

# Lassonde School of Engineering

## Top -5 Accomplishments - April 2020, Year-End Evaluation

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### ACADEMIC QUALITY

1. ENROLMENT GROWTH & PROGRAM REVIEWS - Lassonde has been successful in exceeding its Undergraduate program enrolments, and maintaining accreditation with all external accreditation bodies in all seven Engineering programs (CEAB), including Computer Science & Computer Security (CIPS), and Geomatics (CBEPS).
2. SPACE – The School successfully acquired new physical spaces and is proceeding with several renovation projects to address the shortages for academic teaching labs, faculty offices & research labs, student space and graduate seating. The projects include the William Small Renovation - computer lab capacity and student project space (fully operational); plans approved, and construction to commence on: 3<sup>rd</sup> & 4<sup>th</sup> Floors of Bergeron (faculty offices), 4751 Keele Street (faculty & research labs), the Pavilion (student & grad) and Petrie Renovations (research & teaching labs).

### ENGAGEMENT & OUTREACH

3. STRATEGIC PRIORITIES & PLANS - The leadership team has undertaken a series of consultations to re-focus 8 strategic priorities across the Lassonde community, along with two comprehensive plans to focus and promote engagement in realizing the 50:50 Challenge and Equity, Diversity & Inclusivity goals: 1) the EDI Plan and 2) the Outreach Strategy (K-I). Further key priorities are set to launch with Professional Education, as well as the School's ability to build capability in designing the learning innovation studio and begin the transformation of engineering and science education across the School and beyond.

### STUDENT SUCCESS

4. IT – The IT team has spearheaded the delivery and implementation of a number of technology solutions to improve the experience for student services through QLess (as an institutional leader), and Campus Groups. The team deployed a series of new technologies for classroom learning environments and support tools (e.g., Echo360, Zoom, etc.), providing workshops and implementation resources for course instructors in Lassonde and Science.








### ENABLING THE PLAN

5. GOVERNANCE – The Faculty Council led a comprehensive review on the School's governance structures, committee mandates and terms of reference, including introducing 4 new committees/sub-committees: Graduate Learning, Curriculum & Students; Non-Degree Studies; Engineering Common Curriculum (EC2); and Equity, Diversity & Inclusivity (EDI) to improve overall planning, processes, approvals and community engagement.








## Academic Quality









## 1. Innovative, Quality Programs for Academic Excellence









## 1. Expand Innovative New UG Programs &amp; Offerings







Strategy/Action	Measure/Milestone		Status
1. Create & Launch New Dev Degree in BSc Computer Science Industry Partner: Shopify	1. 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
2. Develop new for models Work Integrated Programs (Dev Degree 2.0)	1. Models adopted; 2. Identified prospective future industry partners to collaborate with. 3. Drafted proposal(s) & MOUs.		Progressing
3. Create and approve new Global Engineering Certificate	1. Students will graduate with a combined credential of degree & certificate		Progressing
3. 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.		Not On Track
4. IELT Requirement	1. Increase international student market 2. Track & report impact on increase in International admissions and student success in programs.		Completed
5. New elective course offerings in: Disruptive Technologies open to all UG pan-university	1. Increase access to engineering and technology learning opportunities campus-wide		Completed
6. New Blended course offerings in: Innovation and Creativity open to all UG pan-university	1. Increase access to engineering and technology learning opportunities campus-wide		Completed

7. New technical elective course offerings in 4th year	1. Create 3-4 new courses as technical electives		Completed
1. Create & Launch New Graduate Programs in: Artificial Intelligence Stream - MSc in Electrical Engineering & Computer Science	1. Program launched, first cohort commenced FW18		Completed
2. Develop Joint Program in Digital Media - PhD with AMPD	1. Program launched, first cohort commenced FW19		Completed
3. Develop MSc in Data Science	1. Implemented and approved; new cohort to commence Winter 2021		Progressing
4. Develop Course-based MASc in Civil Engineering	1. Implemented and approved; new student cohort to commence FW21		Not On Track
5. Graduate Course collaboration - SSB/Osgoode "Disruptive Technology"	Increase in student cross-disciplinary collaborations/intersections at the graduate level for Lassonde, Schulich & Osgoode graduate students; 30+ Schulich graduates participated		Completed
6. Design new programs for the Markham Campus in technology and engineering	1. Comprehensive assessment on program demand and market analysis to inform program delivery options in Markham		On Track
1. 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
2. Expand STEM Entrepreneurship Program - partnership with BEST, Youth Science Canada & the Canadian Innovation Centre	1. Increase the # of one-week Bootcamp participants to 25 students/year		Completed
3. 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
4. Develop and Launch SHAD York Program	1. Successful recruitment and participation of 56 SHAD students		Completed

