Lassonde School of Engineering

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Academic Quality
1. Innovative, Quality Programs for Academic Excellence

Design and develop innovative programming and partnerships, including graduate programs.

Action/Strategy	Measurable/Milestone	Status	
Continue to build interdisciplinary networks with Science, FES, Health, AMPD, LA&PS, and Seneca.	Pathways defined between Faculties and Institutions Core programs created for the Markham Campus Developed courses that serve students across the campus at the Grad & UG level (e.g., disruptive technology, innovation & creativity)	🟢	On Track
Innovative pathways are established for Engineering	Transfer Credit Pathways are established with at least one other post-secondary institution through ONCAT initiatives Pathway for Aboriginal students established for Engineering programs; with appropriate resources in place Adopted Indigenous Framework to advance conversations, supports and tracking students. (Institutional)	🟡	Progressing
Develop and implement new joint programs: Osgoode, Schulich, Seneca, Markham Campus	1. Collaborative initiatives launched and approved.	🟡	Progressing
Alternate planning for engineering expansion in the absence of a second building to realize the enrolment growth and demand in new engineering programs (including revisiting plans for Chemical and Bio-Engineering, and other).	Develop a research hub for leadership Engineering Education. A plan is prepared and approved to identify where the growth areas will be accommodated. Locations, drawings, specifications and related renovation/building costs are identified. The Board of Governors approve the plan.	🟡	Progressing

Evolve the Curriculum in all of our Programs

Action/Strategy	Measurable/Milestone	Status	
Create & expand study abroad opportunities for Lassonde Students	Increase # of valuable abroad learning opportunities: Germany; Greece; Israel; Switzerland (S18); Ethiopia (S19)	🟢	On Track
Creation of Online Courses and Flipped Classroom opportunities	Increase in # of transformed student learning experiences by instructors adopting Moodle, lecture capture, live web conferencing and flipping the classroom technologies. Conducted one-on-one transformation sessions with faculty members to adopt technology and promote alternative classroom delivery opportunities. Adopted Zoom-Pro accounts to enable faculty, students and staff to participate in highly flexible course settings helping them attend class from anywhere with any device. Annual targets and successes achieved by increasing access of innovatively delivered classes Guidelines for development and pedagogies established.	🟢	On Track

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Improve course planning and mapping tools	Standardize course planning and mapping tools implemented across the School (Institution).	🟢 On Track
Implement a Course Scheduling Builder for Students & Long-Range Academic Planning	Lassonde and Sister Faculties have access to utilize a common scheduling technology and share long-range plans for scheduling. Lassonde secures technical tools to advance course scheduling and academic planning for students and departments.	🟡 Progressing
Host Annual Teaching Retreat & provide continuous improvement to the quality of teaching	Increase in positive feedback from teaching evaluations, student focus groups, and professional development opportunities.	🟢 On Track

Expand Graduate Offerings & Create Professional Graduate Programs

Action/Strategy	Measurable/Milestone	Status
Create & Launch New Graduate Programs in: Artificial Intelligence Stream - MSc in Electrical Engineering & Computer Science	Program launched, first cohort commenced FW18	✅ Completed
Develop Joint Program in Digital Media - MSc/MA with AMPD	Program launched, first cohort commenced FW18	✅ Completed
Develop MSc in Data Science	Implemented and approved; new cohort to commence Winter 2020	🟡 Progressing
Develop Course-based MASc in Civil Engineering	Implemented and approved; new student cohort to commence FW20	🟡 Progressing
Graduate Course collaboration - SSB/Osgoode "Distruptive Technology"	Increase in student cross-disciplinary collaborations/intersections at the graduate level for Lassonde, Schulich & Osgoode graduate students; 30+ Schulich graduates participated	✅ Completed
Design new programs for the Markham Campus in technology and engineering	Comprehensive assessment on program demand and market analysis to inform program delivery options in Markham	🟡 Progressing

Expand Innovative New UG Programs & Offerings

Action/Strategy	Measurable/Milestone	Status
Create & Launch New Dev Degree in BSc Computer Science Industry Partner: Shopify	New Work Integrated Learning Program Launched, with 10 students admitted; graduates who have earned a combined credential of degree and work-industry experience (referenced as a best practice by CIO Strategy Council, March 2019)	✅ Completed

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Create and approve new Global Engineering Certificate	Students will graduate with a combined credential of degree & certificate		On Track
Create Associate Dean Teaching & Learning to advance program innovation and quality	New leadership role approved and filed. Strategic plan created to advance Engineering and Science Education.		Progressing
IELT Requirement	Change in proficiency requirements to allow equal access to engineering programs akin to competing universities; increase international student market		Completed
New elective course offerings in: Disruptive Technologies open to all UG pan-university	Increase access to engineering and technology learning opportunities campus-wide		Completed
New Blended course offerings in: Innovation and Creativity open to all UG pan-university	Increase access to engineering and technology learning opportunities campus-wide		On Track

Instantiate new professorial faculty & teaching stream faculty positions to coordinate pedagogy and laboratory experience within each Department.

