

**DIVISION:** Division of the VP Academic and Provost

**UNIT:** Lassonde School of Engineering

**PLAN ID:** 1402

**1. 21st Century Learning**

**1.1 Lassonde new program proposals and planning for Markham are approved through Senate and Quality Council: 1st Year Engineering; Digital Technologies; and Computer Science for Software Development**

**Action/Strategy:**

1.1.1. All consultations and approval of Markham programs are advanced and on target: 1st Year Engineering, BASc Digital Technologies, BASc Computer Science for Software Development

**Measures/Metrics/Milestones:**

All program have been approved by Council, Senate, Quality Council and MCU

**Evaluation Status:**

Completed

1.1.2 Faculty and staff complement are on track with a staged, multi-year hiring plan

Offers of appointment are made and confirmed

On Track

1.1.3 Planning and budgets are established and coordinated with the Provost's Office - Budget, enrolment allocations and cost-sharing agreements to be developed with consensus amongst stakeholder Faculties and Divisions

Consultations and agreed upon plans for moving forward with commitments and expenditures to roll out programs and hiring

On Track

1.1.4 Curriculum planning and consultations occur with Faculty of Science to develop core courses

Well developed curricular collaborations with the Faculty of Science in creating and designing new integrated course offerings

Progressing

1.1.5 Building plans and space allocations are appropriately made for Lassonde programs and all operational needs considered (faculty, staff, students)

Appropriate space requirements and needs assessed and committed for program start-up and ramp-up, including supporting operational plans and infrastructure

Progressing

1.1.6 Establish Lassonde to guidelines for good governance practices and process improvement in conjunction with the SAP themes for all programs with MCC programs in mind.

Plans endorsed within Lassonde and established institutionally

Progressing

**1.2 Operational support for Markham Launch**

**Action/Strategy:**

1.2.1 Build the HR capacity to deliver the Markham related programming

**Measures/Metrics/Milestones:**

Identifying the HR (Skills and competencies) requirement. Building the requisite HR infrastructure to carry out goals

**Evaluation Status:**

Progressing

**1.3 Partnership with K-12 school boards - prioritizing equitable outcomes for underrepresented students in STEM**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

1.3.1 Grade 9 and 10 Science (NSERC PromoScience)

Implementation of Grade 9 and 10 Science in YRDSB, Peel DSB and TDSB schools in Semester 2 (Winter/Spring 2022)

Progressing

1.3.2 SHSM - Pilot of SHSM Career Exploration workshops

Pilot of SHSM Career Exploration workshops highlighting Computer Science and Engineering pathways in Spring 2022 with TDSB and YRDSB

Progressing

1.3.3 SHSM- Design and pilot of SHSM Reach Ahead program

Design and pilot of SHSM Reach Ahead program with YRDSB and TDSB in 2022-23 school year

On Track

1.3.4 Work-Integrated Learning Program in Indigenous Engineering, Technology, and Innovation by Design

Complete the design and approval of a new secondary course: Indigenous Engineering, Technology, and Innovation by Design

On Track

1.3.5 Develop and fill the k2i Programming Officer position to support k2i In School Programming

Hiring of k2i Programming officer to support In School Programs in Summer 2021

Completed

**1.4 Expansion of the existing k2i academy Work-Integrated Learning programs**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

1.4.1 Expansion of Helen Carswell STEAM Program

On Track

1.4.2 Secure expanded funding Work-Integrated Learning Program in Physics

Secure expanded funding for W-IL Physics funding from Ontario Ministry of Education

Progressing

1.4.3 Increase the # of students participating in Bringing STEM to Life: Work-Integrated Learning Programs

Summer 2021: 90 high school students and 24 Undergraduate/New Grad Mentors; Expected Summer 2022: 140 high school students and 52 Undergraduate/New Grad Mentors

Progressing

**1.5 Develop and strengthen partnerships with diverse community organizations that support greater diversity in STEM fields**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

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1.5.1 Engage in various community collaborations

Black E.S.T.E.E.M.; African Canadian Christian Network (ACCN); STEMHub; Ontario Network Women in Engineering (ONWiE); Additional organizations as opportunities arise

Progressing

**1.6 Common core Engineering - Curriculum transformation**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

1.6.1 Executing the common core redesign

- Implementation of the common core redesign process;  
- Implementation of re-designed common core at Markham;  
- Learning from the implementation to be documented and shared

On Track

1.6.2 Including diverse perspectives and subject matters into the curriculum design process

- Implementation of the common core redesign process;  
- Implementation of re-designed common core at Markham;  
- Learning from the implementation to be documented and shared

On Track

1.6.3 Taking steps towards decolonizing curriculum

- Implementation of the common core redesign process;  
- Implementation of re-designed common core at Markham;  
- Learning from the implementation to be documented and shared

On Track

1.6.4 Developing inclusive curriculum that would fit a wider range of learners

- Implementation of the common core redesign process;  
- Implementation of re-designed common core at Markham;  
- Learning from the implementation to be documented and shared

On Track

1.6.5 Embedding more project-based experiential learning into the curriculum such as engaging in more C4-like projects

- Implementation of the common core redesign process;  
- Implementation of re-designed common core at Markham;  
- Learning from the implementation to be documented and shared

On Track

1.6.6 More collaborative teaching, both within Lassonde and inter-faculty

- Implementation of the common core redesign process;  
- Implementation of re-designed common core at Markham;  
- Learning from the implementation to be documented and shared

On Track

**1.7 Implement a program management platform and Learning Management System (LMS) for LPD**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

1.7.1 Consult with IT on program management platform and LMS; ensure that platform and LMS integrate with York-wide system

Pilot program management platform and LMS in early LPD course launches. Evaluate operational and technical issues. Fully implement for all course launches by April 30, 2023

Not On Track

**1.8 Create spaces for culture change and transformation by empowering community members with capabilities in resilience, adaptability, agility, anti-fragileness, risk-taking to enable disruptive innovation in Engineering and Science Education**


**Action/Strategy:**

1.8.1 Design and implement educational innovation transformation strategy and implementation plan leveraging theories in transformation, culture change, organizational behaviour, volatility, uncertainty, complexity and ambiguity

**Measures/Metrics/Milestones:**

Structures and processes that inhibit and foreclose on ones' ability, and Lassonde' s collective ability to innovate are identified

**Evaluation Status:**

 Progressing

1.8.2 Establish partnerships to design the strategy and implementation plan that aligns to Lassonde' s SAP so that we can empower our people with perspective tools and knowledge

Equip people with the tools to engage in disruptive innovation, and increase (5%) the number of faculty activity engaged in disruptive innovation

 Progressing

Increase the number of faculty in Lassonde that want to take risks (5%) in their educational practices and have the building blocks to manage the process of transformation (e.g., resiliency, adaptability, agility, etc.).

**1.9 Markham Campus related initiatives**

**Action/Strategy:**

1.9.1 Working with other faculties on the design of shared digital literacy course(s) and modify the engineering curriculum to include these courses.

