

**Three-Year Report on
the Strategic Plan for the
Yale School of the
Environment
October 2020**

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FOREWORD: BUILDING OUR LEGACY IN 2020

In academic year 2016-17, the then Yale School of Forestry & Environmental Studies produced a Strategic Plan through a process characterized by true collaboration among faculty, staff, students, alumni, and our Leadership Council. The entire School community worked together to develop a plan that is highly aspirational. It builds on our strengths, addresses our gaps, and focuses on our role in this extraordinarily challenging and unique time in history for the environment. We exert our energies toward a common vision—knowledge and leadership for a sustainable future—and build on our legacy of impact through our scholarship, teaching, and practice. Our faculty and staff have engaged deeply in the last three years to ensure that we are making tremendous progress toward achieving our aspirations. The collective leadership has been truly impressive.

In this document, we provide a summary of our collective accomplishments, reiterate aspirations that are longer-term, and focus in on specific goals for the coming two years, the final two years of the current Strategic Plan. We organize the report around the strategies we developed to reach our goals.

A SUMMARY OF THE OUTCOMES AND GOALS

We seek to realize two overarching outcomes:

- *Broaden and deepen the School's impact on a sustainable future through scholarship, practice, training, and engagement*
- *Strengthen the School's community of faculty, staff, and students – knowing that this community shapes our daily lives and determines our collective success*

To broaden and deepen the School's impact, we commit to six major goals:

- Diversify our faculty, students, staff, and our partnerships more broadly so that we can think, act, and engage most effectively with the wide breadth of environmental challenges
- Invest in new 21st century environmental scholarship, problem solving, and leadership initiatives, by both building on our School's strengths and filling our School's gaps
- Define and provide the skills and knowledge for the world's environmental leaders in the 21st century
- Raise the effectiveness and recognition of the School's unique leadership and contributions to global and local sustainability challenges, including those at Yale
- More effectively engage and leverage Yale's network, particularly alumni and partners
- Ensure that our available resources match current and future needs, recognizing that this will require expanded fundraising and grant seeking efforts

To strengthen our community, we aspire to meet three goals:

- Recognize, value, and empower the wide range of individuals and contributions to ensure the success of our School's mission
- Create a sense of collective identity that instills pride and a willingness to contribute to the common good ("OneFES," current "OneYSE")
- Promote a diverse and inclusive School community that empowers all individuals

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PROGRESS ON STRATEGIES AND ACTIONS

Support diversity, equity, and inclusion, and increase faculty, staff, and student diversity

Leadership in DEI:

In our Plan, we committed to creating a senior administrative position – and the organization infrastructure around this position, to focus on guiding the School strategically and practically toward buildings, representing, and retaining Diversity Equity, and Inclusion (DEI) at all levels.

We created a new position of Assistant Dean of Community and Inclusion, and were fortunate in hiring the inaugural leader, [Dr. Thomas Easley](#), and an Assistant Director to oversee the office. Assistant Dean Easley has led a large number of initiatives since his arrival in January 2018. Together with staff and students he:

- Developed our student orientation module on community values
- Established, developed, and delivered DEI workshops and trainings, including a new series this semester on antiracism
- Initiated a monthly Community Conversation
- Organized cultural celebrations, in concert with cultural centers
- Engaged with other Schools and Yale College
- Coordinated multiple New Haven outreach efforts
- Engaged nationally with a network of natural resources organizations to support diversity and build professional and academic pipelines

• The series runs from Friday, September 11 through Wednesday, November 25 *due to the Thanksgiving holiday (11 workshops in total).

• All events will begin promptly at 1 pm EST.

• A Zoom link will be emailed to registered students.

Goals:

- Assist faculty with recruiting more people of color
- Assist faculty with pedagogy and understanding DEI
- Build external relationships with academic institutions, local communities, and related entities for recruiting students, faculty, postdocs, and more
- Assist the school by increasing the capacity of the organization to address issues of identity and diversity