Action/Strategy	Measurable/Milestone	Status	
Departments define needs for pedagogical development and lab instruction and development.	Departmental pedgagogy and lab instructor positions defined; to date: 8 successful hires		Completed
Annual submission of faculty complement requests to Provost, with emphasis on research oriented hires.	Annual hiring of approved faculty positions and successful hires: 2016: +10 2017: +15 2018: +14 2019: +12 (pending)		On Track
Integration of pedagogy and lab instructors into curriculum delivery.	Report from UPDs on integration of Teaching stream instructors into curriculum delivery. Increased number of labs accessible to UG students		Progressing

Promote the Teaching & Learning Environment through an Innovation Studio

Action/Strategy	Measurable/Milestone	Status	
Develop a Teaching & Learning Plan for the School	Plan developed, approved and rolled out.		Progressing
Enhance the one-stop shop for Teaching & Learning Technologies	The Innovation Studio is actively utilized by Lassondians. Developed operational support to create promotional videos and event capturing. Assisted faculty in evaluating/testing several T&L tools like Peer Scholar, Credly Digital Badging, TeamWorks and Piazza as pilot test for classroom adoption.		On Track

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Action/Strategy	Measurable/Milestone		Status
Improve infrastructure to allow for the expansion of additional teaching delivery opportunities	Upgraded Audio-Video technology installed and upgraded in Bergeron classrooms and meeting rooms to all allow for reliable experience. Established transformational engineering lab for controls, robotics and mechatronics.	✅	Completed
Create a team of "Digital Sherpas" to provide technology/digital service	1. Team established and deployed into action	✅	Completed
Introduce "Badging" and BEST programs to recognize additional student skills and achievements.	1. Students begin acquiring Badges and BEST programs approved.	🟡	Progressing
Profile and promote Teaching Stars @ Lassonde	1. Teaching Stars recognized across the community	🔴	Not On Track
Establish innovation sparks for students to have access to emerging technologies.	1. Resources dedicated to inspire and promote new technologies.	❌	Discontinued
Provide access to "app" development platforms.	1. Platforms launched and students create new apps.	❌	Discontinued

Secure & Maintain Accreditation for all Engineering and Science regulated Programs.

Action/Strategy	Measurable/Milestone		Status
Prepare academic teams to lead accreditation reviews	Successful accreditation for all Lassonde engineering (7 programs) and science (3 programs) regulated programs	✅	Completed
Improve School-wide course evaluation standards	Online course evaluations introduced, tracking history on evaluation and assessment archived. Implemented process & policy for sharing results more broadly with students and faculty	🟢	On Track
Implement a Course Learning Outcomes & Graduate Attribute Assessment framework, with Continuous Program Improvement Framework	Frameworks and tools implemented and utilized by all instructors in the School; Outcomes Assessment System is developed and implemented (AIF supported project).	🟡	Progressing
Provide clear course outlines and course learning outcomes.	All Course outlines reflect and provide an inventory all CLOs & GAAs Design an online submission process	✅	Completed

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Strategic Recruitment & Enrolment Management

Action/Strategy	Measurable/Milestone	Status
Design and implement a new Lassonde admissions process that reduces dependency on GPA as sole admission criteria	25% of qualified engineering applicants participate in Lassonde Boost supplemental application; Review longitudinal analysis of Boost Digital Interview's predictive value(503 optional interviews in 2018-19)	🟢 On Track
Refine enrolment processes to promote earlier enrolment to improve efficacy of both admissions and enrolment processes	Redesign the steps for entry into Engineering to promote earlier enrolment and program affiliation Launch Engineering Program Guarantee (50% participation rate = earlier enrolment) Introduced early accept and enrolment deadlines Refined processes for new and internal-transfers into Engineering programs.	✅ Completed
Redefine domestic high school relationships, establishing a select list of adopted high schools to create mutually beneficial relationships. This can include curriculum co-design, research, and professional development	Established 2 partnerships with Lassonde Tinker Truck at 2 local high schools, with co-developed workshops created to complement high school curriculum. (2 visits = 6 weeks)	✅ Completed
Create new pathways into engineering for non-traditional students	Established Lassonde Academy to enable students previously unqualified to earn an offer through successful completion of online courses; 2015-16: 42 2016-17: 36 2017-18: 27 2018-19: 35	🟢 On Track

To Promote & Raise the Profile of Renaissance Engineering

Action/Strategy	Measurable/Milestone	Status
Develop Lassonde Future's Lab to champion and partner with national Engineering Change Lab to advance innovation and impactful engineering in society.	Future's Lab created and participates in Canadian exchanges to innovate in engineering. Passion Project course created and continues to grow.	✅ Completed
Expand STEM Entrepreneurship Program - partnership with BEST, Youth Science Canada & the Canadian Innovation Centre	Increase the # of one-week Bootcamp participants to 25 students/year	🟢 On Track
Offer a series of innovative entrepreneurial professional development initiatives through BEST	Host a series of "Dream Team Meetups" (Lassonde/Schulich) - 600+ students hosted to date; Increase the offerings of unique blended, online and experiential short-courses: 345 students have graduated from Blockchain Academy and AI Hive.	✅ Completed
Develop and Launch SHAD York Program	Successful recruitment and participation of 56 SHAD students	🟢 On Track

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| Bid to host the regional FIRST- Robotics Competition for high school robotics teams | Success = York awarded to host the event; Launch event annually - 2019: 2,500+ attendees | ✓ Completed |
| Develop plans to hire Engineering Education Researchers | Team created to advance leadership in engineering education (new full-time faculty, true visitors and existing champions) Hiring plans approved and executed to conduct searches. | ● On Track |

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

Building Strategic Partnerships (Increase private and public sector support for Lassonde Researchers)