**Measures/Metrics/Milestones:**


- Launch of 1st year engineering at Markham
- Successful contribution in design of the digital literacy course
- Structured activities designed to support interconnectedness and engagement between the program at both Markham and Keele campus

**Evaluation Status:**

 On Track


1.9.2 Launching first-year engineering at Markham

- Launch of 1st year engineering at Markham
- Successful contribution in design of the digital literacy course
- Structured activities designed to support interconnectedness and engagement between the program at both Markham and Keele campus

 On Track

1.9.3 Designing and delivering curricular & co-curricular activities that connect first-year engineering students who are at the Keele and Markham campuses

- Launch of 1st year engineering at Markham.
- Successful contribution in design of the digital literacy course
- Structured activities designed to support interconnectedness and engagement between the program at both Markham and Keele campus

 On Track

**1.10 Create the infrastructure and culture to ensure excellence in teaching to support 21st Century learning**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

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1.10.1 Obtain academic lead and develop long-term strategy for LEIS to support teaching and scholarly activity in engineering education

Strategic plan approved by Leadership Team

Not On Track

1.10.2 Design an educational innovation transformation strategy (contains new active educational learning models, grounded in adaptive human centered design; states the educational technology requirements for Lassonde programming)

Educational Innovation Strategy Endorsed by LCS & PARR

Not On Track

**1.11 Reducing barriers to educational innovation- The common engineering curriculum will become a lab for engineering education innovation**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

1.11.1 Collaborate with engineering education researchers (internally & externally) to experiment, pilot initiatives, and analyze data in the common engineering curriculum

Various metrics (including formal and informal feedback from Lassonde community) showcasing transformational change in the way common engineering is delivered

On Track

1.11.2 New faculty hires to specialize in teaching common engineering courses

Various metrics (including formal and informal feedback from Lassonde community) showcasing transformational change in the way common engineering is delivered

On Track

1.11.3 Streamline processes to make academic & curricular change faster

Various metrics (including formal and informal feedback from Lassonde community) showcasing transformational change in the way common engineering is delivered

On Track

1.11.4 Logistics and tools to facilitate quicker decision-making

Various metrics (including formal and informal feedback from Lassonde community) showcasing transformational change in the way common engineering is delivered

On Track

1.11.5 Openness, willingness, and capacity to create spaces for innovation and creativity

Various metrics (including formal and informal feedback from Lassonde community) showcasing transformational change in the way common engineering is delivered

On Track

1.11.6 Space for conversations that allow us to act proactively rather than reactively

Various metrics (including formal and informal feedback from Lassonde community) showcasing transformational change in the way common engineering is delivered

On Track

1.11.7 Engaged community that is excited and optimistic

Various metrics (including formal and informal feedback from Lassonde community) showcasing transformational change in the way common engineering is delivered

On Track

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**1.12 New Modes of Course Delivery adopted**

**Action/Strategy:**

1.12.1 Establish criteria and standards with LCS for specific courses identified and advertised in “blended (flipped classroom),” “hyflex” and “online” course options for the 2022-23 course offerings and beyond

**Measures/Metrics/Milestones:**


Standards and criteria for Lassonde adopted and approved. Plan for courses mounted with new modes of delivery piloted in 2022-23.

**Evaluation Status:**

 On Track

1.12.2 Ensure programs are more intentional and deliberate in their “blended (flipped classroom)” and “hyflex” and “online” plans and approaches to course delivery for the future.

Engagement and community consultations inform and ensure appropriate criteria and stands for course delivery models work for Lassonde programs and are shared and coordinated with the Provost's & Registrar's Offices

 On Track

**1.13 Ensure the jointly-offered Master of Engineering, Technology Innovation and Entrepreneurship with Schulich is ready for launch Fall 2023. This program forms the framework that will be used to launch other professional education and lifelong learning**

**Action/Strategy:**

1.13.1 Program approved by Senate, QC and MCU .

**Measures/Metrics/Milestones:**


Program approved and ready to go to market

**Evaluation Status:**

 On Track

1.13.2 Framework approved by Graduate Learning, Curriculum & Students Committee and Faculty Council

New framework adopted by Faculty Council and Senate

 Progressing

**1.14 Create new interdisciplinary programs to support our academic plan**


**Action/Strategy:**

1.14.1 Mechatronics Certificate approved for launch Fall 2022

**Measures/Metrics/Milestones:**


Marketing communications launched, and student interests to enroll open

**Evaluation Status:**

 On Track

1.14.2 Market demand & analysis to inform new program development and designs

Informed decision making to expand new program design and delivery

 Not Evaluated

**1.15 Create a campaign that ensures future students and employers understand and seek out the new Integrated Program in Digital Technologies**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

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1.15.1 Obtain funding to incentivize employers and gain tuition fees for the Integrated Program in Digital Technologies

Funding secured

Progressing

**1.16 Improve Access and Conversion of for Underrepresented Groups to Lassonde Programs to diversify our new student intake**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

1.16.1 Conduct a review of admissions requirements for all Lassonde programs, both existing and newly established

Improved conversion of under-represented groups. Data report to showcase the trend and improvement with Lassonde program over the years

Progressing

1.16.2 Working with key stakeholders, establish new admissions policies and practices for Lassonde programs

Improved conversion of under-represented groups. Data report to showcase the trend and improvement with Lassonde program over the years

Progressing

1.16.3 Create and deploy a self-identification survey as part of the School's Boost co-application (Who is applying now? Who do we want applying?)

Improved conversion of under-represented groups. Data report to showcase the trend and improvement with Lassonde program over the years

Progressing

1.16.4 Enhanced activities and experiences for URGs

Improved conversion of under-represented groups. Data report to showcase the trend and improvement with Lassonde program over the years

Progressing

**1.17 Develop and implement a working plan within the SWSC to enhance our culture, educational opportunities, and ensure an environment of inclusion and respect**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

1.17.1 Host at least 3 educational opportunities related to EDI throughout the year

At least 250 students participate in an educational opportunity related to EDI

On Track

1.17.2 Implement an educational component related to EDI

Implement an educational component into mandatory 1st year courses within LE

On Track

1.17.3 Offer co-curricular experiential education opportunities that enhance a student's understanding of EDI or the UN SDGs

Offer at least 2 co-curricular experiential education opportunities

On Track

**1.18 Develop and Propose multiple professional development short courses**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

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1.18.1 Propose 11 LPD short courses

Ready for Non-Degree Studies approval and launches, including all course frameworks and related operational plans.

Progressing

Propose courses to NDS Committee for approval (March 30, 2022); Engage subject matter experts, LPD instructional staff, LEIS and IT to operationalize and launch courses (April 30, 2022 to April 30, 2023).

