









Academic Quality

1. Innovative, Quality Programs for Academic Excellence

OBJECTIVE 1.1 Enhance and innovate undergraduate curriculum and program offerings based on distinctive FES tenets (e.g. sustainability, justice), themes (e.g. social justice, urban issues, environmental management), pedagogies (e.g. interdisciplinarity,

Action/Strategy	Measurable/Milestone	Status
Address CPR reviewer recommendations and FES responses to increase flexibility of program requirements; increase visibility and diversity of experiential education opportunities; explore capstone experiences	Various milestones incorporated in other IRP objectives/actions.	 Progressing
Conduct external analysis of environmental studies undergraduate programs in Canada so as to affirm and articulate FES distinctive identity, approaches, and programs	Usher Report completed March 2019 via Vice-Provost Academic Office	 Completed
Review existing and potential certificate offerings to ensure these meet students' needs and add value to major degrees	Undergraduate certificate review anticipated for 2019/20	 On Track
Embed engagement with experiential spaces (e.g. Maloca Gardens, ZigZag Gallery, Cross Roads Gallery and Wild Garden Media Centre) into FES curricular offerings	Two new course offerings include Maloca Garden course (ENVS 3800) in S'19 and Curatorial Spaces courses in F'19	 Completed






OBJECTIVE 1.2 Enhance and refine graduate curriculum and program offerings to ensure flexibility, high quality learning outcomes, and effective advisory support

Action/Strategy	Measurable/Milestone	Status
Address CPR reviewer recommendations and FES responses to simplify MES Program of Study pedagogy (administratively and course requirements); explore MES course-based and/or thesis-based options; consider distinctive Masters of Planning program	Various milestones incorporated in other IRP objectives/actions	 Progressing
Conduct external analysis of environmental studies graduate programs in Canada so as to affirm and articulate FES distinctive identity, approaches, and programs	External analysis of graduate programs anticipated for 2019/20	 On Track
Review existing and potential diploma offerings to ensure these meet students' needs and add value to graduate degrees		 On Track
Explore professional graduate courses and degree options in potential collaboration with Continuing Studies	Graduate diploma review anticipated for 2019/20	 On Track



Faculty of Environmental Studies

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OBJECTIVE 1.3 Advance visioning and curricular development of a new Faculty of Environment based on research synergies, signature pedagogies, and core tenets of FES and Department of Geography

Action/Strategy	Measurable/Milestone	Status
Continue discussions of new faculty establishment	Held broad discussions with FES and Geography colleagues Held visioning retreat in Feb 2019 Established institutional support via Facilitating Group	 On Track
Propose establishment of new faculty for approval at all levels of university governance	Drafted and circulated proposal for new faculty establishment Approved proposal at FES, Geog/LA&PS, APPRC, Senate, BoG	 On Track
Establish new faculty	Establish Faculty of Environment Interim Faculty Council on July 1st 2019 Launch Faculty of Environment on July 1st 2020	 On Track
Develop learning outcomes and curricular maps for undergraduate programs	Curriculum review, planning, development scheduled for 2019/20	 On Track
Refine graduate program offerings and approaches	Curriculum review, planning, development scheduled for 2019/20	 On Track

OBJECTIVE 1.4 Explore collaborative programs (e.g. Environmental Science, Business & Environment, etc.) with other Faculties (e.g. Faculty of Science, Schulich School of Business, etc.) to enhance Environment @York programming

Action/Strategy	Measurable/Milestone	Status
Liaise with Deans, Associate Deans and Program Directors in other units to discuss opportunities	Liaise with Faculty of Science re environmental science; Liaise with Schulich re environment & business; Liaise with LA&PS re URST, DEM, B&S; Liaise with Lassonde re environmental engineering	 Progressing
Establish working groups to explore opportunities	Held environmental science dialogue; explored environment & business; Held dialogues with URST, DEM; Held dialogues with environmental engineering	 Progressing





OBJECTIVE 1.5 Establish purposive, interdisciplinary, globally-focused, self-sustaining curriculum at Las Nubes Ecocampus

Action/Strategy	Measurable/Milestone	Status
Develop and operationalize strategic plan to enhance existing program offerings; enhance infrastructure; confirm governance, management and administrative structure; model budget scenarios; refine advancement strategy; confirm curriculum	Developed strategic plan; developed measurables and milestones for 2019/20	 On Track