Action/Strategy	Measurable/Milestone	Status
Redirect IRC application to large scale CRD (due to NSERC program on hold)	Identified prospects and potential to recruit.	● Progressing
Redirect the plans to develop for a creation of a New Centre of Excellence (NCE) - Government Opportunity (CFREF)	Consultations and planning undertaken with key research leaders. Plan approved & implemented. Establish research centre cluster VISTA ($35M) Create NCE smaller networks of excellence.	● On Track
Form a partnership with the Vector Institute and Lassonde's new MSc in Computer Science, specialization in Artificial Intelligence program	1. Agreement signed with the Vector Institute. 2. 2018 Vector Institute Faculty Affiliates Program, have two successful affiliate accepted: Ruth Urner and Marcus Brubaker 3. 2018 Vector Institute Scholarships (VSAI) winners (Graduate Students)	✓ Completed
Create an Industry Advisory Boards for School and across departments.	1. Boards established and operating.	● Not On Track
Support for existing chairs: Love chair, CDE and IFlyteck Chair	1. Hiring of staff and sustainable infrastructure to support "chairs," progress and reporting requirements achieved.	✓ Completed
Work closely with ORUs to complement the strengths and research clusters	1. Partnership with ORUs grows as evidenced by increased collaborative events, promotion, and involvement in research support	● Progressing
Increase the involvement and impact of the Advancement office in research partnerships.	Advancements increased participation and action in the establishment of new "collaborative approach" to partnerships. Formed a newsletter for "external" stakeholders to support scholarships, coop, research, BEST. Initial distribution to ISO employers. Hosted Lassonde Research Day - ~70 employers (April 2019)	● Progressing

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1. Renew the existing IRC & work on additional IRC proposals (MDA)

1. Approval of IRCs

❌ Discontinued

Coordinate dedicated support to Major Funding Initiatives

Action/Strategy	Measurable/Milestone	Status
Develop capacity to support faculty write winning grant proposals	Increased number of successful proposals Increased faculty & graduate student participation in professional writing/editing workshops	🟢 On Track
Create a grant depository to share best practices & panel sessions for applicants	Increased participation grant depository accessed and training sessions	✅ Completed
Provide mentoring and resources for large scale initiatives, including Research Chairs	Increased number of large scale collaborative proposals and monitoring of the support process; (13 Chairs in total, 3 new in 2018-19)	🟢 On Track
Provide support for CFI projects and continue to support infrastructure projects at Lassonde.	Specific resources and support allocated to the teams, diversity of submission and quality of submissions increases. (Growth in infrastructure funding has increased from $140K/yr in 2013 to $700K/yr in 2018)	🟢 On Track
Promote inter-department, inter-faculty collaborations and projects	Established mechanisms and forums to collaborations through events, matching of expertise and increased partnerships; New seed funding competition through Lassonde Innovation Fund (LIF) launched. Joint panels and workshops with Faculty of Science promote growth in: - Transportation focus; - Energy & Sustainability (New Frontiers proposal)	🟢 On Track
Develop internal seed funding for research projects and infrastructure	Research Intensification is realized in promoting research activity through: Release Time Initiative (RTI) - Top up Program; Bridge Funding Program; Research Boost - competition successfully supports risky, innovative and interdisciplinary projects	🟢 On Track

Develop Lassonde Graduate and Postdoctoral Education and Research –LGP- Policies & Procedures

Action/Strategy	Measurable/Milestone	Status
Create a comprehensive Postdoctoral Fellowship program	Increased investment & participation in PD program Fully established and operational PD program. Tracking system implemented	🟡 Progressing
Develop and implement professional development opportunities for graduate students and postdoctoral fellows	Professional initiatives researched and scheduled; Participation and evaluation of initiatives reported	🟢 On Track

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Enhance Research Profile and be recognized for internationally competitive research programs

Action/Strategy	Measurable/Milestone	Status	
Hire faculty with strong research profiles based on priorities identified in unit complement plans.	Successful appointments of leading researchers in Engineering & Science	🟢	On Track
Implement and track progress of the Lassonde Strategic Research Plan (SRP)	SRP approved by Council (Winter 2016). Reported on progress to the community delivered to demonstrate success in research intensification and support awarded. Process developed for creating a new SRP (in 2020)	🟢	On Track
Provide superior support for research aimed at new faculty members	Successful hire of Research & Awards Officer; Increased support and number of prestigious awards and honours received by Lassonde faculty. Enhanced New Faculty Mentoring & on-boarding program Discovery Grant step-by-step support provided & workshops launced = High success rates (100% for new colleagues)	🟢	On Track
Develop a tracking system for research output (funding and publication-Lassonde specific)	Launch of tracking system and online posting of results Hire Research Data Analytics support; Increase reporting on research analytics and successes (top tier publications & citations)	🟢	On Track

To Grow Graduate Programs

Action/Strategy	Measurable/Milestone	Status	
Grow graduate enrolment in Lassonde and allocate graduate space.	Increase in graduate enrolment, including secure seating/office space for all current and 5-year projects Raised research and professional reputation for delivering high quality programs Host annual graduate recruitment/conversion events - Open Houses successful	🟡	Progressing
Invest in UG population as a pool of graduate student prospects, and to enhance their experience at Lassonde	Create Lassonde UG Research Award (LURA); Grow program and research opportunities (grown from 9 to 30 awards in 4 years); Recruitment tool to graduate School (20% to Lassonde; preparation for other prestigious grad schools)	✅	Completed
Develop professional training opportunities for graduate students and postdocs at Lassonde (in coordinating with existing and future NSERC CREATE)	Implement and launch training program Increased participation in MITACS and NSERC information session and workshops	🟢	On Track
Understand funding formulas and develop top funding packages in Canada for each program (levels may vary by program area). Ensure transparency to students.	Competitive funding packages in Canada offered for each program are in place.	🟡	Progressing

