

June 2009

An Engineering Student Leadership Development Program

Third Annual Report
2008-2009



LEADERS *of* TOMORROW

FACULTY OF APPLIED SCIENCE AND ENGINEERING, UNIVERSITY OF TORONTO

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**Leaders of Tomorrow
Third Annual Report
May 1, 2008 - April 30, 2009**

WELCOMING MESSAGE

In the past year we have witnessed events that were unimaginable just a short while ago: the meltdown of the global financial sector, the demise of the big three automakers, Canada's government proroguing Parliament, and major tycoons being jailed for fraud. These events have amplified the call for better leadership, for positive leaders who can show us that "yes we can" find our way forward.

For Leaders of Tomorrow in Engineering, the past year was marked by exceptional growth and important transitions. New components were launched: a curriculum-infusion lecture series; a leadership certificate program; and the Faculty-wide Graduate LOT program. We also participated in a large-scale, multi-institutional, international study of leadership.

We are delighted to update you on the continued evolution of Leaders of Tomorrow. Success has been made possible by the time, energy and enthusiasm of a diverse and dedicated group of faculty, staff, students, and friends. We are very grateful to all for their efforts.

We welcome your interest.

The Leaders of Tomorrow Team
June 2009

**Leaders of Tomorrow
Third Annual Report
May 1, 2008 - April 30, 2009**

EXECUTIVE SUMMARY

The Leaders of Tomorrow Program (LOT) has grown rapidly in 2008-2009. There has been much activity across the Faculty with a total of 191 leadership events and 8,383 student contacts, up from 142 events and 4,064 student contacts in the previous year.

The LOT Office launched a Curriculum Infusion Initiative in September 2008. Our goal is to inspire leadership development among students, to encourage students to identify as leaders and to strengthen the impact of students' technical skills by encouraging their leadership. Six infusion lectures have been developed (Engineering Leadership, Developing Personal Potential, Leading in Teams, Developing Vision, Leadership and Citizenship, and Reflection and Personal Growth). This academic year 21 curriculum infusion lectures were given to 2,435 students.

A new Co-curricular Certificate program began in Fall 2008. 126 students applied and 40 were accepted. The theme of the first certificate is 'Team Skills.' In order to be awarded a certificate students attended 4 workshops and wrote a reflection paper. A second certificate will be piloted in Fall 2009.

APS 501: 'Leadership and Leading in Groups and Organizations', taught by Professor David Colcleugh expanded this year to include a series of discussion groups. Plans are underway to expand this highly sought-after course and Professor Colcleugh is currently working on a new textbook. A second course, entitled 'Cognitive and Psychological Foundations of Effective Leadership', will be offered this summer as part of the Faculty's Entrepreneurship, Leadership, Innovation and Technology in Engineering (ELITE) series.

The LOT Office in partnership with University of Toronto's Student Life Programs became the first Canadian institution to take part in an in-depth international survey called the 'Multi-Institutional Study on Leadership' (MSL). The MSL examines the influences of higher education in developing students' capacity for socially responsible leadership and is coordinated by leadership scholar and practitioner, Dr. Susan Komives, at the University of Maryland. U of T has the highest number of respondents (2860) among 103 participating institutions.

The Leaders of Tomorrow Graduate (LOT:G) expanded beyond Chemical Engineering to become a Faculty-wide, student driven initiative for graduate students. A three-day training session took place with a focus on self-awareness and emotional intelligence. There has been remarkable response from students as this group continues to move towards their vision of a self-aware and socially engaged graduate student body.

A new Cross-Faculty Student Working Group was formed this year including students from all engineering departments. This group focused on organizing events and opportunities that engaged students from across the Faculty.

The Leaders of Tomorrow Program is a Faculty-wide, comprehensive student leadership development program supported by funding from the Academic Initiative Fund beginning 2006. Our vision is: *'An engineering education that is a life-long foundation for transformational leaders and outstanding citizens.'*

Leaders of Tomorrow
Faculty of Engineering and Applied Science
University of Toronto

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INTRODUCTION AND PROGRAM HISTORY

Leaders of Tomorrow had its start in Chemical Engineering in 2002. In December 2005 the Faculty of Engineering submitted a proposal to the Academic Initiative Fund (AIF) to enhance student experience across the Faculty through leadership development. The proposed program was to build on the Leaders of Tomorrow program. Two key strategic goals were:

- Strengthen the experience of engineering students by providing coherent, structured and intentional learning opportunities to enhance their leadership development.
- Enhance the connection between the field of engineering, with all its technical, analytical and problem solving capability, and society, enabling graduates to contribute more fully as engineers and citizens.

Funding of \$200,000 per year was granted by the Provost and development of the program began in May 2006.

VISION AND MISSION

The Vision and Mission for LOT were developed through extensive discussion and debate, incorporating the perspectives of faculty, staff and students.

Vision

An engineering education that is a lifelong foundation for transformational leaders and outstanding citizens.

Mission

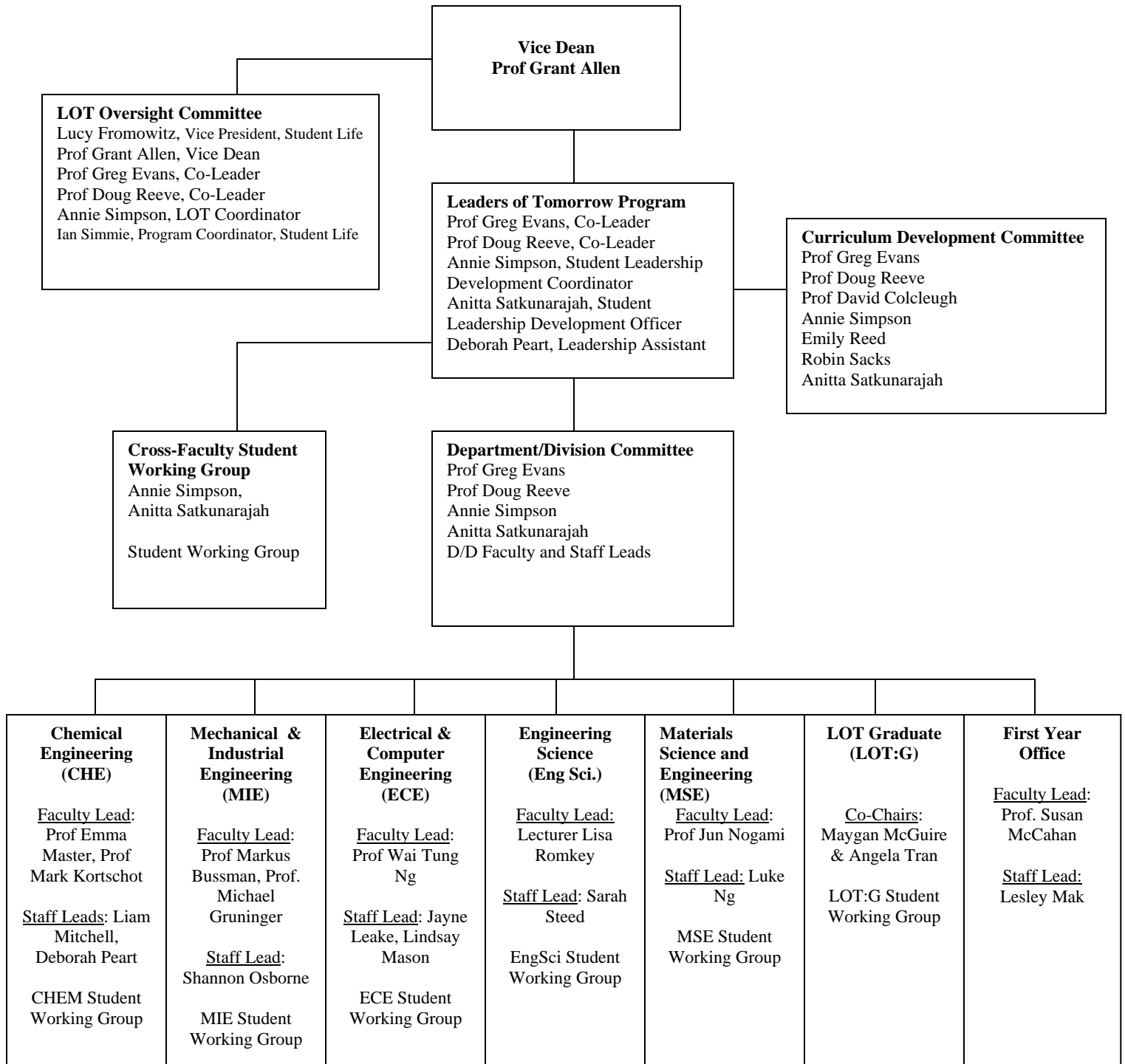
To design, develop, implement, and evaluate the concepts, strategies, and components of a world-class engineering leadership development program that:

- Enables students to gain knowledge, skills, and experience that increase their ability and motivation to effect positive change and benefit society
- Provides students with opportunities to develop their leadership ability by observing, experiencing and reflecting on the leadership process within their groups and communities
- Provides extra-curricular, co-curricular and curricular components for students throughout their undergraduate and graduate experience
- Engages faculty, staff, and alumni

So that it promotes development of exemplary local, national and global citizenship and provides a foundation that will inspire and guide students throughout their lifetimes.