Forecasted revenue of \$950,000 by April 30, 2023, minimum course starts of 15 students, with expected average growth of 50 students per course

**1.19 Launch framework for stackable, course-based, joint LE-SSB Masters program**

**Action/Strategy:**

1.19.1 Construct standardized framework for Lassonde and joint stackable course-based Masters; Consult with Lassonde Chairs and York counterparts on applicability of model; finalize Lassonde model (and pan-university model where applicable)

**Measures/Metrics/Milestones:**

Finalize for SLT approval LE-SSB Masters (January 30, 2022); revise and finalize for SSB approval by March 30, 2022; forward to Senate sub-committee for review and feedback (by April 30, 2022)

**Evaluation Status:**

Progressing

**1.20 Research, development work related to a workable micro-credential model and system of badging for Lassonde that aligns with York's micro-credential/badging framework**

**Action/Strategy:**

1.20.1 Complete domestic and international scans on institutional (micro-credential/badging) competitors; determine applicability of different models to Lassonde needs; finalize workable micro-credential model and system of badging for Lassonde/York

**Measures/Metrics/Milestones:**

Finalize micro-credential meetings with York counterpart revenue-generating units (January 30, 2022); produce pan-university micro-credential working document (February 28, 2022); finalize implementation with counterparts, Credly, York UIT, Lassonde LEIS and IT (March 30, 2022); launch badging framework (April 30, 2022)

**Evaluation Status:**

Progressing

**1.21 Create a campaign that ensures future students and employers understand and seek out the new Integrated Program in Digital Technologies**

**Action/Strategy:**

1.21.1 Create marketing and events plan ready for launch to support recruitment cycle 2022-2023

**Measures/Metrics/Milestones:**

Recruit a business development manager, a comms & digital marketing specialist (contract) and events/admin assistant (contract)

**Evaluation Status:**

On Track



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**1.22 SAP Website: Create a dynamic public image to profile of the new Lassonde Strategic Academic Plan**


**Action/Strategy:**

1.22.1 Advance the promotion, awareness, alignment and themes of the Lassonde plan to the UAP, IRP, SMA3 and SDGs so that the plan becomes an active and dynamic document

**Measures/Metrics/Milestones:**


Website and reporting tools functional promoting Lassonde's impact and achievements

**Evaluation Status:**

 On Track

1.22.2 Full website developed and connectivity to themes and accomplishments trackable and linked.

Impact of goals and achievements measured

 Progressing

**1.23 Build Lassonde's brand & reputation as a world leading interdisciplinary engineering and science school**


**Action/Strategy:**

1.23.1 Website migration, including department sites, BEST, co-op, LPD and ORU websites, completed before 2023

**Measures/Metrics/Milestones:**


Website migration to be completed. New PublishPress workflow implemented to control content quality and consistency. SEO to be introduced. Having a single web platform will allow Lassonde to better curate its content and strengthen its brand. We will measure and report web traffic growth, including at least 5% more visitors, lower bounce rates, longer session duration and average time on page, and more interactions. Top traffic and device sources optimized for visits and improved conversion

**Evaluation Status:**

 On Track


1.23.2 Communications & marketing centralized throughout 2022, to be completed before 2023

Collaborate with each of these departments to develop their web pages within the new site. Increased external relations engagement reported via external-facing partner-focused departments (measured as well through their web pages), who will all be collaborating with Communications as part of their processes

 On Track

1.23.3 Creators positioning to be launched early 2022 and rolled out throughout the year.

Working with Ogilvy to bring the Creators brand to life

 On Track

**24. Ensure future partners and students understand and seek out the new Integrated Program in Digital Technologies, and consider the new Markham Campus a destination for first year engineering and Computer Science for Software Development**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

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1.24.1 Integrated Program - Paid digital and social ad campaigns to drive prospective employers and students to different landing pages

Awareness and interest created among prospective partners to participate (120-125 minimum). Recruitment of future learners, especially those from marginalized and disadvantaged groups (400 learners at any given time)

On Track

1.24.2 Integrated Program and Lassonde at Markham - Stagger release of brand-aligned messaging around key milestones to generate earned media opportunities

On Track

1.24.3 Integrated Programs- Drive and support communication & marketing for the program

Closed Trailblazer group on LinkedIn to strengthen and nurture partnerships. Successful student, graduate & employer outcomes to build program momentum and adoption. Government funding secured

On Track

1.24.4 Raise Dean Goodyer's profile through Twitter and LinkedIn support

Dean's profile raised as an influencer through Twitter and LinkedIn, proactive and reactive media relations, and potentially a blog or podcast

On Track

**2. Knowledge for the Future**

**2.1 Work with K-12 System Leaders to school boards to support the transformation of STEM education in school boards connected to equity, diversity and inclusion strategies to better reach students, families and communities who are most at need**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

2.1.1 Pilot STEM Education Leadership program

Complete the business plan for the design and development of a STEM Education Leadership Certificate Program to begin piloting in 2022-23

Not On Track

**2.2 Develop and strengthen STEM and Engineering Education Research that measures and documents the outcomes of programs to enhance program design, influence policy and support decision making**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

2.2.1 Development of a scholarly report

Publish a literature review, "Pipelines to Cycles: Decolonizing and Indigenizing Engineering Education and STEM Outreach at the Lassonde School of Engineering"

On Track

2.2.2 Present the Work-Integrated Learning Program study at CEEA

Present the Work-Integrated Learning Program study at CEEA

On Track

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2.2.3 Continued research in collaboration with partnering school boards and k2i academy participants

Collaborate with the York Faculty of Education on a SHIRC grant proposal seeking to fund a study titled, "Intra-acting engineering outreach: In pursuit of a participatory, equity-driven culture in STEM education"

Progressing

**2.3 SDG and Societal Impact: Enhance and provide resources to enable and facilitate community based impactful research focus on solving societal challenges**

**Action/Strategy:**

2.3.1 Implement an Action plan to:  
Support female faculty;  
Name Postdocs

1) LURA/USRA program. For the first time, we are tracking and encouraging projects that address UN SDG goals. Will contribute towards better tracking and promotion of research including THE ranking on Impact.

**Measures/Metrics/Milestones:**

Increased SDG focus of the undergraduate projects at the LURA/USRA level and a tool to measure it and keep track of number of project

**Evaluation Status:**

Progressing

2.3.2 SDG seed funding for research is a new criteria in the Lassonde Innovation Fund (LIF) seed funding. Goal is to get professors thinking about how their research can be related to SDG and to help the formulate the approach

Project funded by LIF in the SDG category will lead to bigger funded initiatives that address challenges

On Track

2.3.3 We have started awareness/education campaign with professors and leaders to inform them how bibliometrics are used to count SDG related research and how they are used in ranking of schools. We have preliminary SDG tool for detection of specific language

Our community will become more familiar and comfortable with SDG language and tracking will become streamline and accepted

On Track

2.3.4 SDG stories to promote through media and research report

The number of Option 2 NSERC alliance will increase

Progressing

**2.4 Research Strategy Development: 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:**

2.4.1 Analyze & report on Lassonde Research strengths

**Measures/Metrics/Milestones:**

Complete analysis of strength/benchmark our strength, start methodology on how to measure interdisciplinarity/measure our NSERC Market share/ ORU strategic planning

**Evaluation Status:**

On Track

**2.5 Create new ORUs to support the excellence of our interdisciplinary research**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

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2.5.1 Proposals supported and submitted in fall 2021 to support the first ORUs in the Mechanical and Civil Engineering Departments and to expand our strength in AI

New ORUs approved to start July 1st, 2022 by Senate. New administrator hired

Completed

2.5.2 Confirmation on proposals awarded to Lassonde

New ORUs approved to start July 1st, 2022 by Senate. New administrator hired

On Track

**2.6 Grow the physical infrastructure of Lassonde to meet Lassonde’s short term needs over the next 5 years**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

2.6.1 Launch the new Lassonde Space Committee and develop a space needs plan.

Plan completed and presented to Provost for support

On Track

2.6.2 Acquire a new Super Computational facility and expertise to support research

Space acquired and facility open

On Track

**2.7 Empower and support incremental teaching and learning innovations in physical, digital and psychological spaces**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

2.7.1 Design Educational Frameworks (1) Active and Integrated Learning; and (2) Micro-credential

Approved Educational Frameworks by Faculty Council and relevant committees of Council therein

On Track

2.7.2 Deploy the use of these frameworks to guide FC, TEAL and LIT with educational technology related to (1) acquisition (2) deployment, (3) new policy's (academic), practices and procedures

Integrated provision of service support between LIT and LEIS designed and one stop shop implemented to support all Educational Innovation, and Teaching and Learning requests across the School

On Track

2.7.3 Deploy the use of these frameworks to guide physical infrastructure and planning (re)designs

Integrated process developed between LEIS and LE Infrastructure team

On Track

2.7.4 Design and launch professional development series for faculty around resilience and psychological safety

Professional development series launched and 15% faculty participation

On Track

**2.8 Cultivate and enable engineering and science education experimentation and research mindsets**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

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2.8.1 Implement the community of learning (COL) as a tactic designed in the Education Transformation Strategy and create a research frame to evaluate effectiveness of the COL relative to impact metrics designed

COL designed and launched. 26 sessions per year (20% Lassonde Faculty participation).

