

DIVISION: Division of the VP Academic and Provost

UNIT: Lassonde School of Engineering

PLAN ID: 1317

1. 21st Century Learning

1. Develop the road map for approval of Academic Programming at Markham campus

Action/Strategy:

Create an overall work plan and project management & resource plan set up and on target for Lassonde MCC programing (and what the journey roadmap will be for next 3 years). To ensure key workflows are on track for Senate approval:

1. Integrated Degree in Digital Systems (WIL) NOI submitted & draft program developed

2. BSc Computer Science (major modifications)

3. First Year Common Engineering (work on principles for changing delivery - major modification)

4. Lassonde Lifelong Learning programing (Framework approved in line with micro-credentially strategy for York). Framework piloted with BEST offerings.

5. Master's in Innovation Technology & Mgmt

Measures/Metrics/Milestones:

1. Digital Systems (WIL)- Approved NOI

1. BSc Computer Science - Approved NOI & Draft Proposal

1. First Year Common Engineering - Approved NOI & Draft Proposal

1. Micro-credential Framework - Approved

1. Master's in Innovation Technology & Mgmt - NOI & Proposal Approved

Evaluation Status:

Completed

On Track

On Track

Progressing

Progressing

2. Co-design with Employers the graduate attributes of the first national pilot of an Integrated Degree in Digital Technology Program at Markham Campus

Action/Strategy:

1. Lead initial stages of project development and establish key milestones (business case/funding model/employer commitments/legal)

2. Create collateral (e.g. PowerPoint presentations, fact sheets) for communicating effectively with employers and internal stakeholders

3. Connect with employers to set up the Trailblazers group – approx. 15 companies from various sectors, sizes requiring digital technology specialists

Measures/Metrics/Milestones:

1. Milestones established.

1. Communication strategy w/employers completed.

1. Secure 15 employer Trailblazers

Evaluation Status:

Progressing

Completed

On Track

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4. Working with a facilitator - design interviews & workshops for Trailblazers to specify the Knowledge, Skills & Behaviours expected from the Integrated Degree (i.e. graduate attributes)

1. Draft Graduate Attributes identified with Employers

On Track

5. Program development started with Trailblazers - Roadmap prepared

1. NOI approved and program proposal design advances

On Track

3. Continue effort to make Lassonde an attractive destination for equity seeking groups through our K2I Academy, with a focus on Women, Black and Indigenous

Action/Strategy:

Develop 3-year strategic plan is developed (together with Faculty of Education and Faculty of Science) - Includes a stakeholder engagement/communications plan – Donors, District School Boards, etc.

Measures/Metrics/Milestones:

1. Plan is completed and approved.

Evaluation Status:

Progressing

2. Develop and secure a resource plan– adequately resourced to enable us to effectively engage with K12 sector, especially underserved schools/communities including indigenous communities

1. Resource plan in place for engagement.

Progressing

3. Resources onboarded to deliver the following programs:

a. Lassonde Academy (2021 summer program for Year 12 in Maths, Physics, Chemistry, Intro to Computational Thinking)

1. Resource commitments in place to launch and grow programs - increased participation in programs and impact on pipeline demonstrated.

On Track

b. Launch Scotiabank Pilot Champion Program with TDSB & YRDSB & LOI Schools.

c. Support ELLEHACKS & UNHACKS

d. Helen Carswell STEAM Program for Women summer 2021

e. Prepare proposal to Allan Carswell to further support K2I Academy

f. Explore Puhoro STEM Academy (for Maori) in NZ translatable for Indigenous students. Feasibility study completed.

4. K2I Academy is working with system leaders in School Boards to create STEM programs connected to EDI strategies reaching students/families/communities who are most in need

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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<p>1. Develop partnerships with GTA school boards.</p> <p>Pilot projects with focused and targetted schools and communities in partnering school boards. Pilot projects will focus on Grade 7-12 programming and work with central curriculum leads in school boards.</p>	<p>1. Confirmed partnerships with TDSB and YRDSB</p> <p>2. Identified specific schools for pilot projects</p>	<p> On Track</p>
<p>2. Completed Helen Carswell STEAM Program for Women (pivot to online) for summer 2020 and program Summer 2021 implementation</p>	<p>1. Work with TDSB and YRDSB to broaden opportunities and increase participation in the program from their school communities.</p>	<p> On Track</p>
<p>3. Expand on community engagement opportunities that are connected with organizations that are serving underprivileged and marginalized communities.</p>	<p>1. Demonstrated partnerships working WITH community in the design and delivery of pilot programs.</p>	<p> On Track</p>
<p>4. Develop research and evaluation frameworks for all programs in partnership with Faculty of Education</p>	<p>1. Meet with school board partners, Faculty of education and K2I to discuss the collaboration and partnership work for the purposes of STEM Education Research.</p>	<p> On Track</p>

5. K2I Academy is a trusted, respected, and credible partner to school boards, organizations, community partners and industry partners.