5. 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
6. 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
1. Departments define needs for pedagogical development and lab instruction and development.	1. Departmental pedagogy and lab instructor positions defined; to date: 8 successful hires		Completed
2. Annual submission of faculty complement requests to Provost, with emphasis on research oriented hires.	1. Annual hiring of approved faculty positions and successful hires: 2016: +10 2017: +15 2018: +14 2019: +12 (pending) 2020: +10 (pending)		On Track
3. 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
1. Create & expand study abroad opportunities for Lassonde Students	1. Increase # of valuable abroad learning opportunities: Germany; Greece; Israel; Switzerland (S18); Ethiopia (S19)		Completed
2. Creation of Online Courses and Flipped Classroom opportunities	1. Increase in #of transformed student learning experiences by instructors adopting Moodle, lecture capture, live web conferencing and flipping the classroom technologies. 2. Conducted one-on-one transformation sessions with faculty members to adopt technology and promote alternative classroom delivery opportunities. 3. 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. 4. Annual targets and successes achieved by increasing access of innovatively delivered classes 5. Guidelines for development and pedagogies established.		On Track

3. Improve course planning and mapping tools	1. Standardize course planning and mapping tools implemented across the School (Institution).		On Track
4. Implement a Course Scheduling Builder for Students & Long-Range Academic Planning	1. Lassonde and Sister Faculties have access to utilize a common scheduling technology and share long-range plans for scheduling. 2. Lassonde secures technical tools to advance course scheduling and academic planning for students and departments.		On Track
5. Host Annual Teaching Retreat & provide continuous improvement to the quality of teaching	1. Increase in positive feedback from teaching evaluations, student focus groups, and professional development opportunities.		Progressing
1. Prepare academic teams to lead accreditation reviews	1. Successful accreditation for Lassonde engineering programs (Electrical & Software) and Quality Assurance Review (ESSE) for regulated programs		On Track
2. Improve School-wide course evaluation standards	1. Online course evaluations introduced, tracking history on evaluation and assessment archived. 2. Implemented process & policy for sharing results more broadly with students and faculty		Not On Track
3. Design School level Continual Program Improvement Framework to be used across all UG and Grad programs.	1. Framework implemented across the School; 2. Programs refocus program specific CPI to align with the School level framework and priorities.		Progressing
4. Provide clear course outlines and course learning outcomes.	1. All Course outlines reflect and provide an inventory all CLOs & GAIs 2. Design an online submission process		Completed
1. Develop a Teaching & Learning Plan for the School	1. Plan developed, approved and rolled out.		On Track

2. Enhance the one-stop shop for Teaching & Learning Technologies	<ol style="list-style-type: none"> <li>1. The Innovation Studio is actively utilized by Lassondians.</li> <li>2. Developed operational support to create promotional videos and event capturing.</li> <li>3. Assisted faculty in evaluating/testing several T&amp;L tools like Peer Scholar, Credly Digital Badging, TeamWorks and Piazza as pilot test for classroom adoption.</li> <li>4. Align activities with teaching and learning plan.</li> </ol>		On Track
3. Improve infrastructure to allow for the expansion of additional teaching delivery opportunities	<ol style="list-style-type: none"> <li>1. Upgraded Audio-Video technology installed and upgraded in Bergeron classrooms and meeting rooms to all allow for reliable experience.</li> <li>2. Established transformational engineering lab for controls, robotics and mechatronics.</li> <li>3. Align services with academic teaching and learning plan.</li> </ol>		Completed
4. Create a team of "Digital Sherpas" to provide technology/digital service	1. Team established and deployed into action		Completed
5. Introduce "Badging" and BEST programs to recognize additional student skills and achievements.	1. Students begin acquiring Badges and BEST programs approved.		On Track
6. Profile and promote Teaching Stars @ Lassonde	1. Teaching Stars recognized across the community		Not On Track
7. Establish innovation sparks for students to have access to emerging technologies.	1. Resources dedicated to inspire and promote new technologies.		Discontinued
8. Provide access to "app" development platforms.	1. Platforms launched and students create new apps.		Discontinued
1. Design and implement a new Lassonde admissions process that reduces dependency on GPA as sole admission criteria	<ol style="list-style-type: none"> <li>1. 25% of qualified engineering applicants participate in Lassonde Boost supplemental application;</li> <li>2. Review longitudinal analysis of Boost Digital Interview's predictive value(503 optional interviews in 2018-19)</li> </ol>		On Track