Progressing

2.8.2 Design and launch Lassonde Educational Innovation Fund to support faculty with projects centered on (1) Practice; (2) Scholarship of teaching and learning; (3) Engineering and Science Education Research)

Education Innovation fund designed and approved TEAL and PARR

Progressing

**2.9 9. Building the BEST Bridge to Startup Program**

**Action/Strategy:**

2.9.1 Build the BEST Bridge to startup program to support the capstone graduates in commercializing their SDG projects into viable products and services

**Measures/Metrics/Milestones:**

Build the BEST Bridge to startup program to support the capstone graduates in commercializing their SDG projects into viable products and services

**Evaluation Status:**

On Track

**2.10 SAP & IRP Integration**

**Action/Strategy:**

2.10.1 Alignment of Lassonde SAP and IRP with the UAP, SMA3 and SDG goals

**Measures/Metrics/Milestones:**

Clarify and map all categories of planning and reporting to ensure tags are in place to identify impact and progress in key priority areas

**Evaluation Status:**

On Track

2.10.2 Coordination with each Director to realize individual priorities and team work plans and strategies

Successful discussions and adoption of plans to report and help set and assess priorities going forward

Completed

2.10.3 Establish and coordinate reporting structures for all senior academic leads and directors

Reports completed and submitted by leads and directors

Progressing

2.10.4 Acquire and launch application and tracking tool for reporting priorities & resource coordination

Success platform launched for all stakeholders to visualize and use to track progress

Completed

**2.11 Develop SSB-LSE degree to LPD course offerings**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

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2.11.1 Offering some of the courses through LPD and to develop a MOU with SSB on this topic

20 LPD students attending courses with 40 SSB-LSE joint degree students

Progressing

**2.12 Increase Eship culture among graduate students and faculty members**

**Action/Strategy:**

2.12.1 Build the BEST Bridge to startup program to support the graduate and faculty in commercializing their research projects into viable products and services

**Measures/Metrics/Milestones:**

Approx. 5 annual commercialization projects comprising 10 graduates, 5 SSB MBAs and 5 faculty members funded by Bergeron funds and MITACs for 4 month eWIL experiential learning program.

**Evaluation Status:**

Progressing

**3. From Access to Success**

**3.1 Multiple faculty hiring in targeted clusters within Electrical Engineering and Computer Science (Engineering, Computer Science, Markham) to address growth areas in Lassonde and support Markham programming**

**Action/Strategy:**

3.1.1 Setup five (5) search committees (Engineering Cluster, Computer Science Cluster, Markham Teaching, Markham Professorial, and Markham First-Year Engineering). Five searches to take place in 2021/2022

**Measures/Metrics/Milestones:**

Hiring of new faculty to begin July 1, 2022:  
 4 positions for Engineering Cluster  
 5 positions for Computer Science Cluster  
 3 positions for Markham Teaching  
 3 positions for Markham Professorial  
 1 position for Markham First-Year Engineering

**Evaluation Status:**

On Track

**3.2 Develop New Pathways to Lassonde Programs**

**Action/Strategy:**

3.2.1 Creation of partnerships with organizations aligned with our School's EDI goals utilizing Lassonde Academy as a tool to support alternative pathway prospects

**Measures/Metrics/Milestones:**

Introducing new pathways/ tailored pathways for both existing and new programs

**Evaluation Status:**

Progressing

3.2.2 Establish a transition year program to support intake prospects providing comprehensive preparation for entry into Lassonde programs

Introducing new pathways/ tailored pathways for both existing and new programs

Progressing

3.2.3 Develop bespoke pathway programs, tailored to individual underrepresented groups

Introducing new pathways/ tailored pathways for both existing and new programs

Progressing

**3.3 EDI focus in research: to increase the proportion of unrepresented groups in all avenue of research; to promote best practices and support for research with EDI lens**


**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

3.3.1 Policy and Guidelines: We are actively pursuing the development and implementation of EDI Seed Funding and EDI Best Practice Guide for researchers

Pilot EDI grants will be evaluated for their success and next competition adjusted accordingly/projects will have impact on EDI

 Progressing

3.3.2 Nomination Strategy, we have implemented a new step in selecting candidates to the York research chair program, "Journey Travelled statement" to allow for candidates relevant experience to be contextualized

More underrepresented groups will apply for award. Up to 30%

 Progressing

3.3.3 EDI sessions and support: this is a continuous and evolving field where we our team is at the forefront of support for writing and implementing EDI plans.

Feedback survey post award support. Minimum of two EDI panel per year around Best EDI practices in Research (2 already done)

 On Track

3.3.4 EDI language in all internal competitions and communication. We have taken a review of our programs from LURA, LIF TO pilot photo competition to ensure that we have inclusive language and EDI lens on the selection process.

EDI lens will be applied to all programs

 On Track

**3.4 Build our reputation as Thought Leader in Engineering Education**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

3.4.1 Prepare & Host successful CEEC conference to be held June 19-22, 2022

Ready to host the Canadian Engineering Education Conference 2022 – “Transforming Learners to Transform Our World” – relating to the Grand Challenges and UNs SDGs

 On Track

**3.5 Intentional student support**


**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**


3.5.1 Addressing student workload issues

Improved student experience.  
Continuous and ongoing improvement in student retention rates.  
Increased no. of peer mentors and mentorship opportunities

 Progressing

3.5.2 Providing opportunities for peer mentorship and the development of mentors


Improved student experience.  
Continuous and ongoing improvement in student retention rates.  
Increased no. of peer mentors and mentorship opportunities


 Progressing

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3.5.3 Reducing attrition numbers and improving retention	Improved student experience. Continuous and ongoing improvement in student retention rates. Increased no. of peer mentors and mentorship opportunities	 Progressing
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3.5.4 Enhancing the onboarding of first-year students	Improved student experience. Continuous and ongoing improvement in student retention rates. Increased no. of peer mentors and mentorship opportunities	 Progressing
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**3.5 Cost recovery - Equipment sharing model**

**Action/Strategy:**

3.5.1 Establish a workflow and developing a program that will allow researcher to rent shared equipment at a cost

**Measures/Metrics/Milestones:**

Research equipment are regularly maintained and usage can be easily traced/tracked

**Evaluation Status:**

 Progressing

**3.6 Lead the review and advancement of the current course evaluation exercise, sharing of results and informative results supporting continuous program improvement and program reviews**