To learn more about the Leaders of Tomorrow vision, mission, values and beliefs, see Appendix A.

PROGRAM OVERVIEW AND STRUCTURE



<p>Chemical Engineering (CHE)</p> <p><u>Faculty Lead:</u> Prof Emma Master, Prof Mark Kortschot</p> <p><u>Staff Leads:</u> Liam Mitchell, Deborah Peart</p> <p>CHEM Student Working Group</p>	<p>Mechanical & Industrial Engineering (MIE)</p> <p><u>Faculty Lead:</u> Prof Markus Bussman, Prof. Michael Gruninger</p> <p><u>Staff Lead:</u> Shannon Osborne</p> <p>MIE Student Working Group</p>	<p>Electrical & Computer Engineering (ECE)</p> <p><u>Faculty Lead:</u> Prof Wai Tung Ng</p> <p><u>Staff Lead:</u> Jayne Leake, Lindsay Mason</p> <p>ECE Student Working Group</p>	<p>Engineering Science (Eng Sci.)</p> <p><u>Faculty Lead:</u> Lecturer Lisa Romkey</p> <p><u>Staff Lead:</u> Sarah Steed</p> <p>EngSci Student Working Group</p>	<p>Materials Science and Engineering (MSE)</p> <p><u>Faculty Lead:</u> Prof Jun Nogami</p> <p><u>Staff Lead:</u> Luke Ng</p> <p>MSE Student Working Group</p>	<p>LOT Graduate (LOT:G)</p> <p><u>Co-Chairs:</u> Maygan McGuire & Angela Tran</p> <p>LOT:G Student Working Group</p>	<p>First Year Office</p> <p><u>Faculty Lead:</u> Prof. Susan McCahan</p> <p><u>Staff Lead:</u> Lesley Mak</p>
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LEADERSHIP AND ORGANIZATION

The on-going development and implementation of the program is led by Professor Greg Evans and Professor Doug Reeve.

Leaders of Tomorrow program staff include:

- Leadership Development Professor: Dr. David Colcleugh (20%)
- Student Leadership Development Coordinator: Annie Simpson
- Student Leadership Development Officer: Anitta Satkunarajah
- Leadership Assistant: Deborah Peart (25%)
- Curriculum Development and Facilitation: Emily Reed and Robin Sacks (Short-term)

The Student Leadership Development Coordinator and Officer work closely on all aspects of the program. They have roles in designing and facilitating leadership curriculum, identifying sources of leadership knowledge and identifying resources from across and beyond the university, and working directly with students in ways that support and empower student leadership development. They work collaboratively within the Faculty and beyond.

The Office of Student Life is an essential partner in the development of this program. Many of the staff provide leadership resources and on-going support including: Director Deanne Fisher; Program Coordinator Ian Simmie and Leadership Coordinator Val Cortes.

Oversight Committee

An oversight committee composed of Professor Grant Allen, Vice-Dean, and Lucy Fromowitz Assistant Vice-President Student Life, Ian Simmie Program Coordinator, Student Life Programs, Annie Simpson LOT Coordinator, and the LOT Co-leaders Professor Greg Evans and Professor Doug Reeve, meets each term to review progress, and consult on program development.

Department / Division Steering Group

Each participating Department/ Division has appointed faculty and staff members who host and co-chair a student working group and oversee the planning and coordination of events. This group of faculty and staff meet three or four times each year to share best practices and develop new programming. In 2008-2009 members included:

- Professor Greg Evans, Leaders of Tomorrow Co-Leader
- Annie Simpson, Student Leadership Development Coordinator
- Anitta Satkunarajah, Student Leadership Development Officer
- Professor Emma Master, Chemical Engineering
- Professor Mark Kortschot, Chemical Engineering

- Professor Markus Bussman, Mechanical and Industrial Engineering
- Professor Michael Gruninger, Mechanical and Industrial Engineering
- Lecturer, Lisa Romkey, Division of Engineering Science
- Professor Jun Nogami, Materials Science Engineering
- Professor Wai Tung Ng, Electrical and Computer Engineering
- Lesley Mak, Student Success Specialist
- Liam Mitchell, Manager of External Relations, Chemical Engineering
- Deborah Peart, External Relations Assistant, Chemical Engineering
- Shannon Osborne, External Relations Liaison, Mechanical and Industrial Engineering
- Jayne Leake, Administrative Coordinator, Electrical and Computer Engineering
- Lindsay Mason, Student Advisor, Electrical and Computer Engineering
- Luke Ng, Liaison Officer, Materials Science Engineering
- Sarah Steed, External Relations Officer, Engineering Science
- Maygan McGuire, Co-Chair, LOT Graduate
- Angela Tran, Co-Chair, LOT Graduate

DEPARTMENT / DIVISION PROGRAMS

Purpose

To support the development of students' interpersonal skills, professional development and understanding of leadership and to have leadership development be a unifying activity for building community within the Department/Division.

Process

These programs are designed and executed by an individual Department/Division utilizing the benefits of networking, collaboration and cooperation across the Faculty. There are several important elements in the process: student contribution to guidance and direction, alumni contribution of their experience of leadership, and faculty/staff guidance and support of execution. It is intended that each Department/Division have a faculty lead and a staff lead. A student Working Group is central to the development and execution of LOT programming.

Objectives

To create a culture of leadership and a strong sense of community for students, faculty, staff and alumni.

Activities

In 2008-2009 LOT programs operated in four units: Chemical Engineering and Applied Chemistry; Mechanical and Industrial Engineering; Electrical and Computer Engineering; and the Division of Engineering Science.

The Material Sciences Engineering LOT program will resume operations in Fall 2009.

Summaries of activities in each of the units are offered below.

LOT in the Department of Chemical Engineering and Applied Chemistry

Events are chosen and organized through the Leaders of Tomorrow Student Working Group, and have included in 2008-2009:

- All Party Carbon Tax Debate
- Alumni Breakfast
- Networking Tutorials 1 and 2
- Leadership Training Day: 'Leadership in the Community'
- Research Days
- Dining Etiquette seminar

Chemical Engineering Summer Program

The Chemical Engineering summer program offers an intensive leadership development experience for summer research students. Students attend thirteen Friday afternoon sessions where they learn about Self-Leadership, Group Leadership and Societal Leadership. Seminars on topics ranging from 'Engineering and Public Policy' to 'Myers-Briggs Type Indicators,' to 'Transformational Leadership' encourage students to consider current social issues and the important role that engineers can play in affecting positive societal change. For details on the 2008 summer schedule, see Appendix B.

Plans for 2009-2010

- Chemical Engineering LOT Summer Program that builds on the many successful elements from 2008.
- Continue to empower students in the working group to take the lead on planning and promoting leadership development events for students in chemical engineering.