<u>Action/Strategy:</u>	<u>Measures/Metrics/Milestones:</u>	<u>Evaluation Status:</u>
<p>1. Work with TDSB and YRDSB to design and implement pilot STEM programs demonstrating impact on student and educator learning to build credibility with school boards.</p>	<p>1. School boards, education organizations and educators identified & connections made.</p>	<p> On Track</p>
<p>2. Confirm collaborative work with organizations such as, Science Teachers Association of Ontario (STAO) to build credible programs for educators.</p>	<p>1. Communities, organizations, and professional/ industry partners identified.</p>	<p> On Track</p>
<p>3. Confirm collaborative work with GTA community organizations working with underrepresented groups in STEM and find opportunity to leverage these networks within TDSB and YRDSB pilot program design and implementation.</p>	<p>1. Communities, organizations, and professional/ industry partners identified.</p>	<p> On Track</p>
<p>4. Confirm key industry partners through advancement and COOP, Experiential Learning to support K2I projects and connect these networks and opportunities to TDSB and YRDSB pilot programming.</p>	<p>1. Lassonde community members extend network opportunities & collaborations (research faculty, student groups, other departments)</p>	<p> On Track</p>

6. Create a seamless, effective eco-system to deliver high-quality educational experiences and journeys for all learners in innovative, flexible, adaptable and engaging ways that are research informed

<u>Action/Strategy:</u>	<u>Measures/Metrics/Milestones:</u>	<u>Evaluation Status:</u>
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1. Plan developed to create more integration across units & entities within the Dean's office that includes: a clear & aligned direction; a service delivery model; an academic leadership model for this 'ECO-SYSTEM' and appoint a leader to a multi-year term; a home for new engineering education research faculty and a secondary home for teaching faculty to support teaching innovation and grow innovation Champions.

1. Plan completed, with the following identified: leadership structure; service delivery model; structure to support engineering education research & teaching and learning in place.

On Track

2. Define the long-term strategy for how current operations & units can collaborate to become effective in supporting our learner experience from k-12, UG, Grad, to Professional Education, including initiatives such as: K2I Academy, Lassonde Academy, Lassonde Edge, Professional Ed & Lifelong Learning, Futures Lab, BEST, COOP.

1. Strategy defined supporting learner experiences.

Progressing

3. Evaluation of outcomes of shift to remote/online mode to inform the future development for a long-term strategy for online learning in post-pandemic recovery.

1. Evaluation of 2020-21 remote/online learning experiences completed.

On Track

7. Create an Academic & Operations Team of Champions to make impactful advances the teaching and learning innovation across the School

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

1. Recruit a team of academic champions.

1. Academic Champions appointed and roles commence.

On Track

2. Create an administrative team lead and support T&L innovation.

1. Administrative team hired and in place

Completed

3. Design and launch operation and organization structure for the Lassonde Education Innovation Studio.

1. Structure for LEIS established.

Completed

4. Design and launch initiatives to support teaching and learning community of practice.

1. T&L community of practice established
- Secure CEEA at Lassonde in 2022
- Design model for national and international Community of Practice

On Track

5. Empower Program (service , for-credit, and not-for-credit) Development; and Continual Improvement across Lassonde

1. Empower Program - Development & Continual Improvement launched

On Track

8. Develop a Teaching & Learning Strategic Plan for the School

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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1. Design a framework and process for creation of Lassonde teaching and learning strategic plan that intersects current Lassonde strategic academic plan development.

1. Draft plan created

On Track

9. Integrate Cloud computing into teaching

Action/Strategy:

1. Provide a suitable cloud solution for new or existing course(s), prepare the coordination and transformation of cloud use for those courses.

Measures/Metrics/Milestones:

1. Research various cloud solution offers, define and coordinate instructors requirements, if solutions are adequate, the cloud platform is ready to be used by students.

Evaluation Status:

Progressing

10. Establish Lassonde's Lifelong Learning Strategy & launch initial tranche of non-degree programs (lifelong learning, collaborative learning, experiential learning)

Action/Strategy:

1. Develop strategy for Lassonde's Lifelong Learning.

Measures/Metrics/Milestones:

1. Strategy approved and implemented.

Evaluation Status:

On Track

2. Work with YorkU to ensure micro-credential strategy and framework is developed.

1. Micro-credential framework completed.

On Track

3. Use BEST micro/certificate/Masters programs (e.g. blockchain micro courses to the Masters in Innovation, Technology & Management) to pilot the framework and launch initial non-degree programs from this.

1. Pilot BEST programs based on framework

On Track

4. Develop and launch three new industry-leading Professional Development short-term programs

1. 30% increase in Lassonde PD applications and enrolments that generate revenue of \$200,000 by March 2022

Progressing

11. Develop a seamless process to recruit undergraduate domestic students into the graduate program.

Action/Strategy:

1. Pull list of high academic achieving undergraduate students, send offer letters, graduate program involvement, acceptance and conversion.

Measures/Metrics/Milestones:

1. Converting 10 top-achieving domestic LSE undergraduate students into graduate studies.

Evaluation Status:

Completed

12. Develop new UG program and certificate in Earth & Space Science & Engineering to respond to market

Action/Strategy:



Measures/Metrics/Milestones:

Evaluation Status:

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1. Develop program proposal in Climate, Astmospheric & Planetary Science (CAPS)	1. Draft Proposal completed by Spring 2021	 Not On Track
2. Develop Mechatronics certificate proposal	1. Draft Proposal completed by Spring 2021	 Not On Track

2. Knowledge for the Future

1. Contribute to the creation of a world-class research enterprise at Markham

Action/Strategy:

1. Facilitate consultations with VPRI to organize & assess key LE research opportunities and collaborative partnerships to commence at Markham in 2023

Measures/Metrics/Milestones:

1. Key researchers and projects to be housed at Markham are identified

Evaluation Status:

 On Track

2. Diversify Research funding & raise our reputation


Action/Strategy:

1. Develop a plan with VPRI to diversify research funding, and increase grant applications.

Measures/Metrics/Milestones:

1. Diversify & increase NSERC Alliance Grants applications by 25%, MITACs Applications by 25%

Evaluation Status:

 Progressing


2. Engage with the MCC research development plan.

1. Identify key contributions to research at MCC.

 On Track


3. Develop Lassonde Research Strategy in line with our Academic Plan development.

1. Research Strategy developed and approved.

 Progressing

4. Improve research reputation using specific marketing/comms campaign that showcases research and its practical application - improve rankings

1. Impact research reputation and rankings through effective communications strategy

 Not On Track

5. Address reliance on international students that skew our grad support costs negatively – campaign to attract more domestic grad students

1. Increase domestic grad enrolment by 5%

 On Track

3. Increase our Research Reputation

Action/Strategy:

1. Implement an Action plan to:
Support female faculty;
Name Postdocs
Increased participation in 3MT;

2. Develop Marketing/ Comms Campaign for research including:
Recruit Research Comms Expertise
Create newsletter;
Expand use of Twitter and Instagram to promote research;

3. Implement award for media excellence (in LIAs)

Measures/Metrics/Milestones:

1. Plan approved to:
a. support female faculty approved
b. One Named Postdoc Implemented
c. Participation in 3MT competition increased by 10%

1. Campaign launched:
a. Research Comms expertise hired;
b. Newsletter created and three editions published
Maclean's Research Reputation back in top 20
c. Engagement with Twitter and Instagram doubles

1. Award (LIA) for Media engagement established

Evaluation Status:

On Track

Discontinued

Completed

4. Ensuring continued research strength & enhancing reputation

Action/Strategy:

1. Improve faculty complement and workload

2. Fundraise for research chairs with external partners

Measures/Metrics/Milestones:

1. Increase in # of hires and successful faculty recruitment and improved faculty/student ratios

1. 1-2 successful donors acquired

Evaluation Status:

Progressing

Not On Track

5. Recognize the scholarly excellence and build strong nomination culture by increasing Lassonde's reputation through nominating colleagues for prestigious awards and honours.

Action/Strategy:

1. Implement the Nomination Strategy and work with units, chairs and PARR to strategically nominate faculty members for prestigious awards.
2. Strategy includes an EDI focus to increase the number of underrepresented groups submitting nominations.
3. Promote successful results.

Measures/Metrics/Milestones:

1. Increase number of nominations submitted
2. Increase diversity of applicants, goal to 50:50 in gender balance.

Evaluation Status:

On Track

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6. Increase Visibility through active promoting Research through media and new website. Increasing visibility of our research, raising our reputation using a variety of tools from social media, twitter/ newsletter.

Action/Strategy:

- Promotion
1. Creation and generate content for Lassonde new website serving both internal and external audiences.
 2. Create a new annual research output report

Measures/Metrics/Milestones:

- Promotion
1. Content for a Functional research website created
 2. Year in Review document designed
 3. Continue LURA summer program, goal to run yearly with 75+ students

Evaluation Status:



7. Strategic Planning and Data Analysis -To provide input into the development of key future research priorities and plans focusing on evidence based research strength and areas of opportunity .

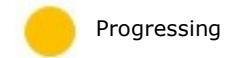
Action/Strategy:

1. Analyze Lassonde Research strengths using an SDG lens, KPI and metrics with an EDI focus to assist the key goals in the prioritization document and provide data for SAP and Research Strategy components of the plan.
2. Successfully implement the EDI seed funding initiative and evaluate its success.
3. Collect data and analyze the scholarly outputs along with input identifying key areas of growth and strength.

Measures/Metrics/Milestones:

1. Data for Planning documents will be ready
2. EDI funding will be distributed
3. Report on areas of growth and strength

Evaluation Status:



7. Enabling Bergeron Entrepreneurs in Science & Technology (BEST) to synergize activities with York's Innovation eco-system

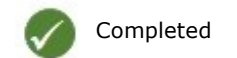
Action/Strategy:

1. Define how Lassonde can contribute to University's entrepren strategic plan 2020-2025 (BEST Priority)

Measures/Metrics/Milestones:

1. BEST contributions incorporated into institutional entrepreneurship plan.

Evaluation Status:



3. From Access to Success

1. Advance the Faculty Complement Plan by recruiting and retaining top talent and faculty renewal - with a focus on underrepresented groups (Black, Female, etc.)

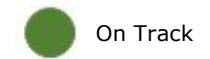
Action/Strategy:

1. Enlist the support of consultants and hiring expertise and EDI focus to attract quality applications and hiring strategies to recruit top talent

Measures/Metrics/Milestones:

1. Successful recruitment of hires and designated positions for under represented groups

Evaluation Status:



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2. Develop and launch a STEM training Professional Development program for secondary school teachers and administrators

Action/Strategy:

1. Design & Organize a K2I Lifelong Learning STEM curriculum

Measures/Metrics/Milestones:

1. Program launched with 50 participants in STEM program by Dec 2021

Evaluation Status:

Progressing

3. Develop and implement a student retention and support plan within the Student Welcome & Support Centre based in research and focused on intersectional factors.