**Action/Strategy:**

3.6.1 The Lassonde community is invested in the continuous program improvement process of our programs and each stakeholder understands the value of engaging in the course evaluation process

**Measures/Metrics/Milestones:**

Approved standard for reporting course evaluation feedback out to the community

**Evaluation Status:**

 Progressing

3.6.2 Create a working group to take up the consultation and assessment of strategies to deploy with community

Working group formed and phased approached launched

 Completed

**3.7 Increasing access to engineering education**


**Action/Strategy:**

3.7.1 More pathways into a B.Eng degree to diversify the student body

**Measures/Metrics/Milestones:**


Change in demographics of the student body to showcase progress and alignment with Lassonde and York's vision to have a diverse student body

**Evaluation Status:**

 Progressing

3.7.2 Flexible modes of delivery to accommodate more diverse learners

Change in demographics of the student body to showcase progress and alignment with Lassonde and York's vision to have a diverse student body

 Progressing



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3.7.3 On-campus work opportunities for first-year students

Change in demographics of the student body to showcase progress and alignment with Lassonde and York's vision to have a diverse student body

Progressing

3.7.4 Identify the qualities and values that we want incoming students to have, and put these at the core of the admissions process

Change in demographics of the student body to showcase progress and alignment with Lassonde and York's vision to have a diverse student body

Progressing

**3.8 Implement an EDI plan that is at the heart of LPD's foundation, course offers, marketing efforts and accessibility principles**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

3.8.1 Greater EDI accessibility and understanding with clients, groups and partners that EDI defines LPD, including a 10-15% increase in applications

Work with Lassonde and K2I to produce an EDI framework for course offers (February 28, 2022); incorporate framework into LPD marketing materials (March 30, 2022); implement LPD-EDI framework (April 30, 2022)

Progressing

**3.9 Support New Student Persistence and Success by Enhancing Existing Bridging Programs**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

3.9.1 Evaluate and Improve Lassonde Academy and Lassonde Edge

Continued improvement in Lassonde Academy and Lassonde Edge offerings

On Track

**3.10 Finalize and action on the LPD Business Plan and Build LPD operations**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

3.10.1 Channel all policies through NDS Committee for approval (March 30, 2022)

Include templates in LPD Policies and Procedures document and make accessible to LPD management team, support staff, instructional staff

Progressing

3.10.2 Revise accordingly and incorporate in LPD Business Plan (April 30, 2022)

Build and refine document commensurate with evolving business plan

Progressing

**3.11 Implement innovative ideas to improve the student experience and retention through their 1st year, especially those from under-represented groups**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

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3.11.1 Mapping student experience by leveraging data	Existing data is compiled. Fill in any gaps of the current student transition life cycle	Progressing
3.11.2 Collaborate with LEIS and EC2 to tap into research and mapping that has already been completed	Research is compiled and summarized	Progressing
3.11.3 A plan for action and implementation is developed and ready to be deployed for FW22-23	Establish a working group within SWSC to develop a draft plan	On Track

**3.12 Increase awareness, interest and recruitment leads for Lassonde from underrepresented groups in STEM, particularly those who are women, Indigenous and/or Black, to further the school's achievement of its EDI goals**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

3.12.1 Recruitment ad campaigns created for and served specifically to females (to start), especially those from underrepresented groups in STEM	5% more female visitors to the Lassonde website, year-over-year	Progressing
3.12.2 Female prospective student leads will be captured through landing pages for the recruitment team to nurture through email drip campaigns	2% increase in female prospective Lassonde leads as tracked and measured by Recruitment (outcomes of the paid campaigns may not be notable until 2023/24, given the recruitment cycle)	Progressing
3.12.3 Communication & Marketing team to create a female influencer group comprised of 5-8 female work study students who will raise awareness of Lassonde and STEM opportunities for women through social media posts, speaking engagements, high school engagement	Grassroots TO high school influencer campaign to raise positive awareness of Lassonde among grade 9, 10, 11 students, setting the stage to nurture consideration in grades 11 and 12	Progressing
3.12.4 Leverage faculty expertise, student experiences, alumni success, donors, and employer partners to drive stories, articles, videos, social posts, press releases, scripts and events around EDI	15% increase in articles/videos and social media posts, highlighting Lassonde's actions towards increasing EDI	Progressing

**4. Advancing Global Engagement**

**4.1 International Network for Degree Apprenticeships**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

4.1.1 Continue to develop the International Network for Degree Apprenticeships as a founding member	To contribute to the network sharing learnings Leveraging inputs from other members of the network to bring best practices and processes to Lassonde's Integrated Program in Digital Technologies	On Track
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4.1.2 To host members from MMU Degree Apprenticeship program

To host 8 learners and other guests from MMU.  
 To have the learners experience at least 3-4 work place environments in Canada.  
 To engage learners to understand their perspectives and recommendations for our Integrated Program.  
 To create video interview/ promotional material

On Track

**4.2 Expand Infrastructure**

**Action/Strategy:**

4.2.1 Identifying key next steps including critical infrastructure investments to promoting instructional presence abroad

**Measures/Metrics/Milestones:**

Building IT infrastructure to allow for broad remote/hybrid instructional delivery including to international settings

**Evaluation Status:**

Progressing

**4.3 Expand International Recruitment by Increasing Reach in Emerging Markets and Decreasing Dependence on Declining Markets**

**Action/Strategy:**

4.3.1 Secure External agents in emerging markets to support international recruitment to or new Winter Entry

**Measures/Metrics/Milestones:**

Student application and admission data to showcase improved recruitment from emerging markets

**Evaluation Status:**

Progressing

4.3.2 Establish pathway programs with schools and school boards supported by external consultants/partners focused on female-identified recruitment

Student application and admission data to showcase improved recruitment from emerging markets

Progressing

**4.4 Build and support international partnerships (ie UC Berkeley) for experiential and research opportunities for UG, graduates and faculty members**

**Action/Strategy:**

4.4.1 Create an international experiential program to send UG, graduates and faculty (on sabbatical) to promote teaching and research excellence and foster closer ties with the Silicon Valley entrepreneurship ecosystem in Doug Bergeron

**Measures/Metrics/Milestones:**

Raise funding for new program, develop relationship with Mr. Bergeron to renew funding commitments

**Evaluation Status:**

Progressing

**4.5 Elevate Lassonde’s rankings through Web (including enhanced ORU sites and communications), social media, and reputation (survey votes) in: THE, Maclean’s, ARSU, aka Shanghai, QS, NTU, Webometrics, US News.**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

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4.5.1 Strengthening ORU's web presence and developing communications strategies	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
4.5.2 Promote notable achievements that support UN SDGs through articles, social posts, videos, press releases, reports, etc.	5% more Lassonde faculty members and/or researchers available as media relations spokespeople on 'York's University's Experts Guide' and added to the Lassonde website. 15% year-over-year increase in positive media mentions of Lassonde, and 10% more feature articles, most of which will focus on Integrated Programs. Growth of media coverage compared to key competitors, tracked through Cision	Progressing
4.5.3 Leverage unique 'hero' programs not offered by benchmarked universities		On Track
4.5.4 Social Media Presence- Grow professional followers and engagement on LinkedIn and Twitter. Develop and serve paid digital and social ad campaigns to raise Lassonde's profile	Increase in Twitter and LinkedIn followers and engagement to be measured and reported, year-over-year	On Track
4.5.6 Ranking - Geo-target survey voters during ranking voting periods and academic conferences. Sponsor key conferences and awards to raise our profile through advertising and advertorials. Invest in full-page ad in Maclean's rankings in the Nov. issue	Higher university rankings	On Track
4.5.7 Produce Lassonde's external annual impact report, highlighting the School's achievements as they relate to the SAP themes and goals, and providing content for donor reports		On Track