LOT in the Department of Mechanical and Industrial Engineering

The following LOT events took place in MIE in 2008-2009:

- LOT Introductory lunches
- Leadership Seminar with Prof. David Colcleugh
- Habitat for Humanity Build
- LOT Community Building Dinner
- Theatre trip

- Emotional Intelligence workshop
- Myers Briggs workshop
- Career Panel & Alumni Networking Reception
- Alumni Breakfast
- Ace the Interview workshop

Plans for 2009-2010

- An LOT Summer program which will include Faculty-wide activities, service day, tours, social outings and self-development workshops
- Greater emphasis on leadership development workshops
- Increased effort towards engaging 1st and 2nd year students

LOT in the Department of Electrical and Computer Engineering

The following LOT events took place in ECE in 2008-2009:

- LOT Introductory Welcome Lunches
- Research Seminar
- Engineering Entrepreneurship Series – five guest speakers
- Dining Etiquette Tutorial
- LaTeX Workshop
- NSERC Application Seminar
- Self-Leadership Workshop
- A Leadership Talk with Jose Pereira, Director, Engineering Career Centre

Plans for 2009-2010

- Working Group has been established and will be planning throughout the summer for the academic year.
- Greater emphasis on leadership development workshops
- Increased effort towards engaging 1st and 2nd year students
- Student Mentorship Program

LOT in the Division of Engineering Science

The following LOT events took place in EngSci in 2008-2009:

- A Full-day Visioning Retreat for Student Working Group

- Orientation day for first year students: full day of activities and workshops with a focus on leadership and the Engineers for the world (E4TW) theme. 370 students participated.
- Facilitation Workshop
- 'Leadership in Turmoil' Panel Discussion
- Debate Workshop

Plans for 2009 – 2010

The EngSci LOT working group will be having their planning retreat, to review the past year, develop a vision, define group goals, and discuss initiatives for next year. EngSci LOT working group hopes to provide a leadership forum for student leaders.

LOT in the Department of Materials Science and Engineering

The Department of Materials Science and Engineering established a student working-group and has begun planning for the coming year.

- MSE LOT Kick Off Event
- Formation of executive team and established roles for members in the student working group

Plans for 2009-2010

- Working Group has been established and will be planning through out the summer for the academic year.
- To further engage MSE students in the discussions, brainstorming, planning, and execution of annual MSE events
- MSE Clubs fair for first year students

LOT Graduate

The Leaders of Tomorrow Graduate program expanded to become Faculty-wide this year. The following LOT Graduate events took place in 2008-2009:

- LOT Graduate Kick Off BBQ
- High Impact Leadership Training Days (3 days)
- Engineering and Ethics Seminar
- Leadership is a Choice workshop
- How to Get your P.Eng. License Seminar
- Starting your non-academic career search Seminar

- The Business of Likeability Seminar
- Conducting an Effective Work Search: Myths and Realities Seminar
- Leading your thesis Seminar
- Engineering: What's Emotional Intelligence (EI) got to do with it?

Plans for 2009-2010

- Weekend Visioning Retreat for Working Group
- Co-Chairs for 2009-2010 academic year have been selected

CURRICULAR PROGRAM

Purpose

To support the development of students in the Faculty through a course or courses that promote an understanding of leadership and leading.

Process

Raising the potential of engineers as major contributors to society by integrating the teaching of leadership skills and attributes into the engineering curriculum.

Objectives

Creating a pattern of positive thought and behavior around leading and leadership throughout the entire career of the engineering graduate of the Faculty of Applied Science and Engineering.

Activities

APS 501 Course

APS 501 – 'Leadership and Leading in Groups and Organizations' course was offered for the second time to senior undergraduate and graduate students. It was taught by Professor David Colcleugh, and has received great reviews from students.

Students in the course learned about leadership styles, ethical leadership, business leadership, thinking frameworks, creating vision and mission statements and managing conflict. A tutorial and TA support has been added to the course. APS 501 will be offered again in Fall 2009 and will be taught by Professor Colcleugh and Professor Reeve. For APS 501 course details, see Appendix C.

Curriculum Infusion Lectures

Objective: To promote greater infusion of leadership development curriculum into existing academic courses.

The LOT Office has developed six lectures which are being presented to students of all levels to inspire engagement and curiosity towards leadership development. The goal is for every undergraduate student to attend all six lectures before they graduate. The lectures are presented as “guest lectures” within existing courses, so that a student typically sees one lecture per term. Lecture topics include:

- Engineering Leadership
- Developing Personal Potential
- Leading in Teams
- Developing Vision
- Leadership and Citizenship
- Reflection and Personal Growth

The LOT office launched the first three lectures: “Engineering Leadership”, “Developing Your Potential” and “Developing Vision” delivering them a total of 21 times this year and reaching a total of 2,435 students.

Class	Number of Students	Lecture Delivered
CHE-EDC 430	130	Engineering Leadership
CHE 324	120	Engineering Leadership
APS 111	700	Engineering Leadership
MIE 258-1	170	Engineering Leadership
MIE 258-2	170	Engineering Leadership
CHE 211	60	Engineering Leadership
MIE 191	150	Developing Your Potential
EngSci – Energy Option	15	Engineering Leadership
MIE 262	100	Developing Your Potential
CHEM 230	75	Developing Your Potential
ECE 297-1	105	Engineering Leadership
MIE 315-1	40	Engineering Leadership
MIE 315-2	40	Engineering Leadership
MIE 359	130	Engineering Leadership
CHE 113	80	Developing Your Potential
ECE 297-2	130	Engineering Leadership
EngSci - Energy Option	15	Developing Your Potential
MIE 210-1	25	Developing Your Potential
CHEM 403	35	Developing Vision
MIE 210-2	20	Developing Your Potential
Track One	125	Developing Your Potential

Written feedback solicited from the students at the end of each lecture was generally very positive. (See Measuring Impact pg 18)

Plans for 2009-2010

- A second leadership course is being developed and will be delivered this summer as part of the ELITE program.
- Pilot the three remaining Curriculum Infusion Lectures and expand the program reach to all undergraduate engineering students.

CROSS – FACULTY PROGRAM

Purpose

To execute the program mission through the experiential learning of students engaged in Cross-Faculty extra- and co-curricular activities.

Process

Provide education, support, and services so as to incorporate leadership development into the experience of students participating in Cross-Faculty student societies, clubs, teams, associations, internships, community service, or other experiential activities, and thereby promote their personal growth and understanding of leadership and leading. Offer support, resources and training to student leaders thus enhancing the quality of the student experience by providing leadership training through the club infrastructure.

Objectives

- Students who recognize, understand and value the leadership abilities that they acquire through their participation in Cross-Faculty extra and co-curricular activities
- An enhanced leadership culture faculty-wide that promotes increased engagement of students in co-curricular and extra-curricular activities
- More effective and stable student organizations through the incorporation of leadership development into their objectives
- Greater unity within and between the student communities across the Faculty, promoting an increased sense of allegiance and belonging among engineering students

Activities

Co-Curricular Leadership Certificate

This fall the Engineering Co-Curricular Leadership Certificate on 'Team Skills' was launched. 126 students applied to participate and 40 were selected. A second cohort of

40 students participated in the winter term. The first certificate consisted of four interactive workshops: 'Discovering Your Leadership Strengths', 'Conflict Transformation', 'Group Facilitation Skills' and 'Diversity and Equity in Teams'. See Appendix D for Certificate Program Learning Outcomes. Very Favourable feedback was received from the participants (See Measuring Impact pg 20). A second certificate entitled "Leading from the Inside Out" will be launched in Fall 2009.

Cross-Faculty Events

The Cross-Faculty component of the leadership program includes support of leadership events across the Faculty and campus. In 2008-2009, this included:

- LOT Graduate Leadership Retreat
- Emotional Intelligence Lecture by Diana Durek, Senior Emotional Intelligence Advisor for Multi Health Systems
- Facilitating Leadership Workshops at Success 101, a program for incoming first year students
- Leadership Educators And Resource Network [L.E.A.R.N] Institute
- Preparing to host the 10th Annual Student Leadership Conference – New U for 150 U of T student leaders in student and residence councils and societies.
- Leadership Development workshops for Department Working Groups
- Facilitating workshops at the ToolKit Conference for U of T student leaders
- Workshop on Social Innovation with Dr. Frances Westley
- Facilitator Training for EngSci First Year day
- Leadership Development workshops for members of WISE – Women in Science and Engineering and TISCUT, LOT:G, TCDSB Gifted Students Conference, UTSC students

Multi-Institutional Study of Leadership

As part of the benchmarking of progress, the LOT office, in partnership with Student Life Programs, participated in a Multi-Institutional Study of Leadership coordinated by leadership scholar and practitioner, Dr. Susan Komives at the University of Maryland. University of Toronto was the first Canadian university to take part in this highly regarded study. 4,000 engineering students were surveyed along with 1,500 students from New College. U of T has the highest number of respondents (2860) among 103 participating institutions. The study explores the role of higher education in developing leadership capacities with a special focus on specific environmental conditions that foster leadership development. Detailed results from the study will be available in September.