Action/Strategy:

1. Research best practices, frameworks, and models that are proven to increase student persistence and retention

Measures/Metrics/Milestones:

1. Increased connection between students and staff members

Evaluation Status:

On Track

2. Create and implement a plan utilizing student advising and student engagement

1. Increased persistence rates across focused groups of students
2. Increased access to student support resources

On Track

3. Assess and track progress of plan, and conduct review of holistic LE student experience

1. Enhanced personal and academic skills for students

On Track

4. In collaboration with Student Advising, implement retention plan that conducts outreach to specific populations of the Lassonde student community.
- Review progress of interactions
- Document a list of resources for students that can be housed in campus groups.

1. Identify changes to the retention or increase in program choices

On Track

4. Improve collaborative partnerships & innovate ideas for student transitions & coop life cycle

Action/Strategy:

1. Identify key transitions points throughout the student and co-op life cycle

Measures/Metrics/Milestones:

1. Improved supports and implemented clarity in student transition processes identified

Evaluation Status:

Not On Track

2. Analyze the data to identify strengths and gaps within student transitions

1. Increased role clarity for staff and students

Not On Track

3. Identify key partnership and opportunities

1. Develop a plan to implement for 2021

Not On Track

5. Continuing our efforts to ensure Student Success

Action/Strategy:

1. Focus on first year courses (including Faculty of Science) to create a plan to support first year transition.
2. Implement Civitas and other new technologies prioritized for first year & final year at risk students.
3. Build support interventions for Lassonde Academy students (at risk)
4. Roll out & devise an integrated infrastructure for technology based student support services & community development

Measures/Metrics/Milestones:

1. Plan & strategy completed & rolled out
1. Impact in mitigating risks tracked and assessed.
1. Expand offerings and evaluation of program
1. Implement and assess impact of technology - Qless, Campus Groups, Lassonde Community, CRM.

Evaluation Status:

-  On Track
-  On Track
-  Completed
-  On Track

7. Ensure Student Success in First Year of Graduate Studies and underrepresented student groups

Action/Strategy:

1. Develop courses in Professionalism, EDI and Ethics that could be taken by all to encourage cross-pollination across the School
2. Grad Students - focus on underrepresented groups to identify challenges faced to develop action plan to enable successful transition.
3. Determine the makeup of our student body and identifying the challenges that they face and develop plan to address challenges

Measures/Metrics/Milestones:

1. Pilot courses in one grad program as directed reading
1. Action plan created and implemented
1. Complete demographic survey of graduate students Run anonymous survey to identify challenges and hold focus groups.

Evaluation Status:

-  Progressing
-  Progressing
-  Progressing

4. Advancing Global Engagement

1. Increase awareness, visibility and reputation of Lassonde School and program offerings, aligning messaging across all channels to the new institutional branding


Action/Strategy:

1. Co-develop and implement new sub brand for our School

Measures/Metrics/Milestones:

1. Growth in direct web traffic

Evaluation Status:

-  Progressing

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2. Develop and implement a strategic marketing and communications and content curation plan

1. Growth in social and digital engagements

Progressing

3. Develop the new Lassonde website

1. New Website Launched

On Track

4. Develop system to track and measure brand awareness across all channels

1. Identify metrics and dependent on channels to tracks

Not On Track

2. Raising the international profile of our researchers to be able to attract the worlds best

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

1. Encourage & support faculty for awards at all levels with focus on national & international awards.

1. Increase profile and recognition for nominations and awards

Completed

2. Grow our tenure-stream faculty complement in Electrical Engineering & Computer Science Department to support enrolment growth and strategic research to support MCC program and research.

1. Successful hiring and attracting stronger enrolment base

On Track

3. Ensure enrolments remain on track, especially converting deferred international students

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

1. To maintain overall enrolments:
 a. Grow in ESSE programming;
 b. stabilizing COSC programs;
 c. Launch the Lassonde's The EDGE [a multi-faceted EE program focused on: impactful experience, inspiration/aspiration, self-development, WIL, transition to HE]
 d. Launch Delayed - Winter Start Program

1. Strengthen & increase applicant pools and enrolments;
 2. Successful in enrolment diversification

Progressing

4. Expand our digital recruitment offerings to increase applications to our School and conversion of applicants

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

1. Co-develop and implement a digital + social engagement plan for prospective students. This includes re-development of Virtual Discovery Days, Tour Lassonde (Find Your Fit (program discovery) + Virtual Tours), Lassonde Podcast, PPC Campaigns, and LiveChat.

1. Increase Lassonde Community registrations and engagements by 200%

Progressing

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2. Establish call-to-action for all these activities to be directed to our private social space, the Lassonde Community. Lassonde Community will also see significant enhancements adding (1) Community Ambassadors, representing programs across our School who will create a sense of place and belonging in our School and our programs; and (2) Integrate Lassonde Community with our CRM to enable engagement metrics with applicants, increasing our ability to track and score leads/applicants and admits

(1) Develop roles and responsibilities for Student Ambassador positions (2) Hire Ambassadors to represent all Lassonde programs (3) Onboard and train Ambassadors (4) Explore and select platform for Lassonde Community (currently Slack) (5) Select external vendor/developer to integrate Community with Salesforce CRM to enable tracking of engagements, including scoring for leads/applicants

On Track

5. Expand our access pathways and enhance admissions policies and practices to increase enrolments, including underrepresented minority groups

Action/Strategy:

1. Expand Lassonde Academy offerings to include all admission prerequisites. Explore offering Academy courses for additional terms (Fall and/or Winter)

Measures/Metrics/Milestones:

(1) Hire additional SMEs for expanded courses (2)Co-ordinate with K2I to develop course curriculum with SMEs (3) Double Lassonde Academy

Evaluation Status:

Completed

2. Implement initiatives selected by leadership team (1) Lassonde Calling; (2) Conversion Packages ++; and (3) Golden Ticket (Eng PG). Establish method to track impact of each initiative

1. Define, Evaluate and report on impact of individual initiatives

Progressing

3. Design, develop and prototype "gap" program for deferrals. The insights gained from this prototype will inform the design of the future transition + access program, Lassonde Edge

1. In coordination with LEIS (1) Design and offer preview session for Fall 21 deferrals (November 2020); (2) Support development of, and recruitment for, Lassonde Edge prototype program to be offered in January - target enrolment is 30 students

On Track

6. Increase Undergraduate Enrollment

Action/Strategy:

1. Working with Recruitment & Admissions, refine existing digital marketing plan and execute. These tactics include:
Paid ad campaigns (social and digital)
Increase storytelling from student perspective on Lassonde-owned digital properties
Working more efficiently with Central Media Relations to pitch student success stories/widely relevant research stories to boost external profile
Develop content to tell the student/Lassonde story effectively in our remote environment (more videos, virtual tours/more IG lives/IG takeovers with members from SWSC, etc.)

Measures/Metrics/Milestones:

1. Applications increase by 5%

Evaluation Status:

Progressing

7. Complete and launch a brand new Lassonde multi-site (which includes 8 websites total = BEST, Lassonde Main page, Student Hub, Co-op, Recruitment + Admissions, & the 4 Department Websites).

Action/Strategy:

Measures/Metrics/Milestones:

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1. Working with a Web Agency we are developing a brand new website which is one key marketing tool for Lassonde. The new website will be the digital 'first impression' for prospective students/parents/faculty/staff and will be one tactic in the goal to increase our external profile and reputation of the school as a whole.

1. Measure of progress can be seen likely 2 - 3 months after launch through Google analytics/back-end analytics to see assess an improvement in click-through rates. Bounce rates, average time spent per page, etc.

Progressing

5. Working in Partnership

1. Diversify Lassonde's Research Portfolio

Action/Strategy:

1. Work with VPRI to develop a plan to diversify Research Funding by providing connect funds to faculty.

Measures/Metrics/Milestones:

1. 50% of \$40K industry connect funds utilized.

Evaluation Status:

Discontinued

2. Encourage faculty/industry partnerships by providing connecting funding

1. Increase NSERC Alliance Applications by 25%;
2. Increase MITACS Applications by 25%

Progressing

3. Arrange themed half-day meetings between relevant faculty and industrial partners

1. Two successful Themed Sessions held with industry

Progressing

2. Partnership and Collaboration Development: A) Partnership - Develop and implement a strategy for increased partnership building and funding through NSERC Alliance including a focus on increasing local region industry connection (Markham focus). B) Col

Action/Strategy:

1. Partnerships:
– Evaluate current success rates and roadblocks in maximizing partnerships.
– Increase outreach to industry partners.
– Foster working across units at Lassonde to build partnerships (advancement, co-op , BEST)
– Enhance the update on stakeholder fund by faculty members.

Measures/Metrics/Milestones:

1. A) Partnerships
– Develop clear understanding of roadblocks and strength
– Increase number of NSERC alliance applications (goal 20 in 2021).

Evaluation Status:

Progressing

2. Collaboration
– Facilities readiness of teams for upcoming large scale opportunities from CFI IF to ORF RE.
– Promote collaborative team formation through workshops and connecting faculty.
– Continue evaluation of LIF funding and its impact

1.B) Collaboration
– Submission of large-scale grants to national and international funding bodies
– Enable faculty to seek internal support in grant writing

Completed

3. Community Reach: Enhance and provide resources to enable and facilitate community based impactful research focus on solving societal challenges

Action/Strategy:

Measures/Metrics/Milestones:

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1. Educate faculty in how SDG research is quantified and classified.	1. Baseline number of successful engagements with new partners, NFP and industry identified.	Progressing
2. Provide assistance in finding partners for NSERC Alliance Option 2 funding focusing on societal challenges.	1. Increase number of applications for funding focusing on NSERC Alliance	On Track
3. Connect outside of engineering including other Faculties, Hospitals, NGO enabling for interdisciplinary approach to challenges	1. Increase number of publications classified as contributing to the SDGs.	Progressing
4. Enable collaboration with community partners by connecting through workshops and sessions	1. Work with units at Lassonde to connect with local partners together	Completed

4. Complete a Marketing & Communications Strategy for building Stakeholder Engagement

Action/Strategy:

1. Develop a strategy & resources to engage with all external stakeholders (using Advancement, Communications & Public Affairs and 3rd party providers)
2. Collect material and stories on how we align with key focal areas: Telling our story - getting resources to support faculty to share how they contribute to UN SDGs
3. EDI - Securing funding to support K2I Academy - Scotiabank/Carswell
4. Accessible Education - Secure Trailblazer & government support for Integrated Programs at MCC.
5. Build engagement through New Website and social media campaign using material collected

Measures/Metrics/Milestones:

1. Strategy and resource commitments in place
1. Data collected and communicated
1. Lassonde Academy expanded and accessibility broadened.
1. Secure funding and Trailblazer commitments from 10-15 employers
2. Secure government funding of the Integrated Program Pilot with Technation/BHER/CEWIL/Conference Board Canada/Trailblazers
1. New website and social media successfully launched

Evaluation Status:

- Progressing
- Progressing
- Completed
- On Track
- On Track

5. Adopt York University's new Brand guidelines across all Lassonde-owned channels to effectively tell our unique story, aligned with the broader York Community

Action/Strategy:

Measures/Metrics/Milestones:

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1. Deploy York-approved avatars and graphics on all social media communications

1. All digital and social properties have a consistent look + feel and use all new branding features as outlined in the updated brand strategy for York and subsequent sub brands.