**5. Working in Partnership**

**5.1 Deepen and expand K2I academy's network of partners, donors and collaborators**

**Action/Strategy:**

5.1.1 Develop a strategy in conjunction with Advancement to identify prospects and donors to support K2I academy programs and operations

**Measures/Metrics/Milestones:**

Secure private and public funding to support K2I In School and Work-Integrated Learning Programs (Honda Foundation, Carswell Family Foundation)

**Evaluation Status:**

Progressing

5.1.2 Secure 2 year funding from the Ontario Ministry of Education in support of Work-Integrated Learning Programs

Confirm 2 year funding from the Ontario Ministry of Education by March 30, 2022

Not On Track

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5.1.3 Strengthen funding stream from the Ontario Ministry of Education to include In School programs related to Science and Math curriculum implementation (Elementary and Secondary)

On Track

5.1.4 Build additional collaborations with community organizations that support marginalized youth and engages with underrepresented students in STEM

Submit proposals to Carswell Family Foundation (December 2021) and Honda Foundation (February 2022)

Progressing

**5.2 Develop Lassonde's Proposal for New Building**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

5.2.1 Develop functional space plan for interdisciplinary collaboration, consultation on proposal

Plan completed and submitted from Lassonde

Completed

5.2.2 Engage in consultation process with the planning office, VPRI and Science to design and negotiate building requirement

Negotiated requirements and needs identified and committed to for the building project

On Track

**5.3 Creation and launch of internal EDI portal (hosts resources, training, news, videos and is a single entity for EDI within Lassonde)**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

5.3.1 EDI portal launched with data to support community's engagement with the resources offered.

Portal launched and initial tracking of usage reported

On Track

5.3.2 Clear understanding of EDI demographics within our School; Initial Demographic Report produced as a baseline and benchmark data with internal and external entities

Report and benchmark data collected, and action plan established as a result

Progressing

5.3.3 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

Council formed and conducted first meeting with EDI Sub-Committee

On Track

**5.4 Provide Leadership and Champion to ensure faculty integration with SSRP & Service Excellence projects and implementation plans**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

5.4.1 Advance Lassonde's needs and values in the multiple SSRP related projects that are underway

Lassonde's input creates opportunities and service improvements and efficiencies for success for all community stakeholders

Progressing

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5.4.2 Advance Lassonde's needs and values in the multiple Service Excellence projects	Lassonde's input creates opportunities and service improvements and efficiencies for success for all community stakeholders	Progressing
5.4.3 Ensuring Lassonde programs, student support and satisfaction, along with operational considerations are at the forefront in the development of institutional	Unique requirements for Lassonde are considered and incorporated into the programs and re-design of the enterprise architecture and systems integration	Progressing
5.4.4 Continuously active in supporting the Human Relations Service Excellence Stream as Co-sponsor, along with supporting and informing the advancement of multiple SSRP projects	Plans endorsed within Lassonde and established institutionally	On Track

**5.5 Continue to support the needs, development, and successful integration and implementation of the university wide SSRP project**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

5.5.1 Participate in Student Services working groups related to the Markham campus	New processes and policies implemented, existing processes improved aimed at enhancing student experience	Progressing
5.5.2 Strategize and plan SWSC connections to Markham connects to ensure cross-functionality and successful on-boarding of staff	New processes and policies implemented, existing processes improved aimed at enhancing student experience	Progressing
5.5.3 Strategize student transition for 1st year BENG to Keele campus for year 2	New processes and policies implemented, existing processes improved aimed at enhancing student experience	Progressing
5.5.4 Participate in SSRP working groups, fit gaps, and info sessions	New processes and policies implemented, existing processes improved aimed at enhancing student experience	Progressing
5.5.5 Utilize knowledge learned through sessions to adjust current services to allow for a smoother future transition	New processes and policies implemented, existing processes improved aimed at enhancing student experience	Progressing
5.5.6 Empower front line staff to participate throughout the process to ensure successful implementation	New processes and policies implemented, existing processes improved aimed at enhancing student experience	Progressing

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**5.7 Fundraise for new building with Science and VPRI and begin a fundraising campaign with Interim VP Advancement**


**Action/Strategy:**

5.7.1 Depending on the agreed campaign target (e.g. \$30M) will have achieved 10% of target in pledges

**Measures/Metrics/Milestones:**

Functional space plan developed. Onboarding additional advancement resources to research prospects, write proposal, create advancement introductions

**Evaluation Status:**

 Progressing

**5.8 Fundraising Goal: Raise \$500,000 in new pledges, aligned to the UAP, SAP and LE Priorities by end of Fiscal**

**Action/Strategy:**

5.8.1 Closing of the following major gifts & sponsorships by April 30th: Shopify (\$1.7 million), Hian Sian Chang (\$300,000) BCC (\$100,000). Renewal of the Carswell Family Foundation Gift (approx. \$1 to \$4 million) in 2022

**Measures/Metrics/Milestones:**

Close 100% of target by end of fiscal, April 30, 2022

**Evaluation Status:**

 On Track

5.8.2 Continuing to work cross disciplines and departments to identify and build funding opportunities (k2i, Capstone, BEST, Research etc.)

Close 100% of target by end of fiscal, April 30, 2022

 On Track

**5.9 Developing and creating our strategic advancement plan and fundraising business case (Case for Support)**


**Action/Strategy:**

5.9.1 Defining and articulating our Advancement priorities

**Measures/Metrics/Milestones:**

Finalizing our advancement strategic plan and Case for support

**Evaluation Status:**

 On Track

**5.10 Expand External Relations capabilities**

**Action/Strategy:**

5.10.1 Hiring an external relations lead who can then build out a unit to help support growing Lassonde's external relations presence

**Measures/Metrics/Milestones:**

Creating the capability to unify the partnership building across all Lassonde platforms by creating an external relationship unit that focuses on creating opportunities for Research, Lifelong Learning, Advancement and Communications

**Evaluation Status:**

 Progressing

**5.11 Creating a culture of collaboration in Lassonde**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

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5.11.1 Creation of Engagement and Partnership meetings	Creating more cross-department opportunities through collaboration on external meetings, and industry approaches	Progressing
5.11.2 Creation of a repository of external engagement materials across Lassonde on brand for external facing business units to utilize in conversations with industry and community	Creating more cross-department opportunities through collaboration on external meetings, and industry approaches	Progressing
5.11.3 Creation of a centralized Lassonde approach to Alumni Engagement, Sponsorship, Donor related Marketing for consistent external messaging and engagement	Creating more cross-department opportunities through collaboration on external meetings, and industry approaches	Progressing
5.11.4 Coordinating and encouraging the sharing of information, including contributing towards the creation of a Lassonde CRM	Creating more cross-department opportunities through collaboration on external meetings, and industry approaches	Progressing