Academic Quality

2. Advancing Exploration, Innovation and Achievement in Scholarship, Research and



OBJECTIVE 2.1 Increase visibility and profile of faculty research activities and achievements

Action/Strategy	Measurable/Milestone	Status
Develop and implement research communication plan	Review SWOC analysis of communication approaches; consult widely with communications staff, faculty, students; explore best practices in other units; assess resource needs; draft strategic 'placemat'	 On Track
Enhance knowledge mobilization and promotion activities	Review SWOC analysis of KM and PR; consult widely with staff, faculty, students; explore best practices in other units; assess resource needs; set targets	 On Track
Align with advancement strategic plan and initiatives	Develop research intensification plan; match potential donors/prospects with fund-raising initiatives	 On Track
Re-invigorate the Dean's Award for Research Excellence	Present awards regularly beginning April 2019	 On Track

OBJECTIVE 2.2 Enhance FES research intensity by continuing to encourage individual and collaborative grant applications, and providing grant support






Action/Strategy	Measurable/Milestone	Status
Improve pre- and post-grant research support	Conduct SWOC analysis	 Progressing
Orient overhead funds to support research activities		 Progressing
Review and revise criteria for faculty research and travel grants		 Progressing
Offer course release for administration and leadership in large collaborative grants		 On Track
Support professional development of faculty and students via York's Research Commons		 On Track
Explore opportunities associated with existing and potential ORUs		 Progressing

OBJECTIVE 2.3 Build on research synergies between graduate students and faculty



Action/Strategy	Measurable/Milestone	Status
Align more closely graduate student recruitment, admissions, funding and supervision with faculty research interests and projects		 Progressing
Encourage faculty grant submissions that offer opportunities for graduate research assistantships		 Progressing

Student Success



OBJECTIVE 3.1 Enhance and extend experiential education opportunities through placements, internships, and research opportunities with multi-stakeholders (industry, government, civil society, within academia) to ensure employability and hands-on skills

Action/Strategy	Measurable/Milestone	Status
Hire experiential education coordinator		 Completed
Review existing classroom-based and beyond classroom experiential activities and experiences		 Completed
Create database of individuals and organizations for student placements		 On Track
Plan strategic targets of placements, organizations, etc.		 On Track
Further develop on-campus opportunities for experiential education (e.g. Maloca and Native Plant Garden, ZigZag and CrossRoads Galleries, Sustainability Office, Regenesiis, etc).	Scheduled placements for Maloca and Sustainability Office during S'19	 On Track




OBJECTIVE 3.2 Expand internationalization in the curriculum

Action/Strategy	Measurable/Milestone	Status
Enhance programming and access to Las Nubes Ecocampus		 Progressing
Establish first-year course offering for international students in YUELI	Hired PDF to develop and teach course during 2019/20	 On Track




OBJECTIVE 3.3 Attract and retain high quality undergraduate students

Action/Strategy	Measurable/Milestone	Status
Explore opportunities to enhance first-year experience, increase program requirement flexibility, offer added-value credential options	Curriculum review, planning, development scheduled for 2019/20	 Progressing
Enhance and promote experiential education opportunities		 On Track

OBJECTIVE 3.4 Attract and retain high quality graduate students



Action/Strategy	Measurable/Milestone	Status
Explore opportunities to increase pathways and diversify approaches within MES program (e.g. Plan of Study, course-based, thesis options)	Curriculum review, planning, development scheduled for 2019/20	 On Track
Provide support and pedagogical training for TAs and Teaching Fellows	Offer FES training sessions at the beginning of term; connect TAs and Teaching Fellows to Teaching Commons programming	 Progressing
Improve graduate student time-to-completion	Investigate reasons for delayed completion; identify institutional challenges; explore career pathways	 Progressing

OBJECTIVE 3.5 Continue to foster faculty pedagogical excellence, innovation and appreciation




Action/Strategy	Measurable/Milestone	Status
Promote and celebrate teaching and learning accomplishments	Focusing Committee of Instruction meetings on key teaching and learning themes (e.g. experiential education, sustainability in the curriculum, etc.); highlighting faculty instructor teaching practices	 On Track
Encourage connections between FES and Teaching Commons via professional development and capacity building opportunities and pedagogical dialogues	Inviting Teaching Commons to participate in Committee of Instruction meetings and Faculty of Environment planning sessions	 On Track
Revive Dean’s Teaching Award and Community Engagement Award	Present award regularly beginning April 2019	 On Track