University of Toronto Leadership Educators' Network

The U of T Leadership Network, a group of leadership educators, both faculty and staff, from across the university met several times this year to collaborate on various initiatives. The Leadership Network will be organizing a Summer Institute, and will be actively involved in the October Teaching and Learning Symposium where one of the themes will be leadership education.

STUDENT RECOGNITION, AWARDS AND SCHOLARSHIPS

An essential element of the program is recognition of students who excel as leaders. Entry scholarships with a strong leadership component will aid in attracting students who have demonstrated early aptitude for leadership. The Colcleugh Family Scholarship, awarded for the first time in 2005, offers \$8000 per year for four years to one incoming student each year who demonstrates scholarship, leadership and volunteerism.

Two Leaders of Tomorrow Awards for in-program students were awarded for the first time in 2005 and endowed in 2006. The Professor James W. Smith - and the Class of 5T9 - Leaders of Tomorrow Awards are for second and third year students respectively. Each award is \$5000. The award selection process is modeled after the Rhodes scholarship process and seeks students "who have shown the potential to become outstanding leaders", who "have the ability to inspire others to action and to excellence". Establishing a suite of Leaders of Tomorrow Awards in Departments and Divisions across the Faculty is seen as an outstanding way to cultivate leadership.

Last year, the Faculty introduced the Faculty of Applied Science and Engineering Leadership Award for students already enrolled in Engineering. In July 2007, awards valued at \$3000 were awarded to two exceptional students who had demonstrated leadership through their co-curricular and extra-curricular involvement.

In May 2008, the Edwards S. Rogers Department of Electrical and Computer Engineering awarded their first \$5000 Leaders of Tomorrow Award.

Student Working Group Appreciation Night

An appreciation night for students in all of the departmental working groups was hosted to celebrate the growth of the Leaders of Tomorrow program and to recognize individual students from each group for their outstanding contributions. This year the event was planned by students from the Cross-Faculty working group. 65 students attended, and presentations were made by members of each working group.

ADDRESSING ACADEMIC INITIATIVE FUND MILESTONES AND CRITERIA

The milestones outlined in the AIF proposal for Year 1, Year 2, and Year 3 have been achieved, namely:

Year 1 – 2006-2007

- Striking of Leadership Development Steering Committees
- Appointment of a Leadership Development Professor
- Hiring of a Leadership Development Coordinator and Officer
- Ongoing implementation and expansion of LOT in Chemical Engineering and Applied Chemistry (CHE)
- Initiation of LOT in two other departments (Electrical and Computer Engineering (ECE), and Mechanical and Industrial Engineering (MIE))
- Delivery of workshops, seminars and events
- Development of infrastructure to maintain registration and records of participation

Year 2 – 2007-2008

- Fourth Department phase-in. (Materials Science Engineering (MSE) and the Division of Engineering Science (EngSci) have implemented LOT programs.)
- Delivery of workshops, seminars and events (4,064 participants in 2007-2008 events)
- Initial course delivery: ‘Leadership and Leading for Groups and Organizations’

Year 3 – 2008-2009

- Implement strategy for incorporation of leadership development through curriculum
- Delivery of workshops, seminars and events (8,383 participants in 2008-2009 events)
- Course delivery: ‘Leadership and Leading for Groups and Organizations’

Addressing AIF Criteria:

Enhancing Student Experience:

The Leaders of Tomorrow Program created 8,383 student contacts in the 2008-2009 academic year. Students who attend LOT workshops and events are offered meaningful and intentional development opportunities that encourage a sense of community and that engage students in skill building and self-reflection. The experiential nature of LOT workshops facilitates active participation, thus deepening the learning, and cultivating a sense of belonging. There is a palpable sense of community among members of the department and Faculty student working groups. LOT enhances the student experience

by complimenting formal education with opportunities to develop leadership and interpersonal skills.

Enhancing Collaboration:

LOT facilitates collaboration between faculty, staff and students from all departments within the Faculty. Faculty and staff leaders from each department participate in a Department/Division Steering Committee where collaboration is encouraged and best practices are shared. LOT also enhances collaboration by partnering with student groups such as Women in Science and Engineering (WISE), LOT:G, Engineers Without Borders (EWB), TAPPI International Student Chapter at the University of Toronto (TISCUT) and others. LOT continues to have a strong partnership with the Office of Student Life, thus promoting greater intra-university collaboration on campus. Members of senior student life staff serve on the LOT oversight committee and collaborate on joint initiatives such as the Multi-Institutional Study on Leadership and the upcoming Summer Institute on Leadership. The University of Toronto Leadership Network promotes collaboration and sharing of best practice between faculty and staff from across the university community. Finally, many LOT workshops offer students the tools for effective collaboration.

Improving Equity and Diversity:

Leadership training that includes an emphasis on diversity and equity issues is an important component of LOT programming. In our 'Team Skills' Certificate, one of the four workshops is entitled 'Diversity and Inclusivity in Teams.' This year's Leadership Training Day had a 'Leadership in the Community' theme and a workshop was delivered by the LOT office on 'Power and Privilege: uncovering the systemic nature of Oppression.' In the winter of 2008 a 'Women's Leadership Training Day' was held and since that time there has been dialogue about new programming specifically for women in Engineering. Planning meetings for Fall events are underway. Finally, as part of a High Impact Leadership Training organized by LOT:G, a full day was dedicated to 'Creating Inclusive Teams.' The LOT program supports awareness of diversity in terms of culture, gender, religion, language, but also as it relates to leadership strengths, learning styles, and personal preferences.

Connecting with the Broader Community:

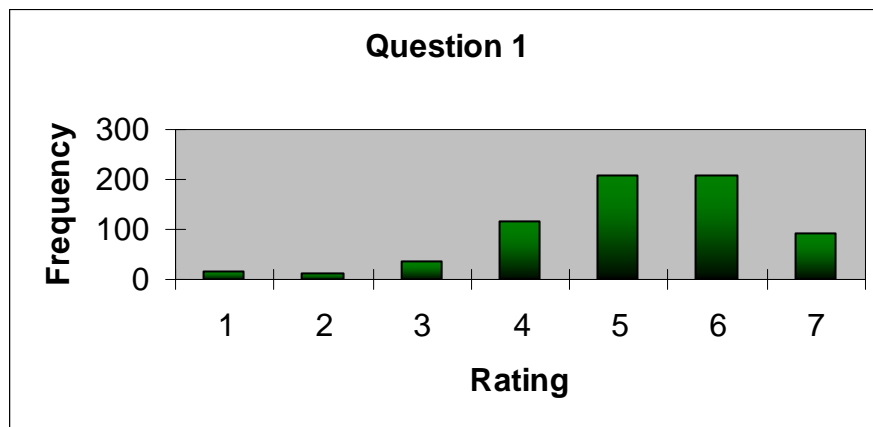
LOT is actively engaged in a broader network of leaders and educators, both within and beyond the University. LOT staff are members of the Student Life Professionals Group. LOT Directors have initiated the University Leadership Educators' Network which brings together leadership educators and enthusiasts (both faculty and staff) from across the University. Speakers and thought leaders from the community are invited to participate in the LOT program, such as Marilyn Laiken, an organizational development and leadership specialist from OISE, Anima Leadership Inc, and a network of leaders in community, academia and business who are engaged as part of an assignment for APS 501. Various Department programs have actively collaborated with the Centre for Community Partnerships to plan and incorporate a service-learning component into LOT programming.

