2021-2022 Annual Report
Associate Dean of Strategic Initiatives

The Associate Dean of Strategic Initiatives is not a regular portfolio. When it exists, it is focused on a particular project. Since September 1, 2020, the Strategic Initiatives portfolio has been dedicated to new programs.

In 2021-22, the two programmatic pieces on Future Cities have been finalized.

The **Undergraduate Diploma in Future Cities** is a four-course credential which students from across campus can complete as part of their regular degree. The Diploma is structured as:

- 1 “big picture” intro course drawn from a list of courses from across campus (all faculties except Math)
- 1 course in Future Studies, ENVS 210
- 1 course in either futures or technology in cities (ENVS 310 or STV 305)
- 1 applied capstone course, ENVS 410

The Diploma in Future Cities was approved at Senate in Fall 2021, and is included in the 2022-2023 undergraduate calendar. ENVS 210/310/410 are taught by new faculty, with an initial offer of ENVS 210 (as ENVS 274) in Winter 2022.

The Diploma in Future Cities will be managed by the office of the Associate Dean, Undergraduate.

The **Master of Future Cities (MFC) degree** is a tuition-enhanced nine course mostly online graduate degree. Core and elective courses are being developed specifically for this degree, with faculty members from all five units contributing. The MFC is positioned at the interface of urban studies and strategic innovation/foresight, with significant systems thinking, sustainable development, and teamwork/collaboration elements.

The MFC was recently (March 2022) presented at Faculty Council, and will undergo a site visit as part of the external review process in Spring 2022. The program is expected to launch in Fall 2023. It will be managed by Clarence Woudsma as program director.

In addition to new academic programming, the Associate Dean Strategic Initiatives has been the key Environment contact for course development with the **Centre for Extended Learning (CEL) and WatSpeed**. Development “slots” are secured with CEL, and the Associate Dean works with unit heads to identify new courses for development/redevelopment and ensures that course author agreements are in place. In large part due to the changing nature of online instruction prompted by the pandemic, in 2021-22, we had a lower than usual number of new courses in development, and this will continue in 2022-23. Waterloo is in the initial stages of developing a Digital Learning Strategy, and this element of the portfolio will be handled by the Associate Deans Grad and Undergrad on an interim basis.

WatSpeed is focused on non-degree, non-standard course delivery to non-traditional audiences. Despite many meetings in this space and a number of course proposals under consideration, Environment’s
progress in this space can be characterized as currently only minimally active. Nevertheless, the Associate Dean, Strategic Initiatives reviews and votes on other faculties’ proposals as part of the Alternative Credentials Advisory Committee. Much like the CEL relationship, this will live with the Associate Deans Grad and Undergrad on an interim basis after June 30, 2022.