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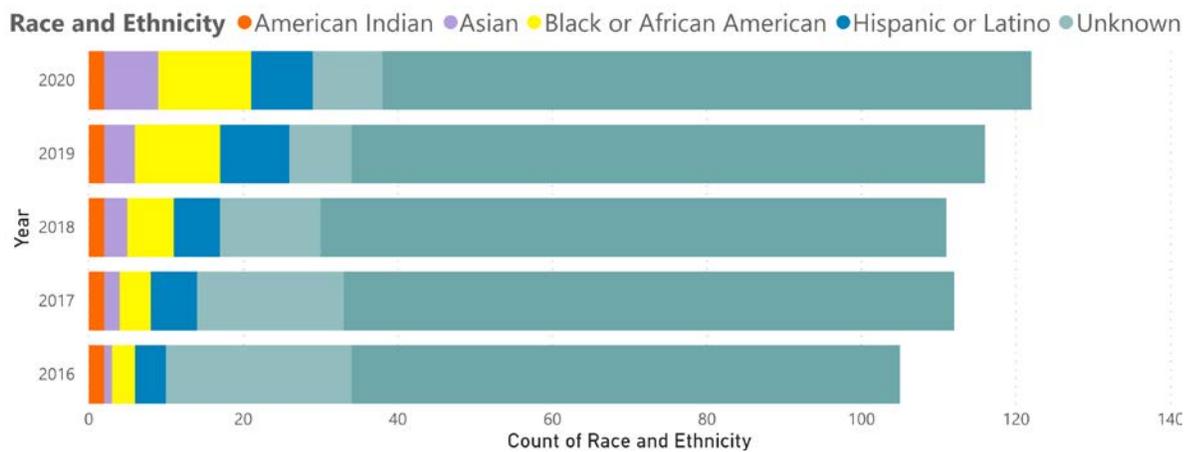
- Continue cultivating an environment for diverse talents, scholarship, and ideas

In collaboration with the Dr. Easley and the Office of Community and Inclusion, we developed recruiting and hiring principles and plans, which have resulted in progress in diversifying our staff, students, and faculty.

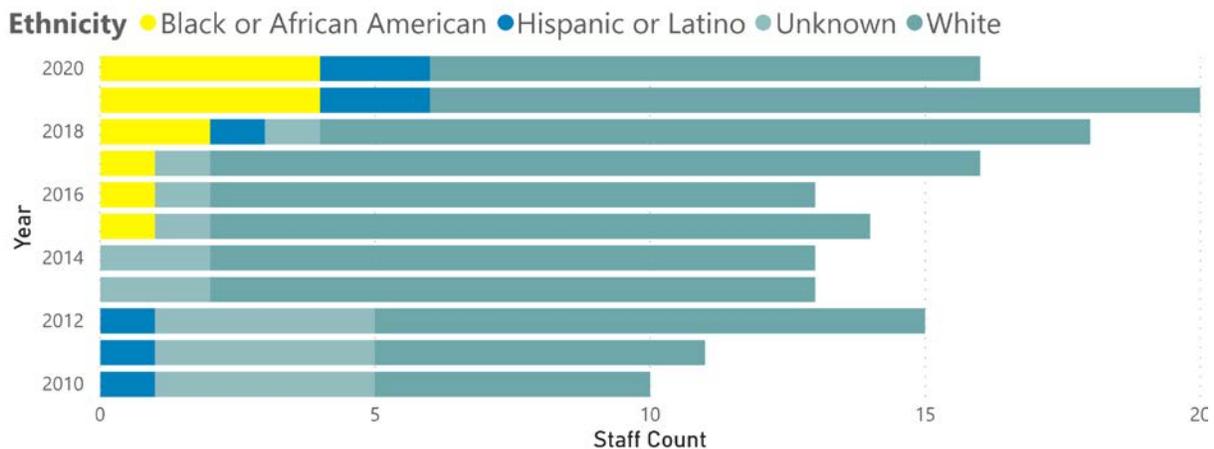
Staff:

We have made strong progress in diversifying the staff, particularly with respect to staff leadership positions.

Racial Makeup by Year



Staff Leadership by Year and Ethnicity

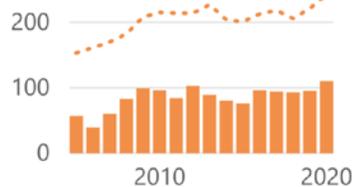


Students:

We have made some progress in recruiting new applications of students of color (POC means People of Color in the graphs below), in admitting students of color, and in matriculating students of color.

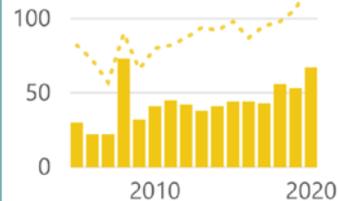
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Applications by POC vs. Value Representative of US Population



● Application... — Represent...

Admitted POC vs. Value Representative of US Population



● Admitted ... — Represent...