MEASURING IMPACT

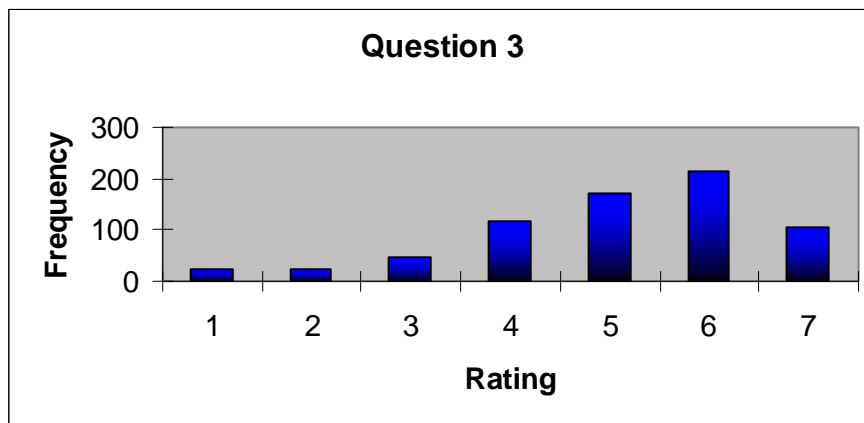
Curriculum Infusion Lectures – Feedback Forms

This academic year the LOT Office has delivered a total of 21 curriculum infusion lectures reaching to a total of 2,435 students. To measure the impact of the Curriculum Infusion lectures written feedback was solicited from the students at the end of each lecture. The results from the feedback have been generally very positive. (See Appendix G for full results).

Students were asked on a scale of 1 to 7 (1=very little, 3=somewhat, 7=very much) 'How valuable was this presentation to you?'



Students were asked on a scale of 1 to 7 (1=very little, 3=somewhat, 7=very much) 'How much has this session increased your interest in learning about leadership after graduation?'



Co-Curricular Certificate Program

The LOT office administered a pre- and post-survey to assess changes to student's leadership confidence. The post survey results indicate an increase in the level of leadership confidence after completing the program. (See Appendix E for Full Pre- and Post-survey results).

Summary of results from both certificate cohorts.

Fall:

Survey Question	Pre-Program Response Average	Post-Program Response Average
I am familiar with techniques that I can use to resolve conflict.	4.3	6.3
I am confident in my ability to facilitate a group/meeting.	4.7	6.2
I consider myself a leader.	4.9	6.3

(1=very little, 3=somewhat, 7=very much)

Winter:

Survey Question	Pre-Program Response Average	Post-Program Response Average
I feel confident in my ability to contribute leadership skills to a team.	4.9	6.2
I am quick to recognize the strengths of other group members when in a team.	4.4	6.2
I am a skilled active listener.	4.6	6.2

(1=very little, 3=somewhat, 7=very much)

APS 501: Leadership and Leading in Groups and Organizations

Course evaluations forms were distributed for APS 501. Students gave exceptionally laudatory reviews of both the course and course instructor.

MILESTONES / OBJECTIVES FOR 2009-2010

- Develop and Pilot a Second Course
- Develop and deliver Certificate #2 “Leading from the Inside Out”
- Develop and deliver new workshops and events
- Expand the number of students reached through Curriculum Infusion Lectures
- Plan U of T Summer Institute on Leadership Education
- Plan a Leadership stream for Office of Teaching Advancement Fall Teaching and Learning Symposium
- Plan and host New U Student Leadership Conference
- Develop and deliver new Programming for Club Leaders in Engineering
- Develop and deliver a Leadership Training Day for Department/Division Student Working Groups
- Develop and deliver new Programming for female students in Engineering

THE FUTURE

We believe that the engineering profession can be transformed through leadership development in engineering education. We also believe that student experience throughout the University and the future contribution of our graduates can be significantly enhanced by leadership education. We welcome your support.

This report is submitted by:

Greg Evans
Doug Reeve
Anitta Satkunarajah
Annie Simpson

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APPENDIX A

PROGRAM VISION, MISSION, BELIEFS AND VALUES

Program Vision, Mission, Values and Beliefs



Vision

An engineering education that is a lifelong foundation for transformational leaders and outstanding citizens.

Mission

To design, develop, implement, and evaluate the concepts, strategies, and components of a world-class engineering student leadership development program that:

- Enables students to gain knowledge, skills, and experience that increase their ability and motivation to effect positive change and benefit society;
- Provides students with opportunities to develop their leadership ability by observing, experiencing and reflecting on the leadership process within their groups and communities;
- Provides extra-curricular, co-curricular and curricular components for students throughout their undergraduate and graduate experience;
- Engages faculty, staff, and alumni so as to promote a leadership culture across the Faculty and beyond;

So that it promotes development of exemplary local, national and global citizenship and provides a foundation that will inspire and guide students throughout their lifetimes.

Program Beliefs

- The full potential of our graduates to contribute to society is not being realized.
- The full potential of our students, staff and faculty to contribute while at university is not being realized. This represents a substantial untapped resource for our Faculty.
- The role of the Engineering profession in North America must and is evolving.
- Leadership potential/capacity can be learnt and therefore it can be taught.
- Improving their leadership potential will serve our graduates well throughout their professional and personal lives.
- Offering a leadership program will help attract students with an interest in leadership and this self-perpetuating cycle will result in stronger graduates.
- Students who are more engaged will have a better university experience; students who feel they are part of a community will be more engaged. Hence we need to help students to learn how to build communities.
- Engineers with significant leadership skills and attributes contribute more societal value than those without.
- Student engineers exposed to a disciplined, structured learning process in leadership skills/behaviours are more productive contributors to enhanced societal value.
- Today some student engineers gain valuable enhanced leadership skills/behaviours through self-study, volunteering and participating in extracurricular activities and mentoring experiences.
- A structured leadership development component to the student engineer experience will be an important distinguishing feature for UofT.
- Many student engineers do not appreciate that enhanced leadership skills/behaviour will increase their worth to society.

Program Values

- Service: Service to society is a core value of Engineering
- Integrity: Personal and professional integrity is a core value of Engineering
- Social responsibility: responsible use of technology is a core value of Engineering
- Teamwork: Teamwork is a core competency of Engineering
- Structure: Organization (creation of infrastructure) is a core competency of Engineering
- Excellence: is a core value of the University
- Diversity: Recognizing the benefits of diverse views and backgrounds is a core value of the University
- Knowledge: creation and preservation of knowledge is a core value of the University

APPENDIX B
SCHEDULE OF CHEMICAL ENGINEERING
SUMMER PROGRAM

LEADERS *of* TOMORROW

CHEMICAL ENGINEERING AND APPLIED CHEMISTRY, UNIVERSITY OF TORONTO

SUMMER PROGRAM 2008

Start time 1:15 pm and completion time 4:15 pm

Welcome and Program Overview: May 16, 3:30-4:30 pm, Undergraduate Common Room

Series 1 – Leadership and Society

DATE	EVENT	GUEST	PLACE	HOST
May 23	Engineers and Public Policy	Doug Reeve	WB219	EM
May 30	Ethics and Leadership	Deanne Fisher	WB219	EM
June 6	Leading Transformational Change	David Colcleugh	Faculty-wide (569 Spadina ave)	AS
June 13 morning	Industry Tour – Xerox <i>(Tour: 9:30-11:30am)</i>	Hwee Ng (contact)	Meet in WB219 at 8:30 am	EM TB

Series 2 – Personal Development

DATE	EVENT	GUEST	PLACE	HOST
June 20	Myers-Briggs Type Indicators and Leadership Styles	Anne Dranitsaris	WB219	MK
June 27	Industry Tour – Ontario Clean Water Agency	Ian Farion (contact)	Meet in WB219 at 12 noon	TB
July 4	Conflict Resolution	Annie Simpson	WB219	EM
July 11	Skeptical Thinking	Eric McMillan	WB219	MK
July 18	Emotional Intelligence Seminar	Diana Durek	Faculty-wide (569 Spadina ave)	AS

Series 3 – Group Leadership

DATE	EVENT	GUEST	PLACE	HOST
July 25	<i>No event this week (since Aug. 15 is a full day)</i>			
Aug. 1	Group Facilitation	Annie Simpson	WB219	EM
Aug. 8	Active Feedback	Robin Sacks, Ellie Avishal	BA2175	AS EM
Aug. 15	Habitat for Humanity <i>(full day activity)</i>		Faculty-wide	MB
Aug. 21	Final Team Project Presentations (Place and time to be confirmed)			

APPENDIX C

LEADERSHIP COURSE SYLLABUS: APS 501

Syllabus: APS 501H1F – Leadership and Leading for Groups and Organizations

This course reflects the Faculty's commitment to promoting the development of leadership skills and attributes in engineering students. The course will be presented by a former President of both the DuPont Company in Canada and in Asia-Pacific, with involvement from the Faculty Leadership Development Office.