Student Success
4. A Student-Centred Approach

OBJECTIVE 4.1 Increase and enhance contact time between faculty and students




Action/Strategy	Measurable/Milestone	Status
Ensure course offerings instructed by full-time faculty with part-time faculty supporting sabbatical leaves and/or adding value as practitioners where relevant	Identify pivotal part-time faculty positions (based on sabbatical or added value); reduce number of part-time positions	 On Track
Offer faculty support and professional development on teaching and advising	Through annual one-on-one conversations with Dean; through promotion of Teaching Commons programming	 On Track

OBJECTIVE 4.2 Provide high quality student support services so as to improved undergraduate retention and improved graduate progress to completion





Action/Strategy	Measurable/Milestone	Status
Survey students to identify service needs and wants		 Progressing
Engage students proactively from moment of acceptance	Invitations to campus; regular updates and guidelines; connections to faculty advisors; outreach activities	 Progressing
Explore additional advising models (e.g. peer support, balancing individual and group advising)		 Progressing

Engagement and Outreach
5. Enhanced Campus Experience

OBJECTIVE 5.1 Enhance experiential education spaces to support teaching, research, engagement activities

Action/Strategy	Measurable/Milestone	Status
Pursue innovative solutions to enhance and sustain nature spaces (e.g. Maloca Garden, Native Plant Garden)	Embedding into curriculum as experiential education opportunities and student placements	 Progressing
Pursue innovative solutions to enhance and sustain art spaces (e.g. ZigZag Gallery, Crossroads Gallery, Wild Garden Media Centre)	Embedding into curriculum as experiential education opportunities and student placements	 Progressing
Pursue innovative solutions to enhance and sustain Las Nubes Ecocampus	Developed strategic plan; developed measurables and milestones for 2019/20	 Progressing




OBJECTIVE 5.2 Champion Sustainability @York through FES initiatives, practices, and spaces

Action/Strategy	Measurable/Milestone	Status
Collaborate actively with Sustainability Office and President's Sustainability Council (e.g. WWF Living Planet @Campus initiative)	Actively liaising with Sustainability Office on sustainability issues and aligning efforts	 On Track
Collaborate actively with student environmental groups (e.g. Regenesis) and individuals	Actively liaising with student environmental groups and individuals	 Progressing
Achieve 'platinum level' Green Office Certification and WWF Living Planet @Work campaign	Establish Dean's Office student placement opportunity to champion this initiative; build upon environmental audit conducted in Envs4442; connect with student environmental groups on sustainability practices	 Progressing
Offer experiential education opportunities through sustainability initiatives (e.g. environmental audits, sustainability research, EFI, WWF campaign, Campus Clean-Up campaigns)	Securing placements, research and work opportunities	 On Track


Engagement and Outreach

6. Enhanced Community Engagement

OBJECTIVE 6.1 Establish FES Internationalization Plan

Action/Strategy	Measurable/Milestone	Status
Articulate directives for Las Nubes to enhance ecocampus potential	Developed strategic plan; developed measurables and milestones for 2019/20	 On Track
Participate in Yueli program by developing and offering first-year environmental studies course for international students	Hired PDF to develop and teach course during 2019/20	 On Track
Align FES efforts with York International and York Internationalization Strategic Planning efforts	Liaising with Director of York International; participating in strategic planning efforts	 On Track


OBJECTIVE 6.2 Expand community engagement to build upon FES praxis orientation, collaborative spirit, and commitment to socio-environmental justice

Action/Strategy	Measurable/Milestone	Status
Enhance communication and opportunities with robust and engaged Alumni network		 On Track


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Identify key initiatives through which to mobilize community-engagement (e.g. Maloca, Las Nubes, Sustainable Energy Initiative)

 On Track

Partner with leading ENGOs on innovative programming and outreach efforts to inspire environmental engagement (e.g. Change Your World, UNSDG Training Program, Eco-Source teacher professional development, 3% Project mobilizing youth, Eco-Hacks)



