

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,

Strategy/Action

Measure/Milestone

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.



Completed

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



Completed

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

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



On Track

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



Completed

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 2020/21		On Track
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		Completed
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		Completed
Establish new faculty	Establish Faculty of Urban and Environmental Change Interim Faculty Council on January 1st 2020 Launch Faculty of Urban and Environmental Change on July 1st 2020		Completed
Develop learning outcomes and curricular maps for undergraduate programs	Curriculum review, planning, development scheduled for 2019/20		Completed
Refine graduate program offerings and approaches	Curriculum review, planning, development scheduled for 2020/21		On Track
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		Completed
Establish working groups to explore opportunities	Held environmental science dialogue; explored environment & business; Held dialogues with URST, DEM; Held dialogues with environmental engineering		Completed

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



Completed

Academic Quality

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

OBJECTIVE 2.1

Increase visibility and profile of faculty research activities and achievements

Strategy/Action	Measure/Milestone		
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'		Completed
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		Completed
Re-invigorate the Dean's Award for Research Excellence	Present awards regularly beginning April 2019		Completed
Improve pre- and post-grant research support	Conduct SWOC analysis		On Track
Orient overhead funds to support research activities			Completed
Review and revise criteria for faculty research and travel grants			Completed
Offer course release for administration and leadership in large collaborative grants			Completed

Support professional development of faculty and students via York's Research Commons		Completed
Explore opportunities associated with existing and potential ORUs		Completed
Align more closely graduate student recruitment, admissions, funding and supervision with faculty research interests and projects		On Track
Encourage faculty grant submissions that offer opportunities for graduate research assistantships		Completed

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

Strategy/Action

Measure/Milestone

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		Completed	
Plan strategic targets of placements, organizations, etc.		Completed	
Further develop on-campus opportunities for experiential education (e.g. Maloca and Native Plant Garden, ZigZag and CrossRoads Galleries, Sustainability Office, Regenesi, etc).	Scheduled placements for Maloca and Sustainability Office during S'19		Completed
Enhance programming and access to Las Nubes Ecocampus		Completed	

Establish first-year course offering for international students in YUELI	Hired PDF to develop and teach course during 2019/20		Completed
Explore opportunities to enhance first-year experience, increase program requirement flexibility, offer added-value credential options	Curriculum review, planning, development scheduled for 2019/20		Completed
Enhance and promote experiential education opportunities			Completed
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 2020/21		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		Completed
Improve graduate student time-to-completion	Investigate reasons for delayed completion; identify institutional challenges; explore career pathways		Not Evaluated
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		Completed
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		Completed
Revive Dean's Teaching Award and Community Engagement Award	Present award regularly beginning April 2019		Completed

Student Success

4. A Student-Centred Approach

OBJECTIVE 4.1

Increase and enhance contact time between faculty and students

Strategy/Action

Measure/Milestone

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		Completed
Offer faculty support and professional development on teaching and advising	Through annual one-on-one conversations with Dean; through promotion of Teaching Commons programming		Completed
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		Completed
Explore additional advising models (e.g. peer support, balancing individual and group advising)			Completed

Engagement and Outreach

5. Enhanced Campus Experience

OBJECTIVE 5.1

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

Strategy/Action	Measure/Milestone		
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		Completed
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		Completed
Pursue innovative solutions to enhance and sustain Las Nubes Ecocampus	Developed strategic plan; developed measurables and milestones for 2019/20		Completed
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		Completed

Collaborate actively with student environmental groups (e.g. Regenesis) and individuals	Actively liaising with student environmental groups and individuals		Completed
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		Discontinued
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		Completed

Engagement and Outreach
6. Enhanced Community Engagement

OBJECTIVE 6.1
Establish FES Internationalization Plan

Strategy/Action	Measure/Milestone		
Articulate directives for Las Nubes to enhance ecocampus potential	Developed strategic plan; developed measurables and milestones for 2019/20		Completed
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		Completed
Align FES efforts with York International and York Internationalization Strategic Planning efforts	Liaising with Director of York International; participating in strategic planning efforts		Completed
Enhance communication and opportunities with robust and engaged Alumni network			Completed
Identify key initiatives through which to mobilize community-engagement (e.g. Maloca, Las Nubes, Sustainable Energy Initiative)			Completed

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)

 Completed

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

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

 Completed

Open learning opportunities for diverse groups of learners (e.g. Yueli program to international community, Las Nubes accessibility across sociodemographic groups)

 Completed

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

Strategy/Action

Measure/Milestone

Undergraduate and graduate curriculum reviews planned for 2019/20

 Completed

Kudos process and website for 'spotlights'

 Completed

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

 Completed

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		Completed
Decrease part-time faculty instructor costs	Reduced part-time faculty instructor costs		Completed
Rebalance undergraduate and graduate resources	Address during curriculum reviews 2019/20		On Track
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		Completed
Pursue revenue streams through Yueli and continuing studies options			Completed
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			Completed
Support excellence in communication and recruitment staff	Develop communications plan during 2019/20		On Track
Active conversion of 2019/20 cohort	Telephone outreach; invitations to campus; social media outreach; recruitment events		Completed
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		Completed
Review, revise and innovate undergraduate program offerings (majors, minors, certificates, college 2+2)	Curriculum review, planning, development scheduled for 2019/20		Completed
Active conversion of 2019/20 cohort	Telephone outreach; invitations to campus; social media outreach; recruitment events		Completed

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



Completed

Review, revise and innovate graduate program offerings (MES, PhD, diplomas)

Curriculum review, planning, development scheduled for 2020/21



On Track