The course will draw upon extensive leadership experience in the DuPont Company and various leadership theories and practices. The content covers a wide range of topics from self-leadership to setting strategic direction to implementing change in the business enterprise. The concepts presented will be useful for aspiring leaders of large and small organizations and both profit and not-for-profit organizations.

Students will gain skills and competencies in thinking frameworks applied to leadership, creation of vision and mission statements, understanding leadership character attributes, and effective teamwork, among others.

The course will consist of lectures and reading group discussions (RGDs), in-class discussions and exercises, as well as weekly written assignments and a group project and a final paper.

Instructor:

Professor David Colcleugh
Faculty of Applied Science and Engineering
Email - colcleugh333@rogers.com

Assistant:

Deborah Peart: deborah.peart@utoronto.ca

Leadership Development Coordinator:

Annie Simpson: annie.simpson@utoronto.ca

Teaching Assistants:

Zoe Coull: zoe.coull@utoronto.ca

Angela Tran: angela.tran@utoronto.ca

Faculty Leadership Development Office – Wallberg 240

Course Website:

Enter course website through the University of Toronto Portal at: <https://portal.utoronto.ca>

Instructor Availability:

By appointment by email to the Instructor.

Mondays 8-12noon in Wallberg 240 (appointment must be made no later than Friday of the preceding week)

Marking Scheme:

Participation and Attendance: 15%

Reflection Questions: 30%

Final Paper: 25%

Group Interview Project: 30%

Required References: Course readings and reflection questions will be posted each week on the course website.

Late Assignment Policy:

The Group Interview Project and Final Paper will be accepted up to one week after the deadline. Any assignments handed in during this week will have 10% per day deducted from the mark. Responses to weekly reflection questions are due at the beginning of each lecture only and are not accepted beyond this time.

Requesting Extensions:

Please approach the Instructor in advance of the deadline if extensions are needed due to situations such as family emergencies, illness, and other situations out of your control.

Students with Special Needs:

Please approach the Instructor to discuss.

Outline: APS501H1F – Leadership and Leading for Groups and Organizations

**Please note that this is a general outline for the semester. The schedule may shift to account for students' heightened interest in certain topics and other scheduling issues.

Date	Section	Topics	Readings	Break-Out	RGDs
1 Sept 8	A: Leadership and Leading I	<ul style="list-style-type: none"> • Course Introduction and Review of Syllabus • Everyone a Leader 	“A Personal Leadership Story” by David Colcleugh		
2 Sept 15 <i>Choose Interviewee Preferences</i>	A: Leadership and Leading II	<ul style="list-style-type: none"> • Leadership Styles • What we admire in a leader • Leadership vs. Management 	Harvard Business Review HBC Classic 1992 “Managers and Leaders – Are They Different?” by Abraham Zaleznik	Facilitation	Sept 16 Leaders and Managers
3 Sept 22 <i>Interview Groups Assigned</i>	A: Leadership and Leading III	<ul style="list-style-type: none"> • What successful leaders think about and do <p><i>Before lecture, Prof. Reeve will speak about “Interview Etiquette”</i></p>	“A Force for Change” by John P. Kotter Chapter 5 – Motivating and Inspiring	Emotional Intelligence	Sept 23 Motivating and Inspiring
4 Sept 29	B: Realizing your Potential as a Leader of “Self” I	<ul style="list-style-type: none"> • Defining Self Leadership and Leading • Self Leading Framework: Function, Being, Will • Thinking completely and effectively 	Components of Thought Framework	Myers-Briggs	Sept 30 Thinking as a Skill
5 Oct 6	B: Realizing your Potential as a Leader of “Self” II	<ul style="list-style-type: none"> • Other important Self-Leadership skills/tools 	Harvard Business Review 1998 “What Makes a Leader” by Daniel Goleman		
6 Oct 20	C: Providing direction, Leading change I	<ul style="list-style-type: none"> • Direction • Change • Values 	<p>“A Force for Change” by John P. Kotter Chapter 4 – Aligning People</p> <p>“Leadership Challenge 3rd Edition” by Kouzes and Posner, pp. 45-51</p> <p>DuPont Company Core Values</p>	Personal Values and Mission Statement	Oct 21 Aligning People
7 Oct 27	C: Providing direction, Leading change II	<ul style="list-style-type: none"> • Vision • Mission 	“Leadership Challenge 3 rd Edition” by Kouzes and Posner, pp. 111-130	Future State Planning	
8 Nov 3	Group Interview Presentations, <i>Group Interview Paper and Transcript Due</i>				
9 Nov 10	C: Providing direction, Leading change III	<ul style="list-style-type: none"> • Strategy • Culture 	“Corporate Cultures – Rites, Rituals of Corporate Life” by Terence Deal, Allen Kennedy, pp. 3-19		Nov 11 Integration and Reflection of Interviews
10 Nov 17	D: Implementing Change Action/Results	<ul style="list-style-type: none"> • Implementation of Change Framework 	“Execution – the Discipline of Getting Things Done” by Larry Bossidy, Ram Charan, pp. 57-84		

	Date	Section	Topics	Readings	Break-Out	RGDs
11	Nov 24	E: Leading the Business Enterprise	<ul style="list-style-type: none"> • Definition of Business, Organization, Enterprise • Leaders role in a business enterprise 	“Execution – The Discipline of Getting Things Done” by Larry Rossidy, Ram Charan, pp. 109-137		
12	Dec 1 <i>Final Paper Due</i>	E: Leading the Business Enterprise II	<ul style="list-style-type: none"> • A Case Study: DuPont Canada • Course Review 			

Assignments

Participation 15%

Your active participation in large and small groups is necessary for the course to be a meaningful experience. Attendance will be taken each class and reading group discussion (RGDs). Course assignments are based on course material so it is important to attend all sessions.

In class, you will be given a mark for participation each week ranging from 0-2. Marks will be assigned as follows: 0=did not attend, 1=attends and participates minimally, 2=attends and actively participates

The purpose of the RGDs is to provide a forum for discussing the assigned reading and reflecting in depth on how it applies personally to the student. Students will work in groups of 4 with a rotating Chair and follow the agenda provided for each session. The general format will be as follows:

- The TAs will introduce the material and start an RGD with a quick class discussion (5-10 mins).
- Groups will discuss the main issues from the reading and each group member will be given the opportunity to talk with their peers about their own ideas, thoughts and experiences (20-25 mins).
- Each assigned Chair will give a short (1-2 mins), informal presentation to the class on the group discussion. This can either cover a general summary or can go into depth about a particular topic of interest. All members of the group will contribute to writing the presentation.

Students are expected to come to each session and to come prepared. A participation grade will be given by the TAs based on the students' attendance and the short presentations.

Reflection Questions 30%

Reflection questions will be assigned every week at the end of class. Reflection questions are due at the beginning of the following class, before the lecture begins. They will not be accepted after this time. They are not to be submitted electronically.

Reflection questions will be returned to students within two weeks of submission. Entries should be typed, double-spaced, and up to a maximum of 250 words in length. These questions offer an opportunity to reflect on topics and concepts covered in the course and to explore your own leadership ideas and development. Some weeks the assignment will involve answering questions based on readings and lecture, other weeks the assignment will be reflective questions related to leadership for you to answer from your own perspective and experience.

Marks will be assigned as follows: 0=not submitted on time, 1=done poorly (very little effort, thought, or depth), 2=done well (understand course content), 3=excellent (not only do you understand the course content but you are able to reflect on it and comment on what it means to you)

Group Interview 30%

Students will be given the opportunity to gain insight into different leadership styles by interviewing top role model leaders from industry, politics and non-profit organizations.

Students will be split into groups of 4-5 and assigned a role model leader depending on their top 5 choices from a list provided in Week 2. The groups will form interview questions which will reflect themes given from the course material. The group will be responsible for organizing and conducting the interview.

Marks will be assigned as follows:

- Each group will submit a Group Interview Paper (10%) which will include the interview transcript and a group reflection on the entire process.
- Each group will give an Interview Presentation (20%) where communication skills and insight will be assessed by the course instructors and their peers.
- Students must attend a reflection session on the week following the presentation ('Integration and Reflection of Interviews') to discuss the different leadership styles encountered. Your participation will be evaluated.