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Creation and completion of new graduate program proposals.	Addition of Electrical option to the existing graduate degree structures in EECS. MSc Data Science approved and launched. New Artificial Intelligence stream in MSc EECS approved and launched.	🟢 On Track
Create New MEng degree programs in all departments.	New graduate MEng programs created and approved by internal and external bodies.	🔴 Not On Track
Introduce accelerated graduate program.	New program launched.	🔴 Not On Track

Student Success
3. Enhanced Quality in Teaching and Student Learning

Expand Experiential Education Opportunities in Coop & Internship

Action/Strategy	Measurable/Milestone	Status
Partner with Engineers Without Boarders (EWB) to create a series of experiential opportunities abroad for students	Expansion of opportunities and locations: Technion in Israel; Ethiopia (14 students)	🟢 On Track
Develop Innovative Work Integrated Learning (WIL) experiences and High Impact Experiences (HIP)	1. Partnerships secured with Shopify and Hatch - Silicon Valley Tech Tours and Coop for Change programs. 2. Notable new partners - Honda, GM, Coinbase, Hatch, Canadian Space Agency, Tesla, Qualcomm, Rogers 3. Annually increase new partners - 2016-17: +246 2017-18: +161 2018-19: +100	🟢 On Track
Increase capacity for student interest and participation in EE	Annually increase the number of participation rates - 2016-17: 77 students 2017-18: 251 students 2018-19: 311 students 2019-20: project 400	🟢 On Track
Increase capacity for job matches for students	Annually increase the number of positions and job success rates: 2016-17: 96 unique students secured positions 2017-18: 141 unique students secured positions 2018-19: 213 unique student secured positions 2019-20: project 300 unique students will secure positions	🟢 On Track
Grow International Co-op opportunities in multiple countries	Increased # of Int'l opportunities: Silicon Valley California Holland Switzerland El Salvador Colorado	🟢 On Track

Implement Co-op & Internship programs

Action/Strategy	Measurable/Milestone	Status
Human Resources in place to further program objectives	1. Appropriate staff hired, trained to support program objectives	✅ Completed

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Job Development is active and growing	Establish & meet targets in the number & variety of jobs posted to meet job development need in all fields of study. Support AIF projects to identify more prospects for Coop & Internship students Innovative Co-op and Internship programming defined and delivered; including Valley 120 (in Silicon Valley); Entrepreneurial Co-op; International work placements; partnerships with non-profit sector	On Track
Administrative needs of programs are well developed and implemented	Governance structure, policies and procedures are developed and in place IT systems assessed and improved if necessary; staff and students fully trained on the system Shared service agreement in place with Career Services for workshop delivery	Completed
Co-op program moves beyond pilot phase and Internship fully transitioned to Lassonde from Career Services	Meet targets for student participation in both programs Appropriate support systems designed and in place, including preparatory sessions, workplace visits All related fees collected by LE with appropriate policies and procedures in place	Completed

Student Success
4. A Student-Centred Approach

Advance a culture and environment that promotes service excellence, a respectful and engaged student community and as a result, increases in retention

Action/Strategy	Measurable/Milestone	Status
Advance Advising improvements with technology	Participated in campus-wide advising assessment pilot to establish baseline data to enhance the advising experience. Implemented QLess management system to cue student advising appointments/inquiries. Successful implementation of Degree Audit tool for all Lassonde programs.	Completed
Improvements to Academic Advising.	Targeted number of students advised by Lassonde Student Services and survey on quality of advising; service standards established & met. Advising programming initiatives based on data collected through surveys and dashboard. Degree Audit & Progress Reports implemented for all programs in LE from calendar year 2013-14.	On Track
Programming related to student engagement & supporting student success established and improved	Participated in Retention Council "Early Alert" pilot project; Continued to expand Mental Health initiatives; Renewed Mentoring Program with clear outcomes, including Mentoring & Orientation, increase in number of workshops offered annually. Orientation programming in LE reviewed, refined and supported with clear expectations and outcomes defined Operations supporting the student experience in the BCEE running with supporting policies and feedback loops for new services Increased profile, promotion and allocation of strategic awards and scholarships for students Community Service Learning (co-curricular) opportunities are developed and implemented	Completed

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Develop, implement and continuous improvement of a student-centered service delivery model	Implement improvements in reporting tools for faculty in relation to academic integrity. Establishment of new student centre in BCEE where enhanced engagement of students occurs and student spaces are well utilized. Appropriate staffing in place to support operations and that builds a culture of collaboration and respect across professional fields New Student Hub website developed and live; with increased strategic communications to students "Professional" advising services are created and supported by appropriate staffing to advise students on careers, support job searches outside of co-op and to support job-seeking alumni and to advise Engineering students on the Engineering licensing process	✅ Completed

Create of a culture and environment that promotes service excellence, a respectful and engaged graduate student community

Action/Strategy	Measurable/Milestone	Status
Develop, implement and continuous improvement of a student-centered service delivery model for graduate students	Student satisfaction and engagement evaluated and improved.	🟡 Progressing
Develop, implement guidelines, handbooks and communication strategies including online presence for graduate students	Information and online implemented and accessible to graduate student community.	🟢 On Track

Provide students and faculty with access to curricular information (including historical information).