2. Refine enrolment processes to promote earlier enrolment to improve efficacy of both admissions and enrolment processes	<ol style="list-style-type: none"> <li>1. Redesign the steps for entry into Engineering to promote earlier enrolment and program affiliation</li> <li>2. Launch Engineering Program Guarantee (50% participation rate = earlier enrolment)</li> <li>3. Introduced early accept and enrolment deadlines</li> <li>4. Refined processes for new and internal-transfers into Engineering programs.</li> </ol>	 Completed
3. 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	<ol style="list-style-type: none"> <li>1. Establish 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)</li> </ol>	 Completed
4. Create new pathways into engineering for non-traditional students	<ol style="list-style-type: none"> <li>1. 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 2019-20: TBA</li> </ol>	 On Track
1. Continue to build interdisciplinary networks with Science, FES, Health, AMPD, LA&PS, and Seneca.	<ol style="list-style-type: none"> <li>1. Pathways defined between Faculties and Institutions</li> <li>2. Core programs created for the Markham Campus</li> <li>3. Developed courses that serve students across the campus at the Grad &amp; UG level (e.g., disruptive technology, innovation &amp; creativity)</li> </ol>	 On Track
2. Innovative pathways are established for Engineering	<ol style="list-style-type: none"> <li>1. Transfer Credit Pathways are established with at least one other post-secondary institution through ONCAT initiatives</li> <li>2. Pathway for Aboriginal students established for Engineering programs; with appropriate resources in place</li> <li>3. Adopted Indigenous Framework to advance conversations, supports and tracking students. (Institutional)</li> </ol>	 Progressing
3. Develop and implement new joint programs: Osgoode, Schulich, Seneca, Markham Campus	<ol style="list-style-type: none"> <li>1. Collaborative initiatives launched and approved.</li> </ol>	 Progressing

4. 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 others).

1. Develop a research hub for leadership Engineering Education.
2. A plan is prepared and approved to identify where the growth areas will be accommodated.
3. Locations, drawings, specifications and related renovation/building costs are identified.
4. The Board of Governors approve the plan.



Progressing



## Academic Quality

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

#### 1. To Grow Graduate Programs

Strategy/Action	Measure/Milestone		
1. Grow graduate and expand EDI lens on recruitment and 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		On Track
2. Invest in UG population as a pool of graduate student prospects, and to enhance their experience at Lassonde	Grow Lassonde UG Research Award (LURA) beyond 30 students; 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
3. Develop professional training opportunities for graduate students and postdocs at Lassonde (in coordinating with existing and future NSERC CREATE)	1. Professional initiatives researched and scheduled; 2. Participation and evaluation of initiatives reported		On Track
4. 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



5. 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.		Progressing
6. Create New MEng degree programs in all departments.	1. New graduate MEng programs created and approved by internal and external bodies.		Not On Track
7. Introduce accelerated graduate program.	1. New program launched.		Not On Track
1. Hire faculty with strong research profiles based on priorities identified in unit complement plans.	Successful appointments of leading researchers in Engineering & Science		On Track
2. 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)		Completed
3. 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 launched = High success rates (100% for new colleagues)		On Track
4. 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
5. Improve data collection and analysis for measuring metrics related to research performance	1. Hire data analyst 2. Support SRP development process through data collection and analysis internally and externally		On Track
1. Plan for large scale partnerships funding opportunities	1. Increase external partner contributions		Progressing

2. Redirect the plans to develop for a creation of a New Centre of Excellence (NCE) - Government Opportunity Funds	<p>Consultations and planning undertaken with key research leaders.  Plan approved &amp; implemented.  Establish research centre cluster VISTA (\$35M)  Create NCE smaller networks of excellence.</p>	 Progressing
3. Form a partnership with the Vector Institute and Lassonde's new MSc in Computer Science, specialization in Artificial Intelligence program	<p>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)</p>	 Completed
4. Create an Industry Advisory Boards for School and across departments.	<p>1. Boards established and operating.</p>	 Progressing
5. Support for existing chairs: Love chair, CDE and IFlyteck Chair	<p>1. Hiring of staff and sustainable infrastructure to support "chairs," progress and reporting requirements achieved.</p>	 Completed
6. Work closely with ORUs to complement the strengths and research clusters	<p>1. Partnership with ORUs grows as evidenced by increased collaborative events, promotion, and involvement in research support</p>	 Progressing
7. Increase the involvement and impact of the Advancement office in research partnerships.	<p>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)</p>	 On Track
1. Develop capacity to support faculty write winning grant proposals	<p>Increased number of successful proposals  Increased faculty &amp; graduate student participation in professional writing/editing workshops</p>	 On Track
2. Create a grant depository to share best practices & panel sessions for applicants	<p>1. Increased participation grant depository accessed and training sessions</p>	 Completed


