

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 Concordia Institute for Information Systems Engineering

Dear Dr. Bolton,

Please find enclosed the finalized Implementation Plan for the Concordia Institute for Information Systems Engineering (CIISE) as part of the academic appraisal process in the Faculty of Engineering and Computer Science. This Plan was duly discussed with the CIISE Director, Prof. Rachida Dissouli.

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. Rachida Dissouli, Director, Concordia Institute for Information Systems Engineering

Dean's Implementation Plan: Concordia Institute for Information System Engineering

Submitted May 5, 2015

Recommendation	Prioritized timeline for completion	Responsibility (specify if possible)	Resources required?	Dean's additional comments
DAC-1: Improve the programs offering by the consolidation of mandatory laboratory components in the courses and by hiring a dedicated lab technician for the ISS program.	Ongoing	CIISE, ENCS and the Provost's Office	Additional technical staff position.	Although AITS has designated an analyst to work closely with CIISE, the department can make a case for an Engineer in Residence to support teaching labs. Consolidation and sharing of computer lab resources with other departments is encouraged. Shared resources are efficiently managed through AITS and the AITS Advisory Committee.
DAC-2: Suggest a guaranteed course sequencing to MEng students.	Completed	CIISE	None	CIISE has added structure to the M.Eng program by providing a recommended course sequence. This will encourage rapid completion. CIISE can consider using PhD students and post-doctoral fellows as instructors to teach a small number of courses, within the rules of the CUPFA collective agreement.
DAC-3: Provide some guidelines to ensure that MEng students finish their program within 4-5 terms.	In progress	CIISE	None	A progress review meeting with each M.Eng student after one year is recommended and will encourage rapid completion.
DAC-4: Analyze the reason behind the long duration of study for thesis option students and provide recommendations for reducing this period.	In progress	CIISE	None	Add an intermediate step or "milestone" between the completion of the course requirements and the submission of the thesis, to give additional structure to an MASc project, perhaps with a time limit imposed to encourage rapid progress. This could consist of a progress report on the research, after one year.
DAC-5: Make the co-op and INEX options accessible to a larger number of graduate students in the Institute.	Ongoing	ENCS, CIISE and the Institute for Co-operative Studies	None	In consultation with CIISE, ENCS will ask the Institute for Co-operative Studies to explore the option of expanding INEX to all three semesters each year.
DAC-6: Improve the retention of faculty members.	Ongoing	ENCS and CIISE	None	CIISE and ENCS are working together to provide additional support to facilitate the success of faculty members.
DAC-7: Hire a senior faculty member in the area of Information Systems Engineering.	Ongoing	ENCS and CIISE and the Provost's Office	Additional faculty positions	CIISE has two faculty searches this year in systems engineering. As part of the annual hiring process ENCS will review future requests of CIISE on an ongoing basis for additional faculty hires.
DAC-8: Hire two faculty members in the area of Quality Systems Engineering.	Ongoing	ENCS and CIISE and the Provost's Office	Additional faculty positions	see above
DAC-9: Encourage faculty members to participate in the Centre for Teaching and Learning Services (CTL) workshops.	Ongoing	CIISE	None	Workshops given by the Center for Teaching and Learning are often valuable even to experienced professors who are already effective teachers. All faculty members are encouraged to participate.
DAC-10: Improve (i.e., reduce) the capacity limit of classrooms.	Ongoing	CIISE and ENCS	Additional course sections	ENCS will work with CIISE to balance the class size with the pedagogical needs of each course.
DAC-11: Encourage excellence of teaching by establishing a teaching award at the department level.	Ongoing	CIISE	None	A department award for teaching excellence should be established. Winners could then be nominated for the ENCS Teaching Excellence award.
DAC-12: Improve standards for graduate student achievement.	Ongoing	CIISE	None	Review the structure of the thesis programs. The department could encourage thesis students to submit papers to conferences and journals as milestones before thesis submission.
DAC-13: Develop some progress indicators for the MASc (thesis option) students.	In progress	CIISE	None	See DAC-4 and 12.
DAC-14: Improve graduate student supervision process.	In progress	CIISE	None	See DAC-4, 12 and 13. The department should ensure that there is sufficient contact between the student and the supervisor to ensure rapid progress.
DAC-15: Improve the process of student recruiting and retention.	Ongoing	CIISE and ENCS	None	ENCS will continue to work with CIISE to facilitate student recruitment and retention.

DAC-16: The department should consider to expand, in the long term, into other areas of research.	Ongoing	CIISE	None	Additional options in emerging areas should be considered by the department to keep CIISE programs current.
DAC-17: Establish a mechanism to encourage all faculty members to share the administrative load at the department.	Ongoing	CIISE	None	The department should review workflow associated with admission, with managing thesis committees and exams, and with other administrative processes to ensure that this work is equitably distributed among faculty members.
DAC-18: Add more lab/seating space for graduate students.	Ongoing	CIISE and ENCS	Additional space	The faculty has a transparent process for allocating research space as it becomes available, and CIISE has been successful in gaining new space. Further requests for space can be made to the ENCS Research Space Committee as the graduate student enrolment increases. Space requests for expanding teaching labs can be made to the Dean. Sharing teaching labs with other programs may be an efficient alternative in some cases.
DAC-19: Add more space for visitors and postdoctoral fellows/research associates.	Ongoing	CIISE and ENCS	None	Shared faculty office space is made available to visiting faculty. Post-doctoral fellows and research associates are given shared graduate student offices.
DAC-20: Establish better links with the department alumni.	Ongoing	CIISE and the ENCS Director of Development	None	Work with Advancement and Alumni Relations to develop stronger ties with alumni. Track job placements of all graduates and stay in touch with alumni as a resource for the department and the faculty.
DAC-21: Discuss the current university intellectual property (IP) policy with the university administration.	Ongoing	CIISE and ENCS	None	A revised Intellectual Property Policy has been adopted by the University. ENCS will work with CIISE to implement the new policy.
DAC-22: Reduce the normal teaching load for faculty members.	Completed	ENCS	None	The average course load of faculty in ENCS is around 3 courses, commensurate with other universities. The ENCS teaching remission policy recognises the supervision of graduate students as "teaching" and grants course releases according to the number of graduate students supervised. Course releases are also given for undertaking major administrative roles in the department.