forestry Leadership	13	\$20,000	\$35,000

Faculties belonging to same tier (4 best forestry faculties in the world) as UBC Forestry are in Scandinavia (SLU in Sweden and Helsinki University in Finland) and in US (Oregon State University). They do not have graduate level programs in urban forestry. SLU and Helsinki do not have fees for EU students. Outside EU students pay CAD\$40,000 in SLU and CAD\$44,000 in Helsinki for 2 year forestry master's program.

## **Proposed Tuition and Fees**

The proposed program tuition is **\$20,000 for domestic students and \$35,000 for international students** for the program's 30 credit course load (based on 2019/2020 pricing). The tuition fees will be paid in 3 installments. On acceptance into the program, students will be required to pay a \$1,000 CDN non-refundable deposit which will be applied to their first tuition installment.

The Faculty aims to start providing student financial aid in year 3 after the significant program development costs have been paid off. 7-10% of the tuition revenues will be set aside for financial aid which will amount to approximately \$50,000-60,000/year.

## APPENDIX 2: STUDENT SUBMISSIONS

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### There were verbatim comments from the GSS.

- In the proposal, it is stated that “[p]roposed tuition fees are slightly higher (7%) than the Faculty’s existing three course-based masters programs... but similar to related UBC professional masters programs...” But I could not find any explanation in the proposal as to why this new program should be more expensive than the other course-based masters programs offered by the Faculty or why it should be priced on par with related UBC professional masters programs. As far as I understand, this new program is a course-based masters, not a professional masters program. I think the proposal should be more explicit with their reasons.
- Also, “[on] acceptance into the program, students will be required to pay \$1,000 CDN non-refundable deposit which will be applied to their first tuition installment.” How was the amount set? And why this amount?
- Some of the core courses are offered by other UBC faculties (Sauder) and schools (Public Policy). Could the proponents speak a little bit more about their discussions with these other institutions? Are these courses already offered by these institutions to their respective students? If so, how will the Faculty of Forestry ensure that there will be enough spaces for the students of this new program? Or were these courses designed specifically for this new program? If so, how will the Faculty of Forestry ensure that there will be instructors of these courses?

### There were verbatim comments from the FUS.

- Perhaps a certificate program should be considered, so it takes less time and is less expensive to complete, as this may attract more people than a full Master's degree. As stated in the document, a few more people would be interested in a certificate than in a full Master's degree.
- It might be good to see some more statistics on the interest levels at other universities for this program. It seems like the surveys completed so far have been very centered on UBC, and if international students are expected to compose 50% of the program, it might be helpful to get more input from them.
- Is there a reason that tuition for the MUFL degree is 7% more than any other Master's degree in Forestry? I would like to see more cost break-downs for each Master's program to see why the MUFL tuition is so much greater, if there is a reason.
- Why is the UBC MUFL tuition \$12,000 more expensive, for both domestic and international students, compared to the average tuition for similar programs around the world? Would it be possible to lessen this gap?

There was a submission from the AMS.



Student Society  
of UBC Vancouver

**Submission to the UBC Board of Governors regarding the Tuition for the New  
Master of Urban Forestry Leadership  
March 12<sup>th</sup>, 2018**

Dear Board of Governors,

This submission is being made on behalf of the Alma Mater Society (AMS) of UBC Vancouver in response to the request for feedback from the Vice President Students Office sent on February 2<sup>nd</sup>, 2018 on the tuition for the Master of Urban Forestry Leadership.

The proposed tuition is \$20,000.00 for domestic students and \$35,000.00 for international students. The Faculty will also aim to start providing student financial aid after Year 3 of the program, after offsetting significant program and development costs.

This Masters' degree will be the first of its kind, spearheading the development of leaders as urban forestry professionals globally are confronted with the rapid scale of urbanization and climate change. This program also aligns with UBC's commitment to sustainability, by providing prospective students with knowledge and applied skills to be agents of change in the urban forestry industry.

The AMS appreciates that these opportunities are made available to both international and domestic students with parity to similar Masters' programs around the world, while acknowledging the unique strengths of the program. The AMS hopes that UBC will be able to commit significant aid and scholarship for this program to ensure these opportunities are accessible to all financial backgrounds. The AMS would appreciate an update from the development office on what awards and scholarships are acquired.

The AMS supports the creation of this new program and we are grateful to the University for including student input in this process. We look forward to the creation of this program and the great work that will be accomplished by those students who enroll in it.

Sincerely,

**Alan Ehrenholz**  
President  
AMS Student Society of UBC Vancouver  
president@ams.ubc.ca

**Max Holmes**  
Vice President Academic and University Affairs  
AMS Student Society of UBC Vancouver  
vpacademic@ams.ubc.ca