3. Provide mentoring and resources for large scale initiatives, including Research Chairs	1. Increased number of large scale collaborative proposals and monitoring of the support process; (13 Chairs in total, 3 new in 2018-19)		On Track
4. Provide support for CFI projects and continue to support infrastructure projects at Lassonde.	1. 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)		Progressing
5. 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
6. Develop internal seed funding for research projects and infrastructure	Research Intensification is realized in promoting research activity through: 1. Release Tools & Instruments (RTI) - Top up Program; 2. Bridge Funding Program; 3. Research Boost - competition successfully supports risky, innovative and interdisciplinary projects 4. Enhance EDI lens and reporting through research.		On Track
1. Create a comprehensive Postdoctoral Fellowship program	Increased investment & participation in PD program Fully established and operational PD program. Tracking system implemented		On Track
2. 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

## Student Success

## 3. Enhanced Quality in Teaching and Student Learning

## 1. Expand Experiential Education Opportunities in Coop &amp; Internship





Strategy/Action	Measure/Milestone		On Track
1. Partner with Engineers Without Borders (EWB) to create a series of experiential opportunities abroad for students	1. Expansion of opportunities and locations: Technion in Israel; Ethiopia (14 students)		On Track
2. Develop Innovative Work Integrated Learning (WIL) experiences and High Impact Experiences (HIP)	1. Develop relationships with corporate and co-op partners that can develop into innovative experiences. 2. Partnerships secured with Shopify and Hatch - Silicon Valley Tech Tours and Coop for Change programs. 3. Notable new partners - Honda, GM, Coinbase, Hatch, Canadian Space Agency, Tesla, Qualcomm, Rogers 4. Annually increase new partners - 2016-17: +246 2017-18: +161 2018-19: +100		On Track
3. Increase capacity for student interest and participation in EE	1. Communicate information about the program and the benefits and success to the entire Lassonde community. 2. Annually increase the number of participation rates - 2016-17: 77 students 2017-18: 251 students 2018-19: 311 students 2019-20: project 400 3. Create new Renaissance Coop Program with donor sponsorship fund. 4. Creation of donor funded Coop/Internship Student of Year Award.		On Track
4. Increase capacity for job matches for students	1. 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

5. Grow International Co-op opportunities in multiple countries	Increased # of Int'l opportunities: Silicon Valley California Holland Switzerland El Salvador Colorado	 On Track
1. Human Resources in place to further program objectives	1. Appropriate staff hired, trained to support program objectives	 Completed
1. 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
2. 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
3. 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
1. Working with subject matter expert from the communication department to collaborate with course directors of technical courses to enhance the communication skill.	1. Development of teaching modules and/or assessment tools	 On Track
1. Teaching assistant training workshop	1. All new TAs participate in workshops 2. TAs respond positively to value of workshops and impact in the classroom	 On Track

## Student Success

## 4. A Student-Centred Approach

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

Strategy/Action	Measure/Milestone		Completed
1. Pilot and fully deploy the development of York's curriculum management system	1. Be the 1st Faculty at York to successfully implement & use of the KUALI curriculum management system in Civil & Mechanical Engineering Departments.		Completed
1. 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
2. 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

3. Programming related to student engagement & supporting student success established and improved

1. Participate in "Early Alert" project including providing interventions (study groups);
2. Continued to expand Mental Health initiatives;
3. Renewed Mentoring Program with clear outcomes, including Mentoring & Orientation, increase in number of workshops offered annually.
4. Orientation programming in LE reviewed, refined and supported with clear expectations and outcomes defined
5. Operations supporting the student experience in the BCEE running with supporting policies and feedback loops for new services
6. Increased profile, promotion and allocation of strategic awards and scholarships for students - to increase applications for awards. Offer workshops to improve submissions.
7. Community Service Learning (co-curricular) opportunities are developed and implemented