Action/Strategy	Measurable/Milestone	Status
Pilot and fully deploy the development of York's curriculum management system	Be the 1st Faculty at York to successfully implement & use of the KUALI curriculum management system in Civil & Mechanical Engineering Departments.	✅ Completed

Engagement and Outreach
5. Enhanced Campus Experience

Enhance and grow opportunities for student clubs and peer support to foster an engaging experience @ Lassonde/York.

Action/Strategy	Measurable/Milestone	Status
Support and promote student activities, clubs and events to build a strong student engagement and positive experience on campus.	Four new clubs were created last year: Excel Lassonde, Human Powered Vehicle Club and ITE York University Student Chapter (made up of Graduate and Undergraduate students) and Lassonde Athletic group. (Total of 19 active student Lassonde clubs) Excel Lassonde students offered tutoring and study groups for the students. 279 students purchased an Orientation kits (16% of attendees were female first year students; 1/3 of leaders were female.) Improved student hub website to provide more information for clubs and students about the different resources available.	🟢 On Track

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Enhance infrastructure in non-BCEE physical spaces across Lassonde to ensure a uniformly high quality of student experience.

Action/Strategy	Measurable/Milestone	Status
Develop and secure space for expansion for faculty offices, research labs, project spaces, graduate students and student clubs, study spaces (in absence of new building)	Develop and consultation completed on short-term plan to meet existing space needs. Acquire net new space across the campus to serve needs - William Small; Pavillions & 4751 Keele St. Coordinated renovation and building plans with CSBO approved. Assigned and allocated net new spaces to occupant groups.	🟢 On Track
Improvements to Teaching Infrastructure (lab, project spaces and classrooms)	Technology refreshed in Lassonde and William Small buildings by upgrading labs - hardware, imaging, lab software environment. Expanded Capstone lab space for 4th year engineering students to work on thesis and projects.	✅ Completed
Complete upgrade of LAS machine room and Petrie Labs.	1. LAS machine room & Petrie upgrades complete.	✅ Completed
Conversion of 1003 LAS to student/faculty commons & renovation of LAS Prism lab	1. LAS Commons completed and LAS Prism labs renovated.	✅ Completed
General LAS & Petrie minor renovations and maintenance (painting, cleaning, etc.)	1. Identification and completion of minor renos and maintenance.	✅ Completed

Engagement and Outreach
6. Enhanced Community Engagement

Advance the priorities and goals of the School by recruiting new leadership team.

Action/Strategy	Measurable/Milestone	Status
Hire a new dean, team of senior leaders for the School to advance the goals and priorities articulated in the School's plans.	Successful recruitment and appointment of new dean. Hire and on-board new Dean, Vice Dean, Associate Dean, new Chairs, UPDs and GPDs into their new roles. Create succession planning guidelines for leadership roles and future transitions.	✅ Completed

Become a community leader in advancing opportunities and success for women in engineering

Action/Strategy	Measurable/Milestone	Status
Select a consultant to conduct a literature search of existing community outreach programs	1. A database of community partners providing engineering outreach to women	✅ Completed

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| Research and outreach to all-girls' high schools and local schools with high physics scores to provide female engineering role models and professional development for teachers to invite girls to study engineering | Partnerships, media exposure and recognition awards for girls and women in science and engineering. | ✔ Completed |

| Seek out partnerships with education, industry and government to support girls in science from grades K-12 | 1. Increased number of partnerships established. | ✔ Completed |

| Develop shared and sponsored programming for women in engineering at the undergraduate, graduate and industry levels | 1. Programming sponsorship achieved at all program levels. | 🟡 Progressing |

Expand international partnerships and pathways for students to join Lassonde.

Action/Strategy	Measurable/Milestone	Status
Increase undergraduate international student enrolment by establishing MOUs with international secondary schools	Establish partnership with GEMs school systems to access 120 international schools. Increase in UG International student growth to be 25% of population over the next 5-years - increased from 2015: 20% to 2018: 22% Recruit and launch Winter admit and deliver 1st year Engineering to promote access for international students (W20)	🟢 On Track

Grow Lassonde's international partnerships with strategic countries (India, China, France/Germany, Israel and the USA).

Action/Strategy	Measurable/Milestone	Status
Develop International partnership with Technion-Israel Institute of Technology to give Lassonde students the opportunity to undertake a three-week intensive summer immersion program in entrepreneurship.	The successful continuation of this program, and recognition as a for-credit academic course for undergraduates. Expansion of this partnership to include more student exchanges, study abroad placements and research collaborations.	🟢 On Track
Establish a partnership with the C100, a group of Canadian technology entrepreneurs in California.	1. The successful creation and launch of a specially-designed co-op experience giving Lassonde students the chance to undertake placements at world-renowned companies in Silicon Valley.	✔ Completed

Increase female student enrolment at Lassonde

Action/Strategy	Measurable/Milestone	Status
Collect gender data at all steps of the recruitment process	50% of 1st year Engineering enrolments are women by 2018. Female enrolment continues sit @ 16% across the School	🔴 Not On Track

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Evaluate and revise recruitment process to increase the number of female student applicants	1. 30% of student applicants are women by 2016	🟡	Progressing
Develop Scholarships specifically for women	1. Increase in quality and numbers of female students enrolling at Lassonde.	🟡	Progressing

Increase the connectivity of Engineering Alumni, Friends of Lassonde and various partnerships