Not On Track

2. Adopt the use of approved email signatures Lassonde-wide

1. Successful implementation of all community members participating

Not On Track

3. Update all digital and print communications to include new brand design treatments, updated logos and new font (IBM Plex)

1. Successful and positive launch of new brand design

Progressing

6. Communicate Lassonde and York's brand story to increase visibility and awareness with current partners through high quality stewardship and also potential donors, partners, and alumni to increase the prospect pool and likelihood to meaningfully engage

Action/Strategy:

1. Identify and curate high-impact stories to be featured in development communications (e-newsletter, stewardship/annual reports, etc.)

Measures/Metrics/Milestones:

1. Stories yield high-impact across the School

Evaluation Status:

Progressing

7. Deliver the Provincial Career Ready program

Action/Strategy:

1. Develop a new and unique partnership with Ontario colleges (GBC, Georgian, Mohawk, Fanshawe and Conestoga)

Measures/Metrics/Milestones:

1. 80 student placements created over the year.
2. Develop 10 new employer partnerships in the Auto Sector
3. Secure sign off of MOU from Provost
4. Work with finance to receive funds and to administer wage subsidy.

Evaluation Status:

Progressing

2. Develop communication strategy on program across York partners

1. Develop new internal York partnerships and working relationships (Career Centre, YU Experience Hub, all York schools, students with disabilities)

Progressing

3. Work with HR to hire a support person to deliver the program

1. Secure support staff to deliver the program

Completed

6. Living Well Together

1. Create Lassonde’s Strategic Academic Plan 2021-26 - The Vision, Values and Priorities for Lassonde School of Engineering


Action/Strategy:

1. Fully engage Lassonde community- Students, Faculty, Staff, Partners, Alumni in the development of the academic plan & research strategy.

Measures/Metrics/Milestones:


1. Complete & Approve Strategic Academic Plan by April 2021, with plan to be approved by Faculty Council May/June.
2. Research Strategy Document complete

Evaluation Status:

 Progressing

2. Community Engagement & Consultation:
 - Survey
 - Community Consultations/Townhalls/Department Meetings
 - Focus Groups

1. Multiple engagement and consultation activities completed to yield input for drafting the plan.

 On Track

3. Provide the resources, support and processes to enable and facilitate dialogue and community contributions

1. Project manager and resources secured to support successful engagement.
2. Roadmap, work-back schedule, events and tactics for engagement activities established and met.
3. Strategic and operational support provided to the action group in designing the plan.
4. Communications results, running survey and focus groups, analyzing survey and focus group results shared with community in support of the articulation of SAP

 Completed

2. Begin building the Lassonde Communication Infrastructure


Action/Strategy:

1. Seek third party assessment of communications environment and develop a strategic comms plan to guide Lassonde's communication efforts

Measures/Metrics/Milestones:

1. 3rd Party secured to validate Lassonde's message map and to develop a strategic communications' plan for Lassonde
2. Begin to advance and actively raise its reputation and meet the communications needs of the Lassonde community

Evaluation Status:

 On Track

3. Enabling the EDI Plan

Action/Strategy:

1. Launch the EDI Sub Committee and identify key priorities in the EDI Plan for 2020-21 – with a focus first on: Develop a Professional development program to support faculty, staff and the leadership team to support Equity Plan, Indigenous Framework, Anti-Black Racism Framework.
2. Provide tactical project management and support to ensure set out objectives of EDI sub-committee are met
3. Leadership team development – leadership/collaboration/having hard conversations
EDI Sub Committee development - EDI issues
4. Student success for underrepresented groups u/g & grad.
5. Engage in a dedicated search for a Black faculty member, and successfully onboarding this hire.
6. How to address Anti-Black Racism - contributing to the University’s implementation of its Anti-Black Racism Framework
7. Setup EDI Advisory Council to guide on EDI sub-committee on various initiatives and outreach. Advisory council to have representation from indigenous, black and other underrepresented groups

Measures/Metrics/Milestones:

1. Committee formed and professional development plan drafted.
1. Progress on identified EDI priorities for next year
2. Project plans, created, priorities identified along with risks and designing risk mitigation strategies.
1. Development and training commence
1. Strategies to improve support for groups deployed with baseline data and data analysis strategy identified to track systemic change.
1. Successful hire in EECS made July 2021
1. Identify impactful contributions to the framework
1. Advisory Council established and operational

Evaluation Status:

- Progressing
- Progressing
- On Track
- Progressing
- On Track
- On Track
- Progressing

4. Foster EDI - As it's own priority commit to improve EDI across Lassonde research and graduate studies (also included within each goal)

Action/Strategy:

1. Support faculty to develop EDI goals and plans for their research and team

Measures/Metrics/Milestones:

1. EDI Guide developed for researchers and information/training sessions
2. Work completed with faculty to develop individual goals, plans, and steps for EDI (in advance of grants)

Evaluation Status:

- On Track

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2. Fund EDI promotion	1. Launch EDI Seed funding and evaluate its impact	On Track
3. Develop understanding of EDI weaknesses and strengths in research and graduate studies	1. Promote EDI strengths and generate actionable steps to improve weaknesses	On Track

5. Develop and implement a working plan within the Student Welcome & Support Centre to enhance culture and ensure an environment of inclusion and respect utilizing the LE Equity, Diversity, and Inclusion framework.

