

Internal Memorandum

To: M. Catherine Bolton, Vice-Provost, Teaching and Learning
From: Amir Asif, Dean, Faculty of Engineering and Computer Science
Date: May 15, 2015
Re: Implementation Plan for Department of Building, Civil, and Environmental Engineering

Dear Dr. Bolton,

Please find enclosed the finalized Implementation Plan for the Department of Building, Civil, and Environmental Engineering (BCEE) as part of the academic appraisal process in the Faculty of Engineering and Computer Science. This Plan was duly discussed with the BCEE Department Chair, Prof. Zaheeruddin.

As mentioned in the Concordia University Academic Program Appraisals Manual, 5th edition revised, the Faculty and Department will follow-up on this Plan in two years when prompted by your office.

Sincerely,



Amir Asif
Dean
Faculty of Engineering and Science

cc. Prof. Zaheeruddin, Chair, Department of Building, Civil, and Environmental Engineering

Dean's Implementation Plan: Department of Building, Civil and Environmental Engineering

Submitted May 01, 2015

Recommendation	Prioritized timeline for completion	Responsibility (specify if possible)	Resources required?	Dean's additional comments
1. ENCS encourages BCEE to develop promotional materials for its website for recruiting purposes and to publicize the activities/accomplishments of the department in the area of building engineering.	Fall 2016	BCEE and ENCS Communications Officer	Resources for design and printing promotional material to high school, CGEPs, and Universities.	For this purpose, ENCS can make the services of the ENCS Communications Officer available to BCEE.
2. ENCS encourages BCEE to add formal options (specializations) to the Building engineering program and draw attention of applicants to the featured areas.	Proposal to be submitted and approved by Fall 2016	BCEE	Some additional courses may need to be designed and offered	Options help employers to differentiate graduates from the program. Adding options would also make the Building Engineering program consistent with other B.Eng. programs in the Faculty, where offering multiple options is a norm.
3. ENCS strongly supports further hiring in both Building Engineering and Civil Engineering. A student to faculty ratio of 25 is ideal for accreditation purposes for the CEAB.	Ongoing; BCEE Proposal for 2015-16 hiring has been submitted.	ENCS, BCEE, and Office of the Provost	ENCS will recommend additional faculty position to the Provost Office.	The strong growth in enrolments in Civil Engineering justifies further hires. BCEE will be given priority in hiring to approach the desired 25 to 1 target over the next several years.
4. ENCS will work with BCEE to set admission targets commensurate with the available teaching resources in BCEE.	Fall 2016	BCEE and ENCS	None	There is strong demand for the Civil Engineering program. BCEE will explore the possibility of raising admission standards by Fall 2016.
5. A reorganization of the use of the department's space should precede any request for additional space. BCEE is asked to review the usage of the space allocated to it in the EV building.	Fall 2016	BCEE and ENCS Planning and Operation facilities Manager can provide help to complete the review	None	ENCS continues to work with BCEE to solve the space issue. Some of the recent initiatives include: (i) Major renovations underway in the structures lab, and; (ii) Addition of fume hood in BCEE research labs.
5a. In the short term, ENCS recommends BCEE to explore the possibility of the formation of "research groups" of professors doing research in related areas, who share research space and research equipment.	Ongoing	BCEE	None	ENCS is working with BCEE to secure more technical support to meet the departmental teaching and research needs.
5b. In the long term, ENCS will work with BCEE to identify and acquire new space to support BCEE teaching and research activities.	Ongoing	BCEE and ENCS	Additional space will be needed.	

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5c. Technical staff support teaching laboratories within the department but cannot devote a large portion of their time to research activities. As the enrolment in BCEE continue to expand, the need for additional technical staff will develop to support additional teaching and research needs. Again, ENCS will work with BCEE to support additional technical hires in BCEE.	Ongoing	BCEE and ENCS	Additional technical support positions for undergraduate labs will be requested from the Provost Office	Research centers are expected to be self-supporting. Additional technical staff should be hired out of research grants and contracts attracted by the research centers, with some support provided by the faculty through frais-indirect. Support for additional engineers (technicians) to support teaching needs will be explored.
6. ENCS will continue to explore ways in which increased workload due to capstone projects can be accounted for in a fair way.	Fall 2015	ENCS	One additional course section	ENCS understands that the increased enrolment in civil engineering has led to a significant increase in the number of capstone project groups and an increased load on individual professors to supervise capstone groups. Due to increased enrolments, BCEE has proposed offering 2 sections of capstone course from the current practice of 1 section.
7. BCEE can make a case for a new Engineer in Residence position associated with capstone supervision, which can be brought forward as opportunities arise for hiring new staff.	Completed	BCEE and ENCS	None	Some reorganization of the technical staff was done a year ago, with one staff departure and a re-defined job description closer to the Engineer in Residence function for the new hire. At present there is a freeze on hiring new staff and a desire to reduce staff levels due to severe budget constraints.
8. BCEE should add an industrial advisory council to the department. Members from industry could be chosen based on where students are employed for co-op jobs and after graduation, and also to develop contacts with industry in research.	Completed	BCEE	None	The Faculty's Industrial Advisory Council provides a point of contact with representatives of local industry. An advisory council engages local industry in the department, providing an opportunity to meet young faculty members and become familiar with their research.
9. The initiative to develop a new B.Eng. degree in environmental engineering should be continued. This could be followed with a proposal for graduate programs in environmental engineering, first at the masters level and then at the PhD level.	Proposal for a new program in Environmental Engineering will be submitted by Winter 2016.	BCEE, ENCS and the Office of the Provost	Additional faculty positions	BCEE is developing the proposal for a new MEng degree in Environmental Engineering, possibly followed by undergraduate and doctoral degrees.
10. The CUFA collective agreement has provisions for assigning courses to visiting researchers that do not count as "reserve courses". BCEE is encouraged to become familiar with these clauses and to take advantage of this possibility.	Ongoing	BCEE and ENCS	None	
11. Suggestions from BCEE on how the administrative process can be streamlined and improved would be very welcome.	Fall 2016	BCEE	None	BCEE will review the administrative structure of the Department and explore if reorganization is needed.

Additional comments from the Dean

1. ENCS will be undertaking a major initiative to revise the Graduate Student Support Program (GSSP) so that it is simpler and funds are used where they are most needed. ENCS is considering including TA contracts to GSSP to offer better funding to graduate students. However, a commitment to hire an individual as a TA without an assessment of his or her language skills and ability to teach is in contradiction to the department's desire for better TAs. A Committee will be set up to explore this option. Increased graduate student support is subject to the availability of funds at the Faculty level, which is tied to the funding formula used by the University. Currently increased enrolment in graduate programs does not lead to increased funding from the University for the Faculty, making the increasing cost of the GSSP at the current level difficult for the faculty.
2. ENCS AITS group has assigned 1 exclusive technical staff member to liaise closely with BCEE to provide IT support to BCEE.
3. ENCS has recently adopted a new policy for creating a Faculty Research Center as a stepping stone to recognition as a University Research Center. BCEE is encouraged to propose new Faculty Research Centres to create research clusters that could potentially be expanded into University Research Centres and Networks of Excellences.
4. ENCS continues to encourage research collaboration with colleagues at other universities.