Action/Strategy	Measurable/Milestone	Status	
Connect with Lassonde alumni in coordination with the Advancement office.	Launch of LassondeUnited, bringing together all Lassonde alumni and supporters under an umbrella group dedicated to the School. The launch of an online connection platform to allow Lassonde alumni to connect with one another and with current students seeking advice and career/co-op leads.	🔴	Not On Track

Increase the gender diversity of the Lassonde faculty

Action/Strategy	Measurable/Milestone	Status	
Design an outreach program to seek female applicants from academia	Outreach program implemented and increases in female applicants increases year-over-year. Create and recruit a CRC female specific position.	🟡	Progressing
Review talent search and hiring procedures for gender balance and revise as necessary	1. Increase 10% the number of women short-listed in the faculty hiring process by 2016;	🔴	Not On Track
Research what percent of female applicants self-identify through the affirmative action process	50% of new hires are women by 2017	🔴	Not On Track
Investigate an outreach program to seek female applicants from industry, including a transition program into academia	1. Transition program implemented.	🔴	Not On Track

Lassonde regularly appears and climbs in International Rankings

Action/Strategy	Measurable/Milestone	Status	
Create a strategic and systematic process to report and engage the School in local and global ranking exercises.	Strategic and targeted rankings are penetrated. Lassonde programs continue to rise in Maclean's Rankings - 2019: Engineering Ranks 13th; 2019: Computer Science Ranks 16th.	🟡	Progressing

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Promote a culture of awareness and active participation in Health and Safety

Action/Strategy	Measurable/Milestone	Status	
Provide a Health and Safety training module accessible to all graduate students.	Online training implemented for all staff, students and faculty to access and participate. Integrated training is part of the student enrolment to the process	🟢	On Track
Identify occupational hazards in academic programs and develop training	Identification of hazards Integrated training within the student classroom implemented. A training regime which is delivered to all students involved with occupational hazards.	🟢	On Track
Promote relationships with external Health and Safety Organizations	1. Minerva workshops provide opportunities for learning and contribute to content for curriculum.	✅	Completed
Promote student mental health support and awareness across the School.	Student Peer group - Mental Health Team hosted monthly stressbusters. 5 stressbusters held each term, plus Bell - Let's Talk Day and 3 workshops.	🟢	On Track

Promote and advance Equity, Diversity and Inclusivity Across the School and programs at Lassonde

Action/Strategy	Measurable/Milestone	Status	
Hire consultants to review & provide a Roadmap for succcess to track impact on 50:50	Roadmap received and taken up with community to enact aligned recommendations	🟡	Progressing
Research and pilot introducing NSERC - Athena Swan methodologies for Equity, Diversity and Inclusivity (EDI).	Decision made on adopting pilot; Established plan on the leadership, direction and dissemination of Athena Swan across the School.	🟡	Progressing
Create a series of initiatives to promote support EDI for faculty, staff, and students	Launch Inclusion Lens Significant #participants in community taking REDI Certificate.	🟢	On Track
Host a series of EDI functions and events to engage & promote student awareness	FIRST Robotics - 50:50 female participants ElleHacks - Hackathon for women Launch THRIVE - 1st year mentorship program; GoEng/GoCode Girl OAPT & Metamorphosis Conference Mechanical Engineering - female guest speaker series Week Zero - inclusivity training	🟢	On Track

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Provide female engineering students an inclusive learning environment

Action/Strategy	Measurable/Milestone	Status	
Evaluate the teaching and social experience of female engineering students and establish metrics as to a baseline and to track annually	Show a measureable improvement in the female experience statistics annually Gather and report gender statistics across all aspects of the Lassonde School	🟡	Progressing
Research and identify ways to improve female student in-course participation and invite students to be a part of creating the change required	1. Provide professional development opportunities to teaching faculty.	🔴	Not On Track
Review and propose amendments to curriculum to incorporate equity, diversity and inclusivity balanced education	1. Demonstrated exemplars of how gender balance is effectively introduced within the curriculum profiled.	🟢	On Track
Support, develop and build long-term strategic plans for student groups that underpin gender diversity such as Women in Engineering and Engineers without Borders	1. Increase financial investment and uptake of Women in Engineering and Engineers without Borders student groups.	✅	Completed

Enabling the Plan
7. Enabling the Plan

Align academic priorities and resources in conjunction with the UAP & IRP processes

Action/Strategy	Measurable/Milestone	Status	
Develop a website to provide and share departmental planning tools and departmental management of resources.	1. Tools developed and shared with departments.	🟢	On Track
Provide knowledge transfer and training for Chairs/Directors/Administrators on data, analytics and SEM for academic planning, budgeting and reporting purposes.	Training implemented and maintained. Monthly UPD meetings established to support development, knowledge & best practices in program operations. Monthly Administrative meetings established to improve knowledge, service and operational efficiencies.	🟢	On Track
Design School and Program based database tools to support the data analysis and reporting required for all Accreditation and Quality Assurance exercises.	1. Database implemented and maintained.	🟡	Progressing
Develop and define a series of meaningful metrics (KPIs) to track progress for the School	Metrics created and adopted at departmental and School levels. Data and trend lines published. Ranking exercises show performance and mark progress.	🔴	Not On Track

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Build a program of electronic, social network and face-to-face events to communicate with students, faculty and staff.