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

1. Utilize on-campus resources to support initiatives, events, and training within the SWSC	1. Evidence and examples demonstrated of a more welcoming, respectful, and inclusive environment	Progressing
2. Provide opportunities to increase student capacity with respect to EDI	1. Increased ideas and initiatives to advance EDI from all units within the SWSC	Progressing
3. Review at least two processes within each unit in the SWSC to ensure they consider intersectional issues for students and promote an inclusive and respectful environment	1. Increased support for students 2. Increase student participation in events at least by 10% based on current rates.	Progressing
4. Develop some Inclusive training for Lassonde leaders	1. Train club leaders and peer helpers on Active bystander training.	On Track
5. Develop and promote programs that enhance student involvement and create a sense of belonging	1. Increase in student participation and student satisfaction scores	On Track

7. Establish and resource the New Governance structures for four new committees of Faculty Council (EDI Sub-Committee; Non-Degree Studies; EC2 & GLCS)

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

1. Advance the new mandates and terms of reference for approval through the governance process; set up new committees and nominations for membership; operationalize and reporting established with Faculty Council	1. Approval of revised Mandates and Terms of Reference @ Senate; Full membership established and committees operating effectively and efficiently to advance academic and research objectives of the School.	Completed
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8. Launch the Lassonde Service Excellence Project

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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<p>1. Launch Lassonde Service Excellence project to support YorkU transformation</p> <p>Create amongst our community what this means</p> <ul style="list-style-type: none"> - Establish a point of reference/pain points - initial training in Lean Six Sigma focused on current state mapping with alignment to University's SSRP and Service Transformation Projects 	<p>1. Project successfully launched and training in place for team</p>	<p> Progressing</p>
<p>2. Assess the Lassonde environment Service Culture partner with The University's Service Transformation team to understand the University's service transformation strategy and integrate that strategy with Lassonde's direction</p>	<p>1. Assess the current state of Lassonde's service culture and report out findings.</p>	<p> Progressing</p>
<p>3. Lead the Lassonde Team in the integration and development of the institutions SSRP</p>	<p>1. Map out key stakeholders and internal leads to be advocates and champions for change within Lassonde; provide proper training structure and supports to roll out program initiative.</p>	<p> Progressing</p>
<p>4. Produce the Resource Analysis Model in Enrolment & Teaching to support the Lassonde Service Transformation initiative</p>	<p>1. Validated data and baseline attributes to measure and undertake comparative analysis</p>	<p> Progressing</p>
<p>5. Design resource tracking trends for each department and course delivery models to establish baselines for School course delivery operations.</p>	<p>1. Validated data and baseline attributes to measure and undertake comparative analysis across the curriculum.</p>	<p> Not On Track</p>
<p>6. Improving financial analytic skills to support decision making across the School</p>	<p>1. Develop informative financial reports that support LE strategic initiatives</p>	<p> Progressing</p>
<p>7. Continue to migrate program and course curricular details to the Institutional Curriculum Management Systems</p>	<p>1. UG & Graduate Curriculum successfully integrated into new system - KUALI.</p>	<p> Progressing</p>
<p>8. Creating standard operating procedures for post award financial administration (research grants)</p>	<p>1. Creating SOP based on existing and new processes; SOP will provide clear communication on post-award administration processes result in achieving a higher satisfactory level in customer service</p>	<p> Progressing</p>

9. Establish a plan to build service excellence capacity within the Student Welcome & Support Centre

Action/Strategy:

1. Conduct a review with Managers and Directors within the SWSC to identify skills gaps and needs within their units

Measures/Metrics/Milestones:

1. List of skill gaps
2. Scheduled PD opportunities
3. Increased positive experiences and support based on student surveys

Evaluation Status:

Not On Track

10. Expand, advance & grow the School's IT Supports and Services

Action/Strategy:

1. Expand and grow the IT team to enhance and advance the innovation and technology aspirations of our School.

Measures/Metrics/Milestones:

1. Increase the staffing complement to deliver and adequately support IT operations.
2. Improved response rates and delivery of service and addressing requests.

Evaluation Status:

Progressing

2. Expand a focused suite of technology solutions to better supports the IT services and operations across the School

1. Establish technology priorities;
2. Secure funding to support tech solutions

Progressing

11. Continue to build Lassonde's organizational capacity

Action/Strategy:

1. Complete assessment of organizational staffing needs including LEIS, K2I, Facilities, Communications, HR

Measures/Metrics/Milestones:

1. Building Lassonde's staffing capacity will allow Lassonde to more quickly move along the path of achieving the various strategic priorities;
2. Building the staffing cohort will also allow staff to spread the amount of work over more people and provide a healthier work environment

Evaluation Status:

On Track

2. Staffing / Succession Plan - Execute staffing plan to attract, hire and on-board critical hires to align with Lassonde objectives.