Matriculated POC vs. Value Representative of US Population

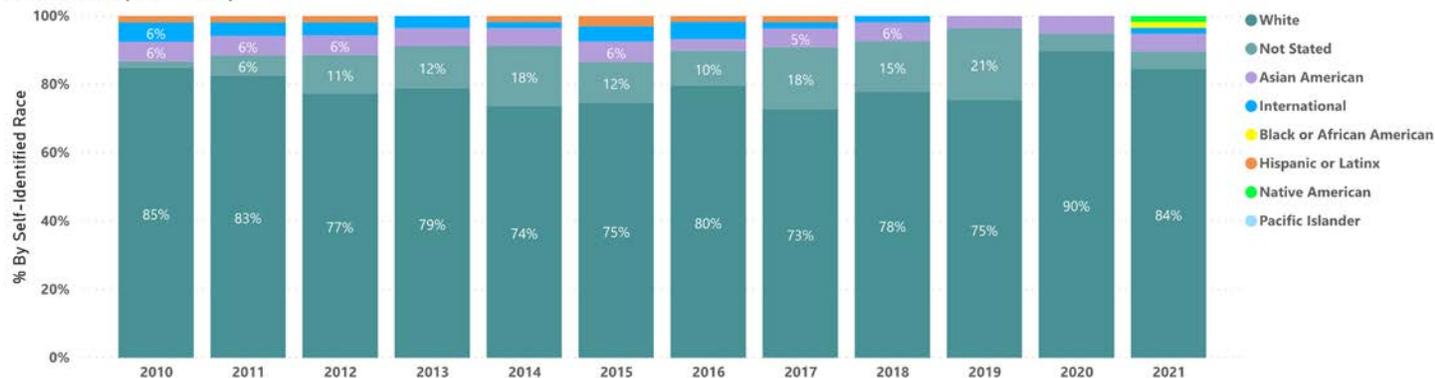


● Matriculat... — Represent...

Faculty:

This past year, we were able to complete searches that increased our faculty diversity (this figure shows ladder as well as non-ladder faculty), as well as increasing our depth in the key strategic area of environment justice.

Racial Makeup, All Faculty



Goals:

While we have made some progress in diversifying our staff, students, and faculty in recent years, there is still much work to be done. We plan to:

- Expand our student recruitment efforts, including by collaborating with our new Professor Dorceta Taylor, who has an unparalleled national network of young students of color
- Raise funds to increase scholarship support for students of color; insufficient financial aid is a barrier to recruitment
- Continue to recruit top staff from diverse groups
- Continue diversifying faculty with respect to race, ethnicity, and gender, despite low faculty turnover

Invest in new 21st century environmental scholarship, problem solving, and leadership initiatives, by both building on our School's strengths and filling our School's gaps

Develop a Climate Change Initiative

Since May of 2017, Climate Change Initiative leader Professor Pete Raymond and colleagues have:

- Developed a new curricular specialization in climate change for the Masters of Environmental Management (MEM) students
- Designed and launched new courses on climate change
- Raised a \$3m gift to support the newly endowed Coleman Burke Visiting Professorship in Climate Change
- Provided leadership in initiating the first Yale-wide Climate Day
- Served on President's Climate Aspirations Committee
- Helped to lead Yale's Planetary Solutions efforts

Goals:

Climate change is the defining issue of our day, and we must stay focused on being at the cutting edge of scholarship, education, and outreach on climate change. Through our membership in the Planetary Solutions Project, and through our entrepreneurship, we hope to establish an even stronger focus in this area. We plan to:

- Raise funding for new professorships, some of which could be joint
- Increase scholarship and fellowship support for master's and doctoral students
- Provide incentives for Yale-wide curricula and research



Develop an Urban Initiative

The Urban Initiative, led by Professor Karen Seto with colleagues, has:

- Developed a new Urban specialization for the MEM program
- Built an Urban Learning Community and planned events, including career chats, alumni presentations, and webinars on selected topics of interest
- Hired an Urban program leader, Asha Ghosh

- Designed and supported new urban courses
- Hosted a summer writing group on cities and resilience
- Received a new professorship bequest to support the hiring of an urban expert

Goals:

Understanding and guiding urban development is a topic that requires many disciplines. We plan to:

- Better integrate and focus our existing urban scholarship in YSE and at Yale; toward this end, we have asked a high profile review committee to evaluate our work and provide recommendations
- Further develop and refine the joint degree with Architecture, to provide more depth to our urban work
- Continue developing a cross-campus Urban@Yale Initiative to provide opportunities for multi-disciplinary collaboration on urban issues; this will be achieved in partnership with our colleagues in allied units, including School of Architecture, School of Nursing, Yale College, School of Management, School of Law, and others
- Develop a website to provide a portal into urban focused research and activities at Yale
- Further develop our urban courses, including continued collaboration with the University of British Columbia and the Global Network for Advanced Management on the Cities and Resilience course; development of one-credit courses on Urban Transportation and Municipal Public Finance; and creation of a new course with the People, Equity, and Environment specialization on urban development and justice, using New Haven as a case study