 On Track

Pursue training and strategic planning to enhance advancement, alumni and external relations

Dean and Senior Development Officer attended CASE Dean's Advancement Training in January 2019


 Completed

OBJECTIVE 6.3 Champion equity, diversity and inclusivity efforts


Action/Strategy	Measurable/Milestone	Status
Offer regular seminars through FES Equity Committee to advance understanding of diversity issues on campus (e.g. sexual harassment, racism, organizational culture, etc.)	Offered six equity-related seminars during 2018/19; schedule additional seminars for 2019/20	 On Track
Open learning opportunities for diverse groups of learners (e.g. Yueli program to international community, Las Nubes accessibility across sociodemographic groups)		 Progressing

Enabling the Plan
7. Enabling the Plan

OBJECTIVE 7.1 Engage ongoing curriculum review process that is evidence-based, multi-stakeholder engaged, learning outcomes-oriented, strategically-focused, and aligned with faculty expertise, inter-faculty synergies, and external demand





Action/Strategy	Measurable/Milestone	Status
Undergraduate and graduate curriculum reviews planned for 2019/20		 On Track

OBJECTIVE 7.2 Build an engaged FES community of faculty and staff by celebrating accomplishments, transparent strategic planning, encouraging professional development, and elevating morale





Action/Strategy	Measurable/Milestone	Status
Kudos process and website for 'spotlights'		 On Track

Faculty of Environmental Studies



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Review staff organizational structure, roles and tasks in areas of advancement, alumni relations, communications, experiential education	Enhance communication between staff and Dean; Staff dialogues planned for 2019/20	 On Track
Build capacity among faculty and staff members through professional development, equity diversity and inclusivity workshops, consultative dialogues		 On Track
Enhance channels of communication and consultation to address key issues and/or processes		 On Track
Increase opportunities for social interaction among faculty and staff throughout the year	Held meet'n'greet opportunities with faculty and staff	 On Track

OBJECTIVE 7.3 Pursue financial viability (i.e. balanced in-year budget) through cost savings and revenue generation

Action/Strategy	Measurable/Milestone	Status
Decrease part-time faculty instructor costs	Reduced part-time faculty instructor costs	 On Track
Rebalance undergraduate and graduate resources	Address during curriculum reviews 2019/20	 Progressing
Seek staffing efficiencies (e.g. Dean's Office ADR replacement, student resource officer)	Removed one staff position and did not seek ADR replacement during Summer months	 On Track
Pursue revenue streams through Yueli and continuing studies options		 On Track

OBJECTIVE 7.4 Promote clear and consistent image of FES, its innovative degree programs, research excellence, and community engagement


Action/Strategy	Measurable/Milestone	Status
Develop and implement coherent and compelling communications plan (targeting prospective applicants, journalists, organizations, general public, scholars more effectively via webpage, social/traditional media, on-campus events)	Develop communications plan during 2019/20	 On Track
Create effective, data-driven strategic enrolment practices that aligns/coordinates with central recruitment initiatives		 On Track

Faculty of Environmental Studies




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Support excellence in communication and recruitment staff




Develop communications plan during 2019/20

 On Track

OBJECTIVE 7.5 Achieve undergraduate enrolment targets in terms of quantity and quality of students

Action/Strategy	Measurable/Milestone	Status
Active conversion of 2019/20 cohort	Telephone outreach; invitations to campus; social media outreach; recruitment events	 On Track
Enhance promotional materials and website to attract students	Align with pan-university digitization strategy; review FES web content; redesign to emphasize excellence, experiential education, community engagement	 On Track
Review, revise and innovate undergraduate program offerings (majors, minors, certificates, college 2+2)	Curriculum review, planning, development scheduled for 2019/20	 On Track

OBJECTIVE 7.6 Achieve graduate enrolment targets in terms of quantity and quality of students

Action/Strategy	Measurable/Milestone	Status
Active conversion of 2019/20 cohort	Telephone outreach; invitations to campus; social media outreach; recruitment events	 On Track
Enhance promotional materials and website to attract students	Align with pan-university digitization strategy; review FES web content; redesign to emphasize excellence, experiential education, community engagement	 On Track
Review, revise and innovate graduate program offerings (MES, PhD, diplomas)	Curriculum review, planning, development scheduled for 2019/20	 On Track