Action/Strategy	Measurable/Milestone	Status
To create a "New events" portal created for the Lassonde School of Engineering housed on the School's website, featuring activities organized by the Dean's Office, other Faculties, student clubs and societies, the Student Welcome & Support Centre and the Lassonde Co-op office.	Community engagement platform for student clubs and student support transitions and success, event management and promotion successfully launched. Successful implementation of Lassonde student portal, linking directly with the information screens within the Bergeron providing Lassondians and community members with daily updates on the latest events.	🟢 On Track

Continue to improve long-term budget planning

Action/Strategy	Measurable/Milestone	Status
Re-visit enrolment, faculty complement, staffing and other operational plans in broader consultation with stakeholders	Create a refreshed plan that is endorsed by all stakeholders; Identified revenue diversification opportunities and alignment to hiring goals; Developed a long-term financial model to predict sustainable fiscal tolerance - allowing for compensation & operational expenditure fluctuations	🟢 On Track
In collaboration with OIPA, review, adjust budget assumptions based on relevant data and trends	1. Planning tools that better predict and illustrate our financial outlook.	🟢 On Track
Develop reports and analysis to monitor performance against established goals	Create & implement new budget and planning tools for departments. Resource and policy guidelines and training rolled out for faculty administrators.	🟢 On Track

Develop a transition strategy and operational plan for SHARP

Action/Strategy	Measurable/Milestone	Status
Design and implement an internal resource allocation model at the departmental/unit level – linking the model to the key revenue sources and expenditures.	Online dynamic model used by departments and the dean's office and Chairs satisfied with knowledge of SHARP implementation. Deployed an internal to Lassonde model to attribute direct and indirect costs at the department level.	🟡 Progressing
Create a mechanism to allocate the School's strategic funds in alignment with the School's vision and priorities.	1. Unified agreement on the process and structure for allocations to flow to units. Allocations are transparent and reported to units.	🟡 Progressing
Develop training sessions for the leadership team, faculty and staff to understand various models and incentives	Evidence of knowledge and understanding of processes and mechanisms for linking accountability with decision making and actions in each functional area. Having created a culture of awareness of fiscal responsibility.	🟢 On Track

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Develop financial model of course mountings.

Action/Strategy	Measurable/Milestone	Status	
Assemble modeling team to develop, test and refine numerical models.	Team specified and model in place. Developed internal financial model for assessing the full cost of courses.	🟡	Progressing
Develop contextual guidelines for interpreting and exploiting modeling results.	1. Guidelines complete.	🟡	Progressing
Distribute and refine models with departments.	1. Model distributed. Refine.	🔴	Not On Track

Enhance academic departmental administrative and technical support staff.

Action/Strategy	Measurable/Milestone	Status	
Implement Helpdesk Solutions for faculty, staff and student IT-related problems	System implemented to track incident reporting, follow-up and resolutions, and overall service to community improved.	✅	Completed
Create specifications of departmental department technical staff needs.	Technical staff need documents in place for each department.	🟢	On Track
Hiring additional departmental technical and administrative staff.	Hiring plans achieved. Additional staff hired in Civil & Mechanical engineering. Job descriptions & responsibilities realized and updated to meet the needs of departments.	✅	Completed
Training of administrative & technical staff (paid attendance at technical workshops, courses, etc).	Advanced the training provided to technical staff. Training documents and designated trainers for academic processes identified.	🟡	Progressing

Establish the online presence for the Lassonde School focused on user driven design and content.

Action/Strategy	Measurable/Milestone	Status	
The Lassonde School of Engineering website continues to be refreshed both in terms of structure and content to reflect the evolving needs of students and faculty members, and external audiences.	1. Successful launch and interactions, uptake from the Student Information Hub.	✅	Completed

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Foster a community at Lassonde that promotes and improves the gender balance

Action/Strategy	Measurable/Milestone	Status	
1. Provide the necessary resources to ensure reducing the gender imbalance is top of mind	1.Gender balance is a measured outcome of all Lassonde initiatives effective 2016	❌	Discontinued
2. Create a recognition program for those in the Lassonde community who make a measured impact on the gender gap	1. Gender balance is a measured outcome of all faculty and staff project and performance objectives effective 2016	❌	Discontinued

Improve Faculty & Staff Engagement

Action/Strategy	Measurable/Milestone	Status	
Formation of Social Committee to create engagement opportunities	Activities scheduled and launched, increasing staff & faculty social interactions and involvement in community volunteer opportunities. Tracked activity participation rates, evaluation and engagement success stories.	✅	Completed
Develop and implement professional development programs	Professional Development programs established; increases in productivity, efficiencies and moral in the workplace. Student Centre Staff presented at and attended conferences and workshops on theory and best practices in student affairs.	✅	Completed
Enhance and refine Faculty Council and departmental governance mandates, terms of reference, identifying committees and roles.	Documented practices and policies for self-governance and annual reports to evidence processes are functioning well. Revised mandates and terms of reference re-freshed for committees. Developed a plan to integrate Graduate Studies into the Lassonde governance structure.	🟢	On Track
2. Design and prepare staff and faculty for new ways of working, operations and transitions into new spaces	New working and operational plans identified and implemented Team workshops and training provided to staff and faculty	❌	Discontinued

Improve the effectiveness of Staff, Managers & Faculty Administrators in the School

Action/Strategy	Measurable/Milestone	Status	
Develop orientation and training program for Managers and Faculty Administrators	Successful participation in training sessions on: Accommodation and Harassment in the Workplace; Respect, Equity, Diversity & Inclusivity. Developed Lassonde specific programs that will advance the culture of the School	🟡	Progressing
Encourage submission of requests for PD and ensure equitable distribution of the fund	1. Utilize the full fund each year	✅	Completed

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Develop protocols for the Lassonde Precinct of Spaces - maintenance and upgrades to ensure a high quality learning, research and working environment (e.g., classroom, research equipment, general space & security).