**5.12 Build our Alumni Presence & Engagement**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

5.12.1 Creating a pipeline of Alumni and Donor Profiles	6 to 8 new Alumni and Donor stories each year. 1 to 2 Lassonde Alumni Events	On Track
5.12.2 Re-Launch of Lassonde Alumni Newsletter sent three times annually	6 to 8 new Alumni and Donor stories each year. 1 to 2 Lassonde Alumni Events	On Track
5.12.3 Introduction of Alumni Events specific to Lassonde, aimed at overall increased engagement	6 to 8 new Alumni and Donor stories each year. 1 to 2 Lassonde Alumni Events	On Track
5.12.4 Creation of a framework for a Lassonde Mentorship program	6 to 8 new Alumni and Donor stories each year. 1 to 2 Lassonde Alumni Events	On Track
5.12.5 Collaboratively work with Central Alumni, Lassonde Staff to identify engagement and alumni opportunities	6 to 8 new Alumni and Donor stories each year. 1 to 2 Lassonde Alumni Events	On Track



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**5.13 Partnership focus: Develop and implement a strategy for increased partnership funding through leveraged funding including a focus on increasing local region industry connection (Markham focus).**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

5.13.1 Develop and consult on a strategy to Diversity Research/increase partnership (done)

Create partnership events (YMF opening, Industry focus).  
Increase our Share of Tri-council funding/increase number of external partnerships/increase collaboration between clusters/increase midcaps applications/support 2022 CERC process

Completed

5.13.2 Approve strategy and empower PARR etc. to assist with implementation

Create partnership events (YMF opening, Industry focus).  
Increase our Share of Tri-council funding/increase number of external partnerships/increase collaboration between clusters/increase midcaps applications/support 2022 CERC process

On Track

5.13.3 Baseline analysis of partnership to be completed (by sector/type etc.).

Create partnership events (YMF opening, Industry focus).  
Increase our Share of Tri-council funding/increase number of external partnerships/increase collaboration between clusters/increase midcaps applications/support 2022 CERC process

Progressing

**5.14 Lassonde Advancement Process Review, and Process improvement initiatives**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

5.14.1 Creating new process for gift agreement acceptance in Lassonde

Implement the new process - creating an effective and efficient process

On Track

5.14.2 Removing of barriers and process involved in going from verbal to signed gift acceptance

Implement more effective and efficient process and best practice

Progressing

5.14.3 Create new best practices for process aimed at the donor experience

Implement and share best practice

Progressing

**5.15 Strengthen teaching, experiential learning and research partnerships with SSB and Osgoode**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

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5.15.1 Launch the SSB-LSE professional masters to support strong ties with SSB entrepreneurship ecosystem. Include Osgoode as research partner

Proposal developed. 2022 will be year for approvals. LSE-SSB professional masters is schedule to launch Sept 2023

On Track

**5.16 Advance the promotion, awareness, alignment and themes of the Lassonde SAP to the UAP, IRP, SDGs and SMA3 so that the plan actively illustrates the difference the school is making and continually inspires stakeholders to make further impact**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

5.16.1 SAP website to be developed and connectivity to themes and accomplishments trackable and linked

Completion of SAP project to implement additional Gutenberg Blocks for existing Lassonde website

Progressing

5.16.2 Continually collaborate with Research and faculty to produce and distribute new engaging multimedia content that supports the themes

Ongoing work with faculty and researchers to communicate the outcomes and impact of their work

Progressing

5.16.3 Create and implement strategies and tactics to launch and consistently refresh and renew commitment to the SAP

On Track

5.16.4 Build out the Lassonde website to clearly communicate how the school is addressing the 17 SDGs, including compelling multimedia content for each example

Working closely with Research, introduce a plan to guide researchers and faculty in pursuing and promoting work that supports the SAP themes and 17 SDGs

On Track

**6. Living Well Together**

**6.1 Lassonde new program proposals and planning for Markham are approved through Senate and Quality Council: 1st Year Engineering; Digital Technologies; and Computer Science for Software Development**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

6.1.1 All consultations and approval of Markham programs are advanced and on target: 1st Year Engineering, BASc Digital Technologies, BASc Computer Science for Software Development

All program have been approved by Council, Senate, Quality Council and MCU

Completed

6.1.2 Faculty and staff complement are on track with a staged, mutli-year hiring plan

Offers of appointment are made and confirmed

On Track

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6.1.3 Planning and budgets are established and coordinated with the Provost's Office - Budget, enrolment allocations and cost-sharing agreements to be developed with consensus amongst stakeholder Faculties and Divisions	Consultations and agreed upon plans for moving forward with commitments and expenditures to roll out programs and hiring	On Track
6.1.4 Curriculum planning and consultations occur with Faculty of Science to develop core courses	Well developed curricular collaborations with the Faculty of Science in creating and designing new integrated course offerings	Progressing
6.1.5 Building plans and space allocations are appropriately made for Lassonde programs and all operational needs considered (faculty, staff, students)	Appropriate space requirements and needs assessed and committed for program start-up and ramp-up, including supporting operational plans and infrastructure	Progressing
6.1.6 Establish Lassonde to guidelines for good governance practices and process improvement in conjunction with the SAP themes for all programs with MCC programs in mind	Plans endorsed within Lassonde and established institutionally	Progressing

**6.2 Ranking and Reputation: Promotion of Research Success: Promoting Research through a variety of venues, Annual research reports etc.**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

6.2.1 Research report, work towards an annual report	Success will include completion of Research report and increase in research stories	Completed
6.2.2 Create capacity to capture research success stories	Success will include completion of Research report and increase in research stories	Progressing
6.2.3 Work towards a quarterly platform for distribution of research successes (Sway type of product)	Success will include completion of Research report and increase in research stories	On Track
6.2.4 Bibliometric training and alt metric understanding	Success will include completion of Research report and increase in research stories	Progressing
6.2.5 Resource for faculty members: FAQ 101 and Intranet resources	Success will include completion of Research report and increase in research stories	Progressing

**6.3 Making improvements to our buildings to reduce our carbon footprint**

**Action/Strategy:**


**Measures/Metrics/Milestones:**

**Evaluation Status:**

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6.3.1 Renovations will include requirements in the contract CCDC scope towards meeting building code accessibility requirements	To achieve LEED platinum certification and reduce carbon footprint	 On Track
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6.3.2 New builds will include requirements in the contract CCDC scope towards meeting LEED certifications	To achieve LEED platinum certification and reduce carbon footprint	 On Track
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**6.4 Develop and Support Systems, Processes and Tools to Drive Innovation and Positive Change**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

6.4.1 Shift to Digital Recruitment Experiences resulting in a transformational Shift in how we offer recruitment experiences including Lassonde Community and Lassonde Podcast	Adoption of new technologies, updating process and support to drive innovation	 Completed
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6.4.2 Consultation on University CRM + SIS infrastructure upgrades	Adoption of new technologies, updating process and support to drive innovation	 Completed
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**6.5 Improving Health & Safety culture at Lassonde**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

6.5.1 Providing community members with clear guidance around H&S accountabilities and responsibilities	Safe working environment that allows us to continue our business on a daily basis	 On Track
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6.5.2 Working with HSEWB to develop Lassonde specific H&S educational resources, tools to community members (SOPs, process development, checklists)	Safe working environment that allows us to continue our business on a daily basis	 On Track
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6.5.3 Conduct regular visits and inspections of spaces	Safe working environment that allows us to continue our business on a daily basis	 On Track
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6.5.4 Establishing a process to ensure safety equipment in Lassonde Buildings are regularly maintained	Safe working environment that allows us to continue our business on a daily basis	 On Track
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6.5.5 Review current H&S processes, identify gaps, deficiencies and make improvements	Safe working environment that allows us to continue our business on a daily basis	 On Track
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**6.6 Enhancing Security**