1. Target hiring dates to be met;

On Track

On-going review of staff and training/development to ensure succession;

2. Elicit, collect, organize and compile departmental information, onboarding and training materials in a central location or manual e.g. full list of faculty, list of committee memberships, standing meetings, etc.

Preparing Departmental Training & Onboarding Materials

3. Academic Administrative Operations - Support departmental operations through process and systems efficiencies and providing additional support and developing relationships with Department Chairs

1. Transition of academic administration to Operations Manager. Plans developed with Department Chairs for support of individual operations plans

On Track

4. Preparing Departmental Support Plans - Initiate and organize meetings and discussions with EECS and ESSE that will guide department plans for support, improvement of processes and/or projects and initiatives

1. Improvements in processes, positive feedback from departments, etc.

On Track

12. Enhance Culture Change/Engagement

Action/Strategy:

Measures/Metrics/Milestones:

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1. Assessment of current state at Lassonde through surveys and feedback.

Identify values and culture for the future and articulate how we can demonstrate and build into plans and operations.

Build plan for learning and development - staff & faculty

1. Results will be used to establish and action plan on culture change at Lassonde

Progressing

13. Promote and advance a culture of philanthropy at Lassonde to activate the internal community in fundraising, partnership development, 'friend'raising and alumni engagement through strategic and audience tailored opportunities.

Action/Strategy:

1. Resume External Relations meetings (Advancement, Coop, Research, Student Engagement, Comms)

2. Attend one departmental meeting in each department to introduce Advancement and how it can support faculty research

3. Sharing information on new donations and their impact at Community meeting and in Newsflash and Yfile where appropriate

4. Advocate for opportunities to engage the external community through judging, event participation, advisory opportunities, etc.

5. Raise \$1M in new pledges for initiatives that are aligned with York University and Lassonde School of Engineering Priorities (\$1M reflects my personal annual fundraising target). Additionally support the work of the VP Advancement and AVP Development on behalf of the same priorities.

Measures/Metrics/Milestones:

1. More leads generated by volunteers, faculty and staff

1. Increase leads and partnerships

1. Increased promotion and profile of impactful donations

1. Increase relationship building opportunities and profile

1. Close the following Major Gifts (>\$25K): Scotiabank - research/K2I\$980,000; Orolia - GIK \$230,000; Shopify - Dev Degree renewal \$1M plus; Rogers - EDI/K2I \$50,000; AOLS - awards renewal \$54,000; Carswell Family Foundation - K2I \$3-5M; Abdullah Merei - award renewal \$25,000
 2. Continue to refine/identify fundraising priorities for Lassonde connected to faculty priorities
 3. Continue to work with project leads to create Development communications materials
 4. Close 75% of gifts in the pipeline by end of fiscal

Evaluation Status:

Progressing

Progressing

On Track

Progressing

On Track

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6. Facilitate meaningful opportunities for Alumni Engagement (volunteer, mentorship, event participation, information sharing, etc.) :

-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.

-Facilitate Lassonde alumni nominations for honorary doctorates and Bryden awards

1. Increased alumni engagement and positive associations for Lassonde and York

Progressing

14. Adapt new work and operational models to address impact of COVID-19

Action/Strategy:

1. Introduce responsive changes in practices; actioning new policies and programs to support operations and all members of the Lassonde community during a time of evolving and rapid circumstances due the COVID impact

2. Return to Campus Research and Technicians

3. Acquiring Supplies to ensure a safe return to work

4. Preparing for Return To Work

5. Assisting with getting Teaching back to campus

Measures/Metrics/Milestones:

1. Successful implementation and execution of new practices, policies and programs that positively support the work and operations of staff, faculty and students. Opportunities to enhance overall operations and build in efficiencies for better working and operational practices moving forward.

1. System in place for COVID tracing (MS Teams), maintaining occupancy load in our buildings and implementation of return protocols in LE buildings.

1. Procure PPE for faculty and staff that need to visit/work in LE buildings that are in line with return protocol and Toronto Public Health. Safe working environment that allows us to continue our business - Stock of PPE to ensure safety for our occupants

1. Review all spaces across LE buildings to determine what is needed for staff to return to work. Partitions to put in working areas to create a barrier from the person next to them and safe occupancy levels in each space so we can maintain 6ft distancing and safe occupancy levels.

1. With the help of technicians, ordering all needed supplies, lab recordings and starting up all equipment to ensure it is operational for the courses.

Evaluation Status:

On Track

Completed

Completed

On Track

On Track

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6. Safe return to work for staff and students

1. Depending on the circumstances and levels of how staff is brought back to work, in Summer 21, or Fall 21, transition technical staff and bring the teaching labs to an operational level in preparation for scheduled labs for the subsequent term. Provide admin staff, faculty and grads the necessary technical support for adequate back to campus operation.

 On Track

Technical staff are accommodated in a safe working environment, the teaching lab resources are in place.

7. Answering the Call

Identify key SDG activities across the School and measure the impact


Action/Strategy:

Research & develop a plan to track and report on SDG activities across the School

Measures/Metrics/Milestones:

Baseline established, activities and a system in place to track and report on impact

Evaluation Status:

 On Track