Completed

4. Develop, implement and continuous improvement of a student-centered service delivery model

1. Enhance the onboarding experience for students
2. Redesigned the New Student Enrolment (Bootcamp) experience to increase a sense of connection (student - student, student - staff, student-Lassonde)
3. Developed learning outcomes for the experience which will allow us to measure the student experience
4. Implemented 1st year Engineering timetables and course CASing to ensure a consistent enrolment experience for students. Reduced the number of 1st year enrolment issues in August/September



Completed

1. Develop, implement and continuous improvement of a student-centered service delivery model for graduate students

1. Student satisfaction and engagement evaluated and improved.



Progressing

2. Develop, implement guidelines, handbooks and communication strategies including online presence for graduate students

1. Information and online implemented and accessible to graduate student community.



On Track







## Engagement and Outreach

### 5. Enhanced Campus Experience

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

**Strategy/Action**

**Measure/Milestone**







1. Support and promote student activities, clubs and events to build a strong student engagement and positive experience on campus.	<p>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)</p> <p>Excel Lassonde students offered tutoring and study groups for the students.</p> <p>279 students purchased an Orientation kits (16% of attendees were female first year students; 1/3 of leaders were female.)</p> <p>Improved student hub website to provide more information for clubs and students about the different resources available.</p>	 On Track
1. 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)	<p>Develop and consultation completed on short-term plan to meet existing space needs.</p> <p>Acquire net new space across the campus to serve needs - William Small; Pavillions &amp; 4751 Keele St. Coordinated renovation and building plans with CSBO approved.</p> <p>Assigned and allocated net new spaces to occupant groups.</p>	 Progressing
2. Improvements to Teaching Infrastructure (lab, project spaces and classrooms)	<p>Technology refreshed in Lassonde and William Small buildings by upgrading labs - hardware, imaging, lab software environment.</p> <p>Expanded Capstone lab space for 4th year engineering students to work on thesis and projects.</p> <p>Identify and prioritize areas for improvement based on strategic directions of the School (informed by TEAL).</p>	 Completed
3. Complete upgrade of LAS machine room and Petrie Labs.	1. LAS machine room & Petrie upgrades complete.	 Completed
4. Conversion of 1003 LAS to student/faculty commons & renovation of LAS Prism lab	1. LAS Commons completed and LAS Prism labs renovated.	 Completed
5. 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








**1. Promote and advance the 50:50 Challenge -Equity, Diversity and Inclusivity Across the School and programs at Lassonde**





Strategy/Action	Measure/Milestone		
1. Draft and implement an EDI based on community consultation.	1. Roadmap received and taken up with community to enact aligned recommendations		Completed
2. 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
3. Create a series of initiatives to promote support EDI for faculty, staff, and students	Implement Inclusion Lens Significant #participants in community taking REDI Certificate.		On Track
4. 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
5. Develop Scholarships specifically for women	1. Two new scholarships for female students. Working with Advancement to develop more scholarships for women.		Progressing
1. Assess community engagement by developing a communications plan	1. Plan completed and metrics established and tracked 2. Micro-site created to track various levels of engagement and touchpoints with community.		Progressing

2. Develop annual development training plan and survey	<ol style="list-style-type: none"> <li>Track and report participation in training;</li> <li>Track impact of advancing the School ability to challenge discrimination and promote healthy and equitable relationships.</li> <li>Survey results indicate impactful activities</li> </ol>		On Track
3. Develop and communicate process to deliver training on how to create a safe and inclusive environment.	<ol style="list-style-type: none"> <li>Program launched and all faculty and staff participate in training.</li> <li>Process for reporting issues and employing services articulated.</li> </ol>		Progressing
1. Train leadership team and revise job descriptions	1. Team trained and roles reflect strategies for inclusion		Progressing
2. Faculty and staff submit personal EDI pledges with 2 concrete actions	1. Pledges gathered and posted to share with the community.		Completed
3. Enhance UG & Grad student Culture with co-curricular events	<p>Launch:</p> <ol style="list-style-type: none"> <li>Speaker Series</li> <li>Bystander training sessions</li> <li>Student leadership training</li> <li>Learning communities</li> <li>Student advisory council</li> </ol>		On Track
1. Identify key champions within the School	1. Deploy champions to promote & identify exemplar activities		Progressing
2. Integrate EDI action plan into Fall 2020 Lassonde Awards Evening	1. Create, Recognize and profile "MakeADifference" award recipients		Progressing
1. Design an outreach strategy and program to seek EDI-identified applicants	<ol style="list-style-type: none"> <li>Outreach program implemented and increases in EDI-identified applicants increases year-over-year.</li> <li>Create and recruit a CRC female specific position.</li> <li>Create mentorship program and skill building for students</li> </ol>		On Track
2. Review talent search and hiring procedures for gender balance and revise as necessary	1. Increase the number of women short-listed in the faculty hiring process		On Track