**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**


6.6.1 Facility GURU's walking the buildings for any security related and building issues

Better control on access to LE Spaces. Upgraded and additional cameras will assist with investigation in specific events

 Progressing

6.6.2 Bergeron camera upgrades occurring 2022

Better control on access to LE Spaces. Upgraded and additional cameras will assist with investigation in specific events

 Progressing

6.6.3 Access is now only done through a request with LE facilities in conjunction with Doorcard

Better control on access to LE Spaces. Upgraded and additional cameras will assist with investigation in specific events

 Progressing


6.6.4 Programming access to building, classrooms and lab schedules for locking and unlocking of doors

Better control on access to LE Spaces. Upgraded and additional cameras will assist with investigation in specific events

 Progressing


6.6.5 4751 Keele Surveillance system initial operation for existing Cameras planned for 2022

Better control on access to LE Spaces. Upgraded and additional cameras will assist with investigation in specific events

 Progressing


6.6.6 4751 Keele Security lighting proposed to Landlord for approval; targeted for 2022

Better control on access to LE Spaces. Upgraded and additional cameras will assist with investigation in specific events

 Progressing

6.6.7 4751 additional Surveillance cameras; planned for 2022-23

Better control on access to LE Spaces. Upgraded and additional cameras will assist with investigation in specific events

 Progressing

**6.7 Provide Leadership and Champion to ensure faculty integration with SSRP & Service Excellence projects and implementation plans**


**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**


6.7.1 Advance Lassonde's needs and values in the multiple SSRP related projects that are underway

Lassonde's input creates opportunities and service improvements and efficiencies for success for all community stakeholders

 Progressing


6.7.2 Advance Lassonde's needs and values in the multiple Service Excellence projects

Lassonde's input creates opportunities and service improvements and efficiencies for success for all community stakeholders

 Progressing

6.7.3 Ensuring Lassonde programs, student support and satisfaction, along with operational considerations are at the forefront in the development of institutional

Unique requirements for Lassonde are considered and incorporated into the programs and re-design of the enterprise architecture and systems integration

 Progressing

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6.7.4 Continuously active in supporting the Human Relations Service Excellence Stream as Co-sponsor, along with supporting and informing the advancement of multiple SSRP projects

Plans endorsed within Lassonde and established institutionally

On Track

**6.8 LRC - off site property management improvements, creation of safety protocols for staff and students**

**Action/Strategy:**

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

**Measures/Metrics/Milestones:**

An operation targeted and aimed to be consistent to the level expected within York services

**Evaluation Status:**

On Track

**6.9 Striving for excellence within the Student Welcome and Support Centre and Lassonde- Through partnerships, foster creativity, innovation, and transformation of student services, systems, and process**

**Action/Strategy:**

6.9.1 Process improvement within SWSC services and operations

**Measures/Metrics/Milestones:**

3 SWSC processes are improved and defined with a service excellence framework.  
SWSC staff attend at least one training opportunity focused on service excellence.  
Increase the quality of interactions with advisors and student service staff as demonstrated by NSSE.  
Decreased response times for student inquiries and interactions

**Evaluation Status:**

On Track

6.9.2 Identify key partnerships and stakeholders within Lassonde and York that contribute to service excellence within SWSC

SWSC staff attend at least one training opportunity focused on service excellence.  
Increase the quality of interactions with advisors and student service staff as demonstrated by NSSE.  
Decreased response times for student inquiries and interactions

On Track

6.9.3 Host multiple collaborative and creative brainstorming and planning meetings with stakeholders

SWSC staff attend at least one training opportunity focused on service excellence.  
Increase the quality of interactions with advisors and student service staff as demonstrated by NSSE.  
Decreased response times for student inquiries and interactions

On Track

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6.9.4 Review and choose a case management tool for Academic Integrity and Petitions

SWSC staff attend at least one training opportunity focused on service excellence.  
Increase the quality of interactions with advisors and student service staff as demonstrated by NSSE.  
Decreased response times for student inquiries and interactions

On Track

6.9.5 Transition, review, and implement a consistent room booking process within SWSC

SWSC staff attend at least one training opportunity focused on service excellence.  
Increase the quality of interactions with advisors and student service staff as demonstrated by NSSE.  
Decreased response times for student inquiries and interactions

On Track

6.9.6 Continue to leverage and look for ways to better utilize Civitas Inspire Advising tool

SWSC staff attend at least one training opportunity focused on service excellence.  
Increase the quality of interactions with advisors and student service staff as demonstrated by NSSE.  
Decreased response times for student inquiries and interactions

On Track

6.9.7 Explore and implement processes into the Lassonde CRM to enhance communication and strengthen process integrity

SWSC staff attend at least one training opportunity focused on service excellence.  
Increase the quality of interactions with advisors and student service staff as demonstrated by NSSE.  
Decreased response times for student inquiries and interactions

On Track

**6.10 Develop strategic tools and resource models for better course enrolment planning and resource alignment and tracking needs**

**Action/Strategy:**

6.10.1 Better resource planning and resource needs identified earlier in cycles; analysis informs future planning and identifying pain points

**Measures/Metrics/Milestones:**

Successful launch of monthly meetings with department units to flag key dates to report information and identify emerging issues and timely resolutions.

**Evaluation Status:**

On Track

6.10.2 Better program alignment in CUPE part-time hiring practices and processes across the School with operational efficiencies and better programmatic needs and supports at the forefront

Coordinated set of standards, roles and responsibilities defined by each department for processing, reporting and approving hires and budget transactions

Progressing

**6.11 Return to campus facilities preparations for staff , students , community**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

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6.11.1 Space planning via remote work reservation tool (i.e. Skedda), hoteling, to accommodate ongoing and urgent changing needs for occupants to use spaces as part of pandemic planning	Safe working environment	On Track
6.11.2 Return to campus for research and technicians transition - system in place for Covid tracing (Lassonde Machform, MS Teams), maintaining occupancy load in our buildings and implementation of return protocols in LE buildings, lab recordings and startin	Safe working environment	On Track
6.11.3 Continuing procurement for PPE and replenishment 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	On Track
6.11.4 Assist with maintaining separation via signage and barriers (i.e. plexiglass)	Safe working environment	Completed

**6.12 Build employee engagement through regular and highly responsive faculty and staff communications and marketing support**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

6.12.1 Involve and engage employees in the roll out of the Creators concept to help them identify with and articulate Lassonde's new brand identity	Employee engagement surveys reflect satisfaction in terms of how they and their department are supported through communications	Progressing
6.12.2 Build awareness of the role and importance of communications & marketing through new School-wide master communications, marketing and events schedules.	Employees share their Lassonde pride through social networks, particularly LinkedIn and Twitter.	Progressing
6.12.3 Create department-specific communications & marketing plans in collaboration with each of the four Chairs.		Progressing
6.12.4 Explore the value of creating an informal communications & marketing committee with a small, diverse group of employee stakeholders to provide feedback and recommendations	Value of informal communications & marketing committee determined and if warranted, created by end of 2022, once website and Creators materials are developed	Progressing