Develop an Environmental Communications Initiative

The Environmental Communications Initiative focuses on increasing our curricular and co-curricular offerings to students and integrating existing excellent programs. Our overarching goal is to teach effective environmental communication strategies and tactics, conduct research to identify the factors that influence environmental attitudes and behaviors, and inform and inspire the public using mass media. Under the leadership of Dr. Anthony Leiserowitz and his colleagues, we have:

- Launched the Yale Center for Environmental Communications
- Coordinated YSE's public-facing environmental communications initiatives including Yale Environment e360, the Environmental Film Festival, SAGE magazine, the Yale Environmental Review, Yale Climate

Connections, and the Yale Program on Climate Change Communication

- Created 6 new courses in environmental communications
- Trained and supported more than 150 environmental organizations in strategic and digital communications
- Produced hundreds of scientific articles, reports, citations, and news media

Goals:

- Secure our work in this arena through endowment funding
- Consider a specialization in environmental communications for YSE students and a certificate program for working professionals

Develop an Environmental Data Science Initiative

Many of the major advances in environmental scholarship are occurring because of new tools and abilities to measure, monitor, and predict environmental change as well as its causes and consequences, at large spatial scales and rapid time frames. These efforts are generating large quantities of data that require new tools, abilities, and resources themselves. This initiative is linked to many of our other initiatives, as well as a Yale-wide emphasis in expanding data science capabilities. Led by Professor Eli Fenichel and colleagues, we have recently:

- Developed new courses in environmental data visualization, programming, and other data science tools
- Expanded our access to and use of interactive dashboards to assess environmental change
- Initiated a pilot project with the Yale Center for Research Computing and the Tobin Center including raising financial support from the Northeast Big Data Hub 2020 Seed Fund to develop environmental case studies that use cloud computing
- Developed a YSE Github page (a portal for sharing code)
- Assessed the data science needs of faculty and students
- Developed a leadership position within Yale in data science through collaborations with the Statlab and Yale data librarian, Yale Center for Research Computing, Yale IT, the Department of Statistics and Data Science, and Yale University's data science initiatives

Goals

In coming years, we would like to:

- Raise endowment funding to support a practitioner faculty member in environmental data science
- Raise funding to support advanced hardware, software, access to cloud computing, and knowledgeable support staff

- Develop a cloud computing strategy for YSE that complements YSE’s great deal of high performance computing time at Yale, the Cheyenne high performance computer center, and other high performance computing centers

Leverage the School’s convening power by hosting an ongoing Yale Environmental Dialogue

The Yale Environmental Dialogue (YED), led by Professor Dan Esty and colleagues, has had remarkable success in the short period of time since we completed the Strategic Plan, raising the visibility of both our School and of our faculty worldwide, in addition to inspiring attention to new ideas toward sustainability. The focus for this first round of the Dialogue has been “Big ideas for a sustainable future,” in order to seed ideas for provocative conversation to guide actionable, bipartisan approaches to sustainability that are based on rigorous analytical research. To date, YED has:

- Held 20+ dialogues that feature YSE, Yale, and other internationally renowned experts, in 15 cities, 4 countries, and virtually
- Published a highly rated and award-winning book, “A Better Planet: 40 Big Ideas for a Sustainable Future,” with 20 YSE faculty authors, student authors, and other international leaders
- Created partnerships with key external groups, including the Aspen Institute, United Nations Institute for Training and Research (UNITAR), and national and international universities

Goals:

- Expand the audience for dialogues to include more demographics, including a focus on student participants and a strong focus on bipartisan groups
- Host new dialogues to focus on sustainability during the election season
- Broaden the portfolio of dialogues over the coming year to include issue-specific events (beginning with a program led by Karen Seto focused on sustainable cities) and more policy-oriented discussions as the nation and the world move beyond politics to dig into the policy options and obstacles for moving society toward a more sustainable future

“No single idea will solve the complex challenges we face. This will take big thinking that crosses disciplines, regional borders, and political ideology. It’s going to require us to think differently, to challenge ourselves, and to be open to sometimes difficult conversations.”