Final Paper (25%)

The final paper is an opportunity to pull together the course content, the information from the interviewing process and the students own reflection and experience. The student will submit a report (6-8 pages, not to exceed 2000 words) which will demonstrate their understanding of leadership and what they will do to develop themselves as a role model leader.

APPENDIX D
CERTIFICATE PROGRAM OVERVIEW
AND LEARNING OUTCOMES

Leaders of Tomorrow: Co-curricular Certificate Program

Level One

To address the world's complex problems and to lead change and innovation requires teamwork. No one person can lead alone – we must work together.

The emphasis of the Foundation Level of the Leaders of Tomorrow co-curricular Certificate will be on team skills. These skills include how to recognize our individual strengths and talents while also recognizing the differing strengths and talents of others, how to listen deeply, how to become more comfortable with uncertainty and ambiguity, how to facilitate a group, and how to recognize and address challenging group dynamics. Engineers often work in interdisciplinary teams and it is within teams that we learn the essentials of leadership. An emphasis on team skills will better prepare engineering students to meaningfully contribute as professionals and as global citizens.

The four workshops:

1. Discovering Your Leadership Strengths: As a result of participating in this workshop students will:

- ❖ Be introduced to the values and strengths of four leadership styles
- ❖ Identify their preferred style (both the strengths and challenges)
- ❖ Engage in dialogue about how to flex their style to accommodate and draw forth the strengths of other styles
- ❖ Discuss the connection between self-awareness and leadership

2. How to Facilitate a Group: As a result of participating in this workshop students will:

- ❖ Identify the role of a facilitator and how a facilitator supports a group to do its best thinking
- ❖ Learn four practical interventions to use when facilitating a group discussion or meeting
- ❖ Practice these four techniques in small groups
- ❖ Value the contributions of task-oriented group members and process-oriented group members
- ❖ Discuss the connection between facilitation skills and leadership

3. Conflict Transformation: As a result of participating in this workshop students will

- ❖ learn the practice of listening for interests
- ❖ practice five skills involved in active listening
- ❖ apply a technique for raising a concern using I-statements
- ❖ distinguish between reactivity and responsiveness
- ❖ reflect on their own patterns/ beliefs/ feelings/ experiences with conflict
- ❖ discuss the connection between conflict resolution skills and leadership

4. Diversity and Inclusivity in Teams: As a result of participating in this workshop students will:

- ❖ Explore issues of power and privilege
- ❖ Reflect on their own social identity (gender, ethnicity, language, economic experience, ability) and how their identity has informed their perspective in the world
- ❖ Learn techniques and principles to create more inclusive teams
- ❖ Through case studies and scenarios, identify facilitation challenges related to respecting diverse points of view and fostering an inclusive team
- ❖ Discuss how issues of diversity and inclusivity relate to leadership

APPENDIX E
CERTIFICATE PROGRAM PRE &
POST SURVEY RESULTS

Engineering Co-Curricular Leadership Certificate

Pre-Program and Post-Program Survey Responses – Fall 2008

On a scale 1 – 7, (1 being very little and 7 being very much) students were asked:

Survey Questions	Pre-Program Response Average	Post-Program Response Average
I feel confident in my ability to contribute leadership skills to a team.	4.8	6.0
I have a clear sense of the strengths that I bring to a team.	4.8	6.0
I am familiar with techniques that I can use to resolve conflict.	4.3	6.3
I am confident in my ability to facilitate a group/meeting.	4.7	6.2
I am quick to recognize the strengths of other group members when in a team.	4.7	5.8
I am a skilled active listener.	5.1	5.6
I am aware of how to create an inclusive team where all members despite gender, language, culture, physical ability, sexual preference – are valued for their viewpoints.	4.9	6.1
I consider my self a leader.	4.9	6.3

38 students completed the pre-survey and 18 students completed the post survey

Engineering Co-Curricular Leadership Certificate

Pre-Program and Post-Program Survey Responses – Winter 2009

On a scale 1 – 7, (1 being very little and 7 being very much) students were asked:

Survey Questions	Pre-Program Response Average	Post-Program Response Average
I feel confident in my ability to contribute leadership skills to a team.	4.9	6.2
I have a clear sense of the strengths that I bring to a team.	4.4	5.9
I am familiar with techniques that I can use to resolve conflict.	3.9	5.7
I am confident in my ability to facilitate a group/meeting.	4.3	5.5
I am quick to recognize the strengths of other group members when in a team.	4.4	6.2
I am a skilled active listener.	4.6	6.2
I am aware of how to create an inclusive team where all members despite gender, language, culture, physical ability, sexual preference – are valued for their viewpoints.	4.5	5.9
I consider my self a leader.	4.7	6.0

46 students completed the pre-survey and 29 students completed the post survey

APPENDIX F

CURRICULUM INFUSION LECTURE OVERVIEW AND LEARNING OUTCOMES

Curriculum Infusion Lectures

The Leaders of Tomorrow Program within the Faculty of Applied Science and Engineering, University of Toronto, provides curricular, co-curricular and extra-curricular leadership development opportunities for engineering students. In 2008-09, LOT piloted a Curriculum Infusion Initiative, as a parallel and complementary approach to teaching leadership. This initiative consists of a sequence of six one-hour Power Point lectures which are included in this package. The topics covered are: Engineering Leadership, Developing your Potential, Leading in Teams, Developing Vision, Engineering Citizenship, and Reflection and Personal Growth. These lectures are going to be vertically integrated into the curriculum by delivering them within existing courses, such that a student will attend all six over the duration of their four-year program. Once fully integrated across the Faculty, the lectures will provide all engineering students with a basic understanding and awareness of the nature of leadership, and motivate some students to pursue a deeper understanding through participation in other components of Leaders of Tomorrow. The infusion lectures are being presented to students in years I to IV of the Chemical Engineering program, and a selection of courses in other engineering programs. We expect that over 1600 students will have attended at least one of the lectures by April 2009. Student feedback is being collected, such that their response to this non-traditional material can be assessed by program and student year. Of particular interest are any differences in student response between Chemical Engineering, where the Leaders of Tomorrow program has existed for over five years, vs. other programs where it is newer.

Learning Objectives

After attending the six leadership infusion lectures, a student will be able to:

- Connect how leadership relates to Engineering
- Use a framework to describe the nature of leadership
- Describe how leadership is related to self-awareness
- State their values, talents and passion
- Identify their leadership style
- Use self-awareness to develop a positive cycle between their choices and activities
- Use a framework to describe emotional intelligence (EQ)
- Identify an EQ competency they want to develop and habits to help do that
- Identify if they are an introvert or extrovert
- Articulate a framework for developing leadership potential
- Describe the stages of team development
- Use a framework to describe how their leadership type may affect group function
- Identify and apply skills required to work effectively in teams
- Connect how leadership links to vision
- Critically analyse a vision statement
- Create a compelling vision statement
- Use vision as a starting point from which to implement change
- Develop an understanding of citizenship and global citizenship
- Use a framework to gauge if they are an agent of change
- Connect how the Social Change Model of Leadership Development links to citizenship
- Practice how to be an active citizen in Engineering
- Describe the experiential learning cycle and the role reflection plays in it
- Utilise reflection to build leadership capacity
- Pursue lifelong learning through regular structured reflection on their life experiences
- Develop and articulate their personal vision