3. Research what percent of female applicants self-identify through the affirmative action process	50% of new hires are women		On Track
4. Investigate an outreach program to seek female applicants from industry, including a transition program into academia	1. Transition program implemented.		Progressing
1. 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
1. Evaluate the teaching and social experience of female engineering students and establish metrics to a baseline and 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
2. 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.		Progressing
3. 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.		Progressing
4. 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
1. 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
2. Evaluate and revise recruitment process to increase the number of female student applicants	1. 30% of student applicants are women by 2016		Progressing

3. Develop Scholarships specifically for women	1. Increase in quality and numbers of female students enrolling at Lassonde. 2. 7 new or renewed female centric awards created since 2015.	 Progressing
1. 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
1. Hire new senior leaders to advance the goals and priorities articulated in the School's plans.	1. Hire and on-board new Vice Dean, Associate Dean, new Chairs, UPDs and GPDs into their new roles. 2. Create succession planning guidelines for leadership roles and future transitions.	 On Track
1. 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
1. 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
2. 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
1. 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

2. 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	1. Partnerships, media exposure and recognition awards for girls and women in science and engineering. 2. Helen Carswell STEAM program for Women increased Lassonde's exposure within the local community. Received funding to hire 2 peer mentors who are able to assist with tutoring and support high school students.		Completed
3. Seek out partnerships with education, industry and government to support girls in science from grades K-12	1. Increase number of partnerships. 2. Work with Advancement and secure funding to support girls in science programming.		Completed
1. 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
2. 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
3. Promote relationships with external Health and Safety Organizations	1. Minerva workshops provide opportunities for learning and contribute to content for curriculum.		Completed
4. 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
1. Staff -Regular External Relations meetings to better communicate and collaborate with externally facing staff (Coop, Research, BEST, Comms, Capstone, Student Engagement) 2. Students - Guidance, advice and support to student clubs, teams, and student-led events requiring fundraising. 3. Faculty - Advancement presentations at departmental meetings.	1. Increased prospect leads from staff, students and faculty. 2. Increased engagement with alumni 3. Increased industry engagement within the Lassonde community 4. Min 10 meetings/month (identification, cultivation, solicitation, stewardship) 5. Increased number of solicitations and high impact proposals at min 24 / year		Progressing







<ol style="list-style-type: none"> <li>1. Focus Dean's advancement activity to the top 10 prospects with detailed cultivation strategies in place.</li> <li>2. Identify/develop new or continuing fundraising priorities with the Dean and create new cases for support.</li> <li>3. Engage senior academic leaders on a second tier of prospects aligned with Lassonde fundraising priorities.</li> <li>4. Effectively steward existing donors to increase likelihood of renewables, repeat giving and larger gifts.</li> <li>5. "Push Activity". Demonstrated movement of individual prospects across the donor cycle and net prospects added to the pipeline.</li> <li>6. Identify opportunities for renewable streams of revenue based on annual giving (like a Corporate Partners Program, Capstone revenue, etc.)</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase the number of major gift and principal giving donors</li> <li>2. Improve donor retention and satisfaction</li> <li>3. Creation of high impact proposals and stewardship reports</li> <li>4. Organization of high impact stewardship events and communications pieces</li> <li>5. Increase in annual gifts &lt; \$25,000</li> </ol>	 Progressing
<ol style="list-style-type: none"> <li>1. Collaboratively work with central Alumni Relations and Lassonde staff, faculty and students to identify existing engagement opportunities and facilitate the participation of Lassonde alum in mentorship and leadership opportunities, ongoing events, communications vehicles (alumni profiles), etc.</li> <li>2. Facilitate and recommend Lassonde alum as nominees for honorary doctorates and Bryden awards</li> </ol>	<ol style="list-style-type: none"> <li>1. Increased alumni engagement and positive feelings for Lassonde</li> </ol>	 Progressing
<ol style="list-style-type: none"> <li>1. Develop communications pieces to inform external audiences (donors, alumni, corporate partners/employers) about Lassonde news</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase the number of self-identified leads</li> <li>2. Increased brand awareness and positive associations with the brand</li> </ol>	 Progressing
<ol style="list-style-type: none"> <li>1. Effectively select and manage internal and external volunteers for the purpose of relationship building with perspective and current donors</li> </ol>	<ol style="list-style-type: none"> <li>1. Increased volunteer engagement for fundraising</li> </ol>	 Progressing