DANIEL ESTY, PROFESSOR OF ENVIRONMENTAL LAW AND POLICY AT YSE AND YALE LAW SCHOOL AND EDITOR OF A BETTER PLANET: 40 BIG IDEAS FOR A SUSTAINABLE FUTURE

Integrate efforts on environmental justice and environmental health

Progress in Environmental Justice has been remarkable, through efforts led by Professors Michelle Bell and Amity Doolittle. This has been a key area for growth for the School, as we focus on these crucial issues that explicitly connect environmental challenges with humanity, through health, justice, and equity. We have:

- Created new courses with an environmental justice focus
- Revised an existing specialization for the MEM entitled “People, Equity and the Environment,” highlighting an environmental justice pathway through the curriculum
- Obtained \$1.8m in endowment funding for a new Global Environmental Justice Conference
- Developed a new student research fellowship program for masters and doctoral students
- Hired two remarkable individuals who are leaders in environmental justice, Professors Gerald Torres (January 2020) and Dorceta Taylor (July 2020)
- Contributed to a new integrated and interdisciplinary orientation for incoming students that centered discussions on issues of equity and justice in the environmental movement and environmental research and scholarship

Goals:

- Obtain endowment support for named professorships in environmental justice
- Build an integrated program, with our new and long-term faculty, to become the best university for environmental justice scholarship and teaching in the world

Define and provide the skills and knowledge for the world’s environmental leaders in the 21st century

Establish a curriculum structure that effectively balances breadth and depth through foundational offerings and specializations

Work toward this goal occurred during the strategic planning process, under the leadership of then-Senior Associate Dean Matt Kotchen, who began conversations with students, alumni, faculty, and supporters. Since the launch of the new MEM curriculum, Senior Associate Dean Julie Zimmerman, and the faculty leaders of each specialization and learning community, have continued to develop and refine these structures to best accentuate the strengths of YSE and deliver on the intents of a deeper curriculum built on a strong foundation. These efforts have benefited from burgeoning collaborations with the Career

Development Office and the Development and Alumni Office, providing additional support to our ambitious students. We have:

- Launched a new curriculum for MEM students that requires that students meet basic knowledge expectations, complete core courses for their specialization, and build on that knowledge with electives that bring greater depth
- Developed an exciting gateway course for all MEM students, Perspectives, that this year focuses on presenting students with a diversity of viewpoints and expertise; the course has taken different forms each year, focusing in 2018 on faculty perspectives, on a case study on Bristol Bay in 2019, and in 2020 on perspectives in Environmental Leadership
- Developed new Specialization Core courses to cement core knowledge for all students in our ten learning communities
- Developed ten specializations building on the strengths of our faculty
- Established Learning Communities as an overarching framework that support students in all degree programs interested in different academic foci within YSE; a learning community exists for each of our specialization areas, allowing students in all degree programs to participate in events, career planning, and skill building to support their professional and academic growth
- Professional Skills Modules have been developed and structured to better advance academic and professional growth
- Moved non-ladder appointments of individuals with more engagement in the YSE community to longer-term contracts
- Under the leadership of Senior Associate Dean Brad Gentry, developed two online certificate programs to magnify YSE's impact—one in Financing and Deploying Clean Energy, and the other in Tropical Forest Landscapes
- Redesigned MODS with updated and expanded learning objectives that better connect to our overall curriculum structure, and YSE's strong commitment to DEI
- Refined MEM admissions policies and processes to improve the strength and preparedness of our incoming cohorts
- Harmonized and enhanced the capstone offerings for our MEM students, ensuring that they encourage students to stretch outside of their specialization by working on multidisciplinary projects
- Introduced a YSE customized mid-semester evaluation process for all required or core courses (encouraged for all courses) to assist with continual course delivery improvement

Goals:

- Develop and launch a new program focused on environmental

- leadership to expand our impact
- Review the current mid-career Masters of Environmental Management

Strengthen the doctoral program

This goal was developed in recognition of the need for creative environmental scholars to lead in academics, government, business, and non-profit arenas, across the world. Despite our commitment to the doctoral program, it has not grown concomitantly with the growth of our faculty over recent decades. Under the leadership of Senior Associate Dean and Professor Os Schmitz and colleagues, we have:

- Developed a new budget model that secures resources for doctoral students
- Secured extra-year support for students whose research has been impacted by the pandemic
- Developed a new governance structure for doctoral students
- Developed new recruiting events to give prospective students a stronger understanding of YSE and our community
- Worked with our doctoral students to explore the data related to our diversity, and identify pathways for improvement in recruiting and matriculating a more diverse cohort

Goals:

- Secure endowment support for doctoral student fellowships, providing budget relief for the School and increasing the numbers of doctoral students we can support
- Encourage students to seek their own external fellowship money by providing incentives

Reinforce and establish joint programming and degree programs with Yale College and Yale Schools