1. Protocols and planned maintenance schedules and collaborations in place.

Completed

Improve the efficiency and effectiveness of the School's internal standard operating processes and control systems

Action/Strategy	Measurable/Milestone	Status
Streamline internal financial control frameworks	Rolled out Faculty Computer Renewal Program (CRP) as per YUFA collective agreement with process efficiency and improved procurement system. Coordinated account provisioning, transition and ordering of equipment for new faculty hires. Develop understanding of risks (i.e. meeting enrolment targets) and potential solutions in consultation with stakeholders. Develop or refine policies and process documents (e.g. SOPs). Consolidate the School's internal policies and processes to improve efficiencies and effectiveness and make them accessible to the community.	On Track
Consolidate and simplify financial compliance	1. Review existing processes and eliminate redundancy or implement different processes wherever applicable in order to achieve cost savings or to improve efficiency without compromising on the quality of compliance.	On Track
Create a catalogue and inventory of all Lassonde Space and Assets	Catalogue completed and shared with stakeholders; Successful launch and implementation of system to track all IT equipment (serial numbers, warranty periods and re-order points) Scanned and inventoried all existing IT assets. Captured software/service contracts with automated reminder and consolidation of lead data.	Completed
Design & create Lassonde Space Utilization & Protocols	Focus groups conducted with staff, faculty and students for input on use of space. SOPs written and posted for the Lassonde Community on use of spaces.	Progressing

Increase the Lassonde School's internal & external visibility based around communications priorities

Action/Strategy	Measurable/Milestone	Status
Host a variety of meetings with staffing groups and departments to determine communication gaps, needs, priorities and areas for improvement.	Expanded depth and breadth of the School's reach to prospective students, influencers, business leaders, supporters by launching a number of new communications initiatives. Create a channel to profile faculty and staff work through York's "Expert Guide".	On Track
Develop and distribute regular news letters at levels of both school and individual departments	Launch Lassonde's internal monthly newsletter "Newsflash" on events, research highlights, news stories and staff, student successes, including community engagements.	Completed

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Action/Strategy	Measurable/Milestone	Status	
Research, write and amplify Lassonde stories through traditional and digital mediums	1. Regularly highlight research achievements, awards and student successes. 2. Launch new editorial series "Beyond the Classroom" 3. Regnited Lassonde social media channels, driving traffic to website news - promoting events, announcements, research and student life. 4. Social media traffic has increased engagement by 490% in last 6 months.	🟢	On Track
Develop foundational communications materials that serves as an overview of the School.	1. Design and circulate 2-page fact sheet on key messages, priorities, focus for external audiences. 2. Create "Realizing the Vision" - Dean's Presentation for external audiences and profiling the School.	🟢	On Track
Develop the personal and professional brand of the new Dean	Create communications materials for internal and external stakeholders to create brand affinity between our School and new Dean. Create videography to chronicle the Dean's journey, passions and priorities aligning to the School's strategic priorities.	🟢	On Track
Redesign the Lassonde website to improve web rankings, usability and refresh the branding	Creative agency hired; Website renovation undertaken with community stakeholders; New website launched	🟢	On Track
Host a variety of strategic initiatives to expand the depth and breadth of the School's reach to prospective students, influencers, business leaders, supporters, and members of the engineering profession.	Hosting and championing the "Eng Change Lab", a joint initiative between Engineers Without Borders (Canada) and Engineers Canada -- to initiate change across all stakeholders within the engineering sector. Evidence of thought leadership, in partnering with prominent organizations (e.g., the Ontario Society of Professional Engineers to host a Canada-wide forum on the role of women in engineering).	🟡	Progressing
3. Develop research slide decks for each department and school as a whole.	1. Slide decks in place.	❌	Discontinued
4. Develop research demonstration tours within individual departments.	1. Demonstrations in place.	❌	Discontinued
5. Instantiate video wall display of research in each department.	1. Video walls installed.	❌	Discontinued

Revisit the Lassonde fundraising strategy

Action/Strategy	Measurable/Milestone	Status	
Research & evaluate Lassonde capacity and readiness to launch a major fundraising campaign	Identified fundraising priorities, messaging and volunteers, in close coordination with the Advancement office Host series of events to engage and promote donor sponsorship & recognition - Lassonde, Bergeron, Carswell, Shopify, Hatch, etc. Market analysis and promotional feedback Targeted fundraising starting point goal achieved Fundraising Campaign Launched	🟡	Progressing

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Revised targetted philanthropic and sponsorship revenues up to $4-5M/year	$4-5M/yr raised from regular advancement activities	🔴 Not On Track
Intensify fund-raising efforts for donor-named spaces and labs	Audit of Bergeron Centre prospective naming opportunities for both spaces, entities and initiatives has been undertaken as a core element of the planning phase for the campaign. Existing labs have been earmarked for naming opportunities.	🟡 Progressing
Expand and develop cases for support and communication pieces to cultivate, develop prospective interests and solicitation	Evidence of extensive outreach and development activities have been undertaken to identify high-value donor opportunities realized. Increased number of successful solicitations have been made with to individuals, alumni members and partner organizations. New communications materials produced in order to offer compelling propositions to potential supporters.	🟡 Progressing