**Enabling the Plan**  
**7. Enabling the Plan**

**1. Expand stewardship to Lead the School on the Road to 50:50**






**Strategy/Action**









**Measure/Milestone**




1. Develop change management approach proposal with Provost & President	<ol style="list-style-type: none"> <li>1. Steering Council created to inform and direct the plan and governance structure.</li> <li>2. Form an Advisory Council to inform transformational culture change.</li> <li>3. Department and unit areas create area plans.</li> <li>4. Host workshops and consultations to engage community in the development plan.</li> <li>5. Conduct gap analysis and status assessment on achievements of planning process.</li> <li>6. Develop a scorecard to track plan progress.</li> </ol>	 Progressing
1. Build + Launch EDI Website as a means to garner feedback on the Draft EDI Plan, handle the moderation and communication of the plan + the feedback, incorporating it	1. 30% response rate on the Draft plan whether through EDI website comment sections or anonymous comments via EDI email address	 Completed
1. Host a variety of meetings with staffing groups and departments to determine communication gaps, needs, priorities and areas for improvement.	<ol style="list-style-type: none"> <li>1. Expanded depth and breadth of the School's reach to prospective students, influencers, business leaders, supporters by launching a number of new communications initiatives.</li> <li>2. Create a channel to profile faculty and staff work through York's "Expert Guide".</li> </ol>	 On Track
2. Develop and distribute regular news letters at levels of both school and individual departments	1. Launch Lassonde's internal monthly newsletter "Newsflash" on events, research highlights, news stories and staff, student successes, including community engagements.	 Completed
3. Communicate the Renaissance Engineering value - Research, write and amplify Lassonde stories through traditional and digital mediums	<ol style="list-style-type: none"> <li>1. Regularly highlight research achievements, awards and student successes.</li> <li>2. Launch new editorial series "Beyond the Classroom"</li> <li>3. Reopened Lassonde social media channels, driving traffic to website news - promoting events, announcements, research and student life.</li> <li>4. Social media traffic has increased engagement by 490% in last 6 months.</li> </ol>	 On Track
4. Develop foundational communications materials that serves as an overview of the School.	<ol style="list-style-type: none"> <li>1. Design and circulate 2-page fact sheet on key messages, priorities, focus for external audiences.</li> <li>2. Create "Realizing the Vision" - Dean's Presentation for external audiences and profiling the School.</li> </ol>	 On Track




5. Develop the personal and professional brand and profile of the Dean	<ol style="list-style-type: none"> <li>1. Work with Central Communications to develop an external communications plan to help build the profile of the Dean + Lassonde overall amongst the public</li> <li>2. Create communications materials for internal and external stakeholders to create brand affinity between our School and new Dean.</li> <li>3. Create videography to chronicle the Dean's journey, passions and priorities aligning to the School's strategic priorities.</li> <li>4. Positive media coverage in external print, radio, TV, online outlets profiling our School, students, Dean and various achievements + activities</li> </ol>	 On Track
6. Create a more cohesive, online visual identity - Research, select and liaise with a Web agency to integrate all department, co-op, main page and recruitment websites into one seamless user experience online	<ol style="list-style-type: none"> <li>1. A brand new, functioning, navigable website that the community is collectively happy with</li> <li>2. Creative agency hired;</li> <li>3. Website renovation undertaken with community stakeholders;</li> <li>4. New website launched</li> </ol>	 Progressing
7. 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.	<p>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).</p>	 Progressing
8. Develop research slide decks for each department and school as a whole.	<ol style="list-style-type: none"> <li>1. Slide decks in place.</li> </ol>	 Discontinued
9. Develop research demonstration tours within individual departments.	<ol style="list-style-type: none"> <li>1. Demonstrations in place.</li> </ol>	 Discontinued
10. Instantiate video wall display of research in each department.	<ol style="list-style-type: none"> <li>1. Video walls installed.</li> </ol>	 Discontinued
1. 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.	<p>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.</p>	 On Track