Our School is characterized by our partnerships across campus, as we deliver a number of joint degrees, most of our faculty have at least one secondary appointment across campus, and we have a large number of faculty from across Yale with secondary appointments in our School. We have had one great success in the last year, under the leadership of Senior Associate Dean Julie Zimmerman:

- Establishment of a new joint master's degree program with Engineering in Environmental Engineering

Goals:

- Continue to refine, strengthen, and recruit for other joint degree

- programs, particularly those with Architecture and Public Health
- Review existing joint degrees for strengthening or considering cessation

Raise the effectiveness and recognition of the School's unique leadership and contributions to global and local sustainability

Develop a School Strategic Communications Plan and ensure sufficient resources and human capital to implement it

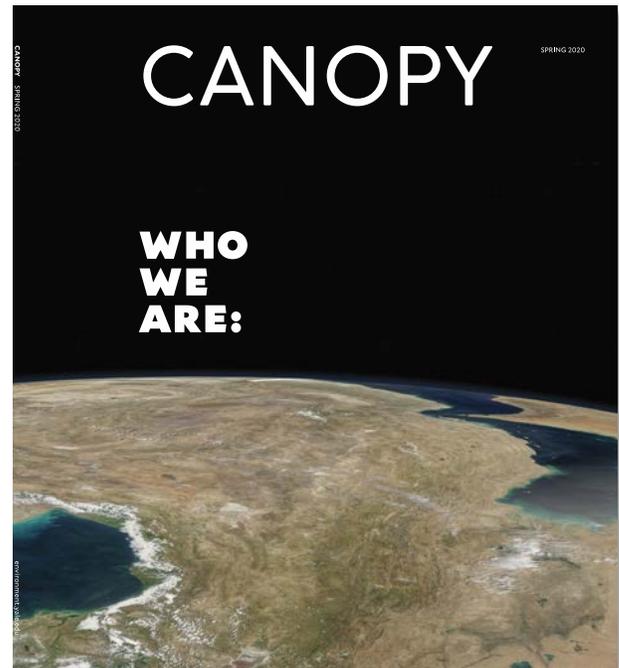
Our goal has been to raise the visibility of our School's substantial impact on knowledge and leadership for a sustainable future. We engaged an external firm to evaluate our communications in 2017, and received a strong report advising us to integrate our efforts, to create a strong brand, and to hire a highly experienced Executive Director of Strategic Communications. We have implemented numerous actions related to our goals in this area:

- Received a \$1.5m gift to support this effort
- Hired a new Executive Director of Strategic Communications
- Conducted a School-wide external review by highly respected scholars and practitioners
- In response to the review, successfully rebranded the School as the Yale School of the Environment, containing The Forest School, to better represent the breadth of our mission while celebrating and ensuring the legacy of forest science, management, and conservation within the School
- Created a new website and new branding associated with our name

- Created a new Annual Report, *Impacts*, beginning in 2018
- Migrated our alumni publication, *Canopy*, into the Communications office for twice annual production and a consistent brand for our School

Goals:

- Formalize forward-looking strategic communications plan
- Continue to develop the website as a modern and attractive source of information about the School, including consistent web pages for all faculty
- Continue to assure brand standards are met consistently across the School



Incentivize interdisciplinary research and teaching

While the School has long worked in multiple disciplines, we have considered there to be many opportunities for building our truly interdisciplinary scholarship and teaching, both within the School, and connecting our own scholars to those across Yale. In the past three years, we have:

- Obtained \$100,000 in seed funding to begin a pilot funding project for interdisciplinary teaching and research; one of the projects was so successful that it has resulted in a major grant from a Foundation to further support the work
- Inspired by the gift above, we have now received a \$1m endowment gift to continue these pilot projects to inspire interdisciplinary collaboration in teaching and scholarship
- Created new team-taught courses and specializations that cross disciplines (the EJ course listed above, the new Urban Justice and Cities course, the Climate Change specialization, and more); faculty who co-teach interdisciplinary courses receive full course credit for their teaching loads

Goals:

- Continue to raise funding for such interdisciplinary projects
- Continue to promote widely across Yale the call for proposals for each round of pilot project funding

Strengthen and incentivize the alignment of Centers and Programs with the School's mission

The Dean drafted Principles for Centers and Programs, with the advice of Drs. Robert Mendelsohn and Bill Lauenroth:

1. C&P's should provide something that the normal teaching, research, and service of individual faculty members cannot do. They may achieve this through integrating those elements of our mission through applied problem solving, through producing new kinds of outreach, through conducting truly interdisciplinary work, or any number of other types of activities. All C&P's should engage students, through advising or providing internship experiences¹.
2. C&P's within our School should market and brand themselves clearly as YSE, attaching themselves to our mission, and clearing all publications and web pages through our Communications office, and authors should represent themselves as members of the School.
3. C&P's should have a full-time resident faculty member² as the leader who is responsible for the mission and vision, and all hiring and budgets.
4. C&P's should be essentially financially self-sufficient, including consideration of overhead and gift fees, their burden on administrative staff, and space³. C&P's who are advancing our mission through assisting with student education, advising, and careers may receive some financial support, at the discretion of the Dean.
5. C&P's receiving any support or advertised on our web page should meet the criteria of the Provost's Office and the School's branding guidelines. (<https://provost.yale.edu/policies/establishing-named-academic-entity>). Centers are fundamentally more permanent than programs or projects⁴.



¹ C&Ps should work closely with the Career office, the Development Office, the Alumni Office, and others in assisting with internships/careers, fundraising, engaging alumni, and other activities. They should be deeply embedded into the School.

² Professor, Professor in the Practice, Lecturer, or Associate/Research Scientist; reports to Dean or Senior Associate Dean for Center

³ The School must pay a per square foot fee for maintenance: space costs real money

⁴ While it is tempting to develop a lexicon or hierarchy for differences among Centers and Programs, it is probably not necessary.

6. Centers and long-term Programs should be reviewed every 5 years, and may be sun-setted when they don't meet criteria above or the strategic mission of the School.

Goals:

- Continue to review periodically all C&P's
- Raise funds in support of those Centers and Programs that meet the criteria

More effectively engage and leverage Yale's network, particularly alumni and partners

Provide greater diversity of opportunities for alumni engagement

- The YSE Office of Development and Alumni Services has worked closely with the Learning Communities and the Career Development Office to engage alumni more closely with our current students and faculty
- Purchased, tested, and launched AlumniFire, an online community of more than 1500 students, staff, faculty, and alumni that enriches alumni experiences with our School, including connecting alumni with 9 Learning Community groups and advertising jobs
- Offered numerous engagement opportunities that resulted in large increases in alumni providing career advice, speaking as experts in classes, providing informational interviews, serving as alumni ambassadors for admissions, and collaborating on work projects
- Fostered community-building during COVID, with 20 Zoom events serving more than 415 attendees from the classes of 1956-2023
- Transferred *Canopy* to the Communications office to enhance the integration of our brand across all communications, and increase efficiency of using stories from our website, newsletters, and more

Goals

- Continue to increase use of AlumniFire
- Continue to engage alumni through Zoom efforts during the pandemic, and when appropriate once in-person events are possible (for example, for international alumni)

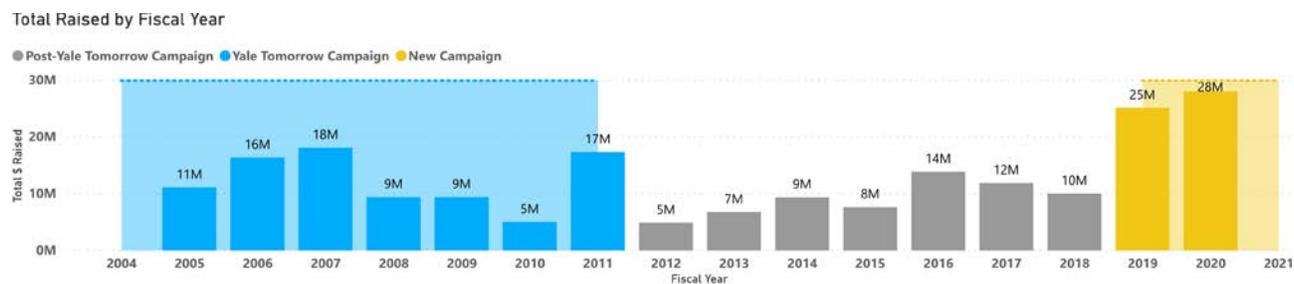


- Seek innovative ways to bolster alumni engagement still further

Ensure that our available resources match current and future needs, recognizing that this will require expanded fundraising and grant seeking efforts

Build our endowment and gifts to support our priorities and to participate fully in the development and success of the Yale Campaign.

Armed with the Strategic Plan, our Assistant Dean of Development and Alumni Services, Kristin Floyd, together with the Dean and other members of the faculty, have succeeded in increasing our annual fundraising accomplishments beyond any in the history of the School.



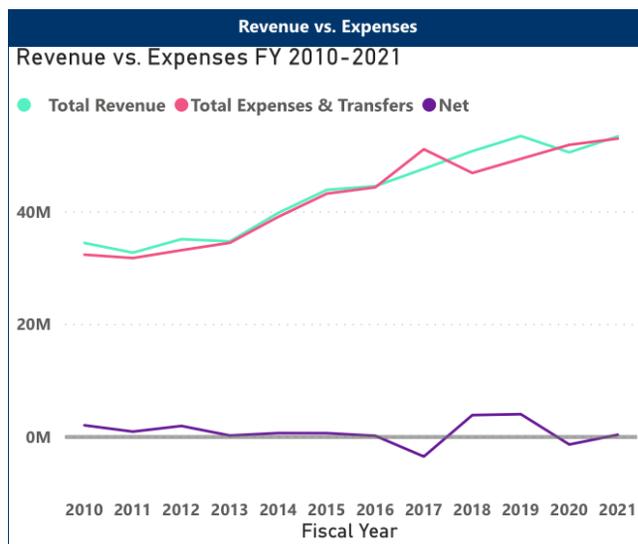
Goals:

While the pandemic may yet have some negative impacts on philanthropy, we are inspired to continue our pursuit of funds to meet our highest aspirations. We hope to:

- Obtain one or more major gifts for the School to support our strategic plan initiatives and increase our scholarship funds, giving us the ability to stretch for maximum success in generating knowledge and leadership for a sustainable future; this may include a naming gift for the School of the Environment and/or for The Forest School
- Raise long-term support for our Strategic Plan Initiatives, including endowed professorships and programmatic funds for:
 - Climate Change
 - Environmental Data
 - Urban Science and Urban@Yale
 - Environmental Justice
 - Environmental Communications
 - Strategic Communications
 - Diversifying the student, faculty, and staff

Increase the amount and contiguity of the School's spaces for improved scholarship, growing programs, enhanced teaching, and increased interactions

Our School has grown since we launched the Strategic Plan. An estimate of that growth derives from our budget, which has grown from \$47.7m in total revenue in FY '17 to \$53.5m in FY '21. We have new staff positions associated with externally funded Centers and Programs, grants and projects, and three new faculty positions—two through new searches, one through a new named chair soon to be hired. We have also received funding for a visiting professor in climate change. With increased personnel and expectations of further growth, we need office and laboratory space for these individuals. In addition, the School has no teaching laboratories, even though a large proportion of our faculty teaches in the natural sciences and needs such facilities for instruction.



We recently obtained office space on Prospect St (300 Prospect St), which created a bit more office space, but we still need to increase our space and contiguity.

Goals:

- In collaboration with other colleagues on Science Hill, we will create a long term space plan and increase our resources to invest in new and more contiguous space

Strengthening our community

Actively pursue the means and resources to build and maintain a vibrant community

In addition to the work of our Community and Inclusion Office, the Strategic Plan articulates a goal for the creation of “OneFES” (now *OneYSE*), or a community of staff, faculty, and students. YSE benefits from a strong cohesive community that is steadfast in the commitment to foster and continually refine our core values of a shared culture of diversity and mutual respect. We must all work closely together to integrate diverse viewpoints and expertise to create a legacy of impact for a sustainable environment. *OneYSE* is a widely represented committee of faculty, students, and staff who meet regularly and are devoted to finding new ways to build understanding and deeper

engagement within the school – through conversations, shared experiences, networking, education, social engagement, and more. Its members envision a cohesive community as part of our institutional DNA.

Through staff and faculty leadership (currently Didi Miranda, Associate Director of Administrations and Operations, and Prof. Liza Comita), we have:

- Created a *OneYSE* brand
- Engaged with the Community and Inclusion Office to support staff workshops and training on valuing identity
- Successfully hosted over a dozen well-attended community events, such as social, educational, and team-building activities that brought students, staff, and faculty together
- Engaged new employees through targeted outreach and events

Goals:

In the coming years, *OneYSE* will:

- Host meaningful community events, particularly during the pandemic, which may include fitness challenges, wildlife experiences, fundraising for United Way or other organizations, lunchtime events, networking
- Host Community Conversations
- Engage new community members through New Employee Breakfasts and other targeted events
- Continue to host yearly community events such as Pie, Salad, and Soup Day, which have become traditions in the school
- Continue to work together, reaching out to our colleagues and peers, to seek new ways to build a cohesive community

SUMMARY:

Over the past three years, the faculty, staff, students, alumni, and other supporters have all contributed to moving our School toward our greatest aspirations, through remarkable endeavors to increase our ability to advance knowledge and leadership for a sustainable future. The collective commitment of the community has led to many transformational changes, and we further commit to achieving our goals throughout the next two years of this Strategic Plan.