1. Research & evaluate Lassonde capacity and readiness to launch a major fundraising campaign	<p>Identified fundraising priorities, messaging and volunteers, in close coordination with the Advancement office</p> <p>Host series of events to engage and promote donor sponsorship &amp; recognition - Lassonde, Bergeron, Carswell, Shopify, Hatch, etc.</p> <p>Market analysis and promotional feedback</p> <p>Targeted fundraising starting point goal achieved</p> <p>Fundraising Campaign Launched</p>	 Completed
1. Ensure all editorial/social/digital content tells the story of the ways our research/students/teachings/etc. are ultimately working to benefit society	<p>1. Launch short, catchy videos that address these questions with faculty</p> <p>2. Ask targeted questions in interviews so that articles answer this question</p> <p>3. Highlight student stories that showcase the way their achievements are contributing to the larger world</p> <p>4. Work with central communications to pitch these stories to media</p>	 On Track
1. Formation of Social Committee to create engagement opportunities	1. Sponsor 9-12 events for faculty and staff to promote engagement and build culture.	 On Track
2. Develop and implement professional development programs	1. 12-15 staff members to participate in sponsored professional development courses and conferences.	 Completed
3. Enhance and refine Faculty Council and departmental governance mandates, terms of reference, identifying committees and roles.	<p>Documented practices and policies for self-governance and annual reports to evidence processes are functioning well.</p> <p>Revised mandates and terms of reference re-freshed for committees.</p> <p>Developed a plan to integrate Graduate Studies into the Lassonde governance structure.</p>	 On Track

4. Design and prepare staff and faculty for new ways of working.	<ol style="list-style-type: none"> <li>1. new roles created in Civil &amp; Mechanical Engineering to support UG programs.</li> <li>2. Successful implementation of new technology and processes to deal with high volume student inquiries, shorter line-ups and wait times for students.</li> <li>3. Operations Manager role hired to work with departmental staff to create efficiencies in administrative processes.</li> <li>4. Formal Employee Engagement Strategy developed.</li> <li>5. Lassonde Employee Recognition Program launched.</li> </ol>		Completed
1. Implement Helpdesk Solutions for faculty, staff and student IT-related problems	<ol style="list-style-type: none"> <li>1. System implemented to track incident reporting, follow-up and resolutions, and overall service to community improved.</li> </ol>		Completed
2. Create specifications of departmental technical staff needs.	<ol style="list-style-type: none"> <li>1. Technical staff need documents in place for each department.</li> </ol>		On Track
3. Hiring additional departmental technical and administrative staff.	<p>Assistant Manager of Technical Services hired. Additional staff hired in Civil &amp; Mechanical engineering. Job descriptions &amp; responsibilities realized and updated to meet the needs of departments.</p>		Completed
4. Training of administrative & technical staff (paid attendance at technical workshops, courses, etc).	<p>Advance cross-training provided to technical staff. Training documents and designated trainers for academic processes identified. Combine operational manuals for all teaching labs.</p>		On Track
1. 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.	<ol style="list-style-type: none"> <li>1. Successful launch and interactions, uptake from the Student Information Hub.</li> </ol>		Completed
1. Re-visit enrolment, faculty complement, staffing and other operational plans in broader consultation with stakeholders	<ol style="list-style-type: none"> <li>1. Create a refreshed plan that is endorsed by all stakeholders;</li> <li>2. Identified revenue diversification opportunities and alignment to hiring goals;</li> <li>3. Developed a long-term financial model to predict sustainable fiscal tolerance - allowing for compensation &amp; operational expenditure fluctuations</li> </ol>		On Track
2. In collaboration with OIPA, review, adjust budget assumptions based on relevant data and trends	<ol style="list-style-type: none"> <li>1. Planning tools that better predict and illustrate our financial outlook.</li> </ol>		On Track

3. 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
1. 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
2. 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.	 On Track
3. Develop training sessions for the leadership team, faculty and staff to understand various models and incentives	1. 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
1. 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. Implement chargeback system/processes on equipment usage by external faculty.	 On Track
2. 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

3. 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
4. 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.		On Track
1. Develop orientation and training program for Managers and Faculty Administrators	1. Successful participation in training sessions on: Accommodation and Harassment in the Workplace; Respect, Equity, Diversity & Inclusivity. 2. Developed Lassonde specific programs that will advance the culture of the School 3. Leadership competency training and assessment plans on gaps established.		On Track
2. Encourage submission of requests for PD and ensure equitable distribution of the fund	1. Utilize the full fund each year		Completed
3. 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
1. Develop a website to provide and share departmental planning tools and departmental management of resources.	1. Tools developed and shared with departments.		On Track
2. 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
3. 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

4. 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.		Progressing
1. 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
2. Develop contextual guidelines for interpreting and exploiting modeling results.	1. Guidelines complete.		Progressing
3. Distribute and refine models with departments.	1. Model distributed. Refine.		Not On Track
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