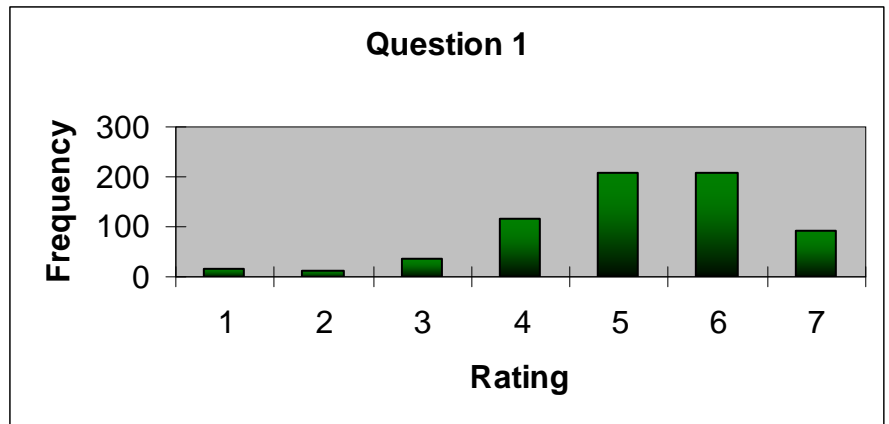
APPENDIX G

CURRICULUM INFUSION LECTURE FEEDBACK

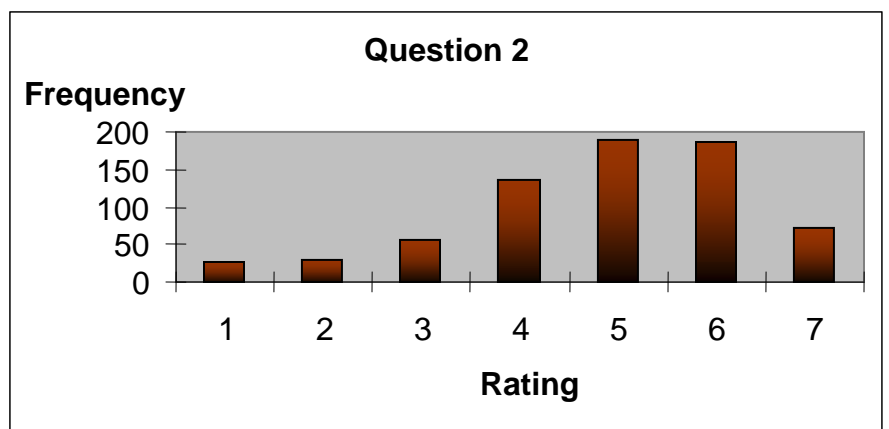
Date	Class	# of Responses	Mean Response			
			Q1	Q2	Q3	Q4
5-Sep-08	CHE430	92	5.57±0.23	5.13±0.25	5.34±0.28	6.32±0.17
8-Oct-08	CHE324	66	5.27±0.27	4.91±0.34	5.44±0.32	6.27±0.21
29-Oct-08	MIE258	49	4.53±0.52	4.41±0.56	4.71±0.53	5.65±0.44
30-Oct-08	MIE258	97	4.74±0.26	4.68±0.29	5.01±0.29	5.58±0.24
17-Nov-08	CHE211	25	5.12±0.52	5.00±0.66	5.36±0.56	6.08±0.36
27-Jan-09	EngSci	15	5.47±0.55	5.13±0.75	5.07±0.68	6.00±0.47
23-Feb-09	MIE262	78	4.94±0.28	4.76±0.32	4.79±0.33	5.78±0.21
26-Feb-09	CHE230	47	5.23±0.33	4.57±0.47	4.89±0.45	6.21±0.24
2-Mar-09	ECE297	38	5.21±0.41	5.16±0.30	5.16±0.33	5.71±0.34
12-Mar-09	MIE329	81	5.43±0.31	5.07±0.31	5.12±0.33	6.30±0.17
19-Mar-09	CHE403	36	5.33±0.39	4.50±0.55	5.33±0.46	6.17±0.30
19-Mar-09	MIE210-01	25	4.88±0.59	4.08±0.61	4.72±0.68	5.56±0.53
20-Mar-09	MIE210-02	13	5.62±0.63	5.38±0.63	5.46±0.58	6.46±0.53
6-Apr-09	TRK1	35	4.46±0.44	4.80±0.48	4.63±0.48	5.29±0.34

TOTAL				
	Q1	Q2	Q3	Q4
<i>Mean</i>	5.11±0.10	4.82±0.11	5.07±0.11	5.96±0.10
<i>Median</i>	5	5	5	6
<i>Mode</i>	5	5	6	7
Total Number of Responses			697	

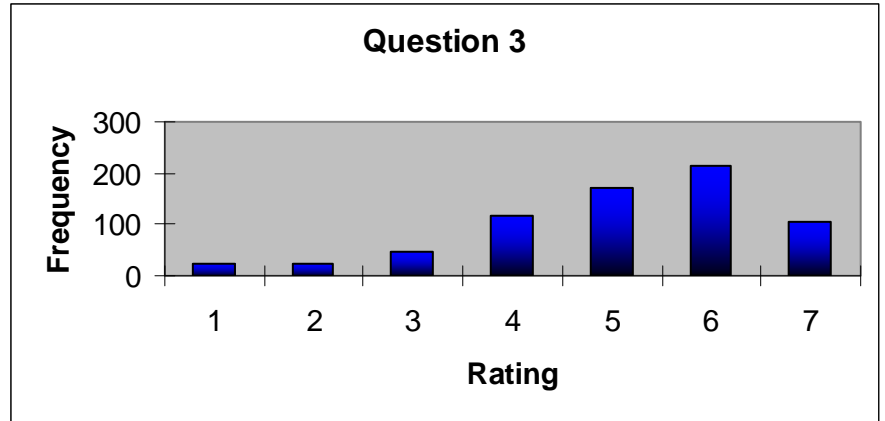
<i>Bin</i>	<i>Frequency</i>
1	18
2	13
3	36
4	117
5	210
6	210
7	93



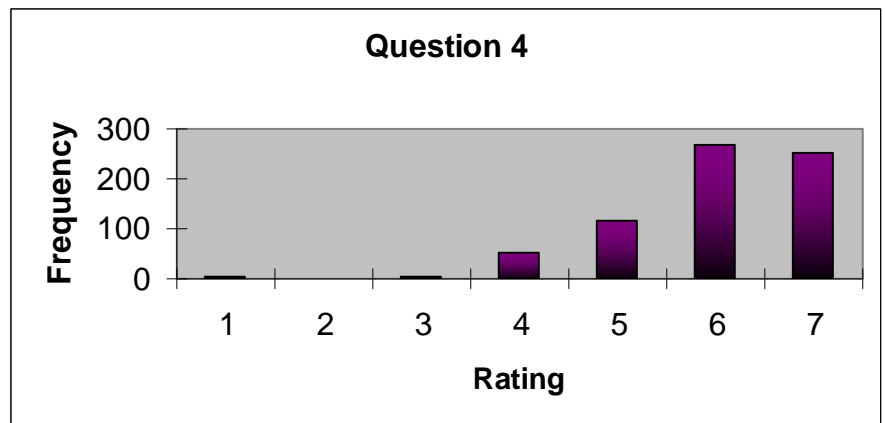
<i>Bin</i>	<i>Frequency</i>
1	26
2	30
3	55
4	137
5	190
6	186
7	73



<i>Bin</i>	<i>Frequency</i>
1	22
2	23
3	45
4	117
5	171
6	214
7	105



<i>Bin</i>	<i>Frequency</i>
1	4
2	2
3	5
4	53
5	115
6	267
7	251



APPENDIX H
LOT FACULTY WIDE EVENTS

LEADERS *of* TOMORROW

FACULTY OF APPLIED SCIENCE AND ENGINEERING, UNIVERSITY OF TORONTO

Events organized, led or supported by the LOT Office

Date	Event	No. of Participants
May 14, 2008	U of T Leadership Educators Network Meeting	13
May 14, 2008	Women's Leadership Meeting	6
May 16, 2008	Chem. Summer Program Orientation	32
May 23, 2008	MIE LOT Planning Session	35*
June 6, 2008	Prof. Colcleugh's Talk on 'Transformational Change'	60
June 17, 2008	LOT Faculty and Staff Retreat	28
June 20, 2008	LOT Graduate BBQ	220*
June 22-26, 2008	CACUSS Conference Presentation	40
July 3, 2008	LOT Graduate – Leadership Strengths workshop	10*
July 4, 2008	Conflict Transformation Workshop	35
July 9, 2008	MIE – Leadership Strengths Workshop	30*
July 16, 2008	U of T Leadership Educators Network Meeting	21
July 18, 2008	Diana Durek: EQ Seminar	45
July 19, 2008	LOT Graduate Leadership Retreat at Hart House Farm	10*

July 21, 2008	Success 101 – Conflict Resolution Workshop	45
August 1, 2008	Chem Summer Program: Facilitation Workshop	25*
August 8, 2008	Chem Summer Program: Active Feedback	15*
August 11, 2008	Success 101 – Conflict Resolution Workshop	45
August 14, 2008	Undergraduate Engineering Research Day	200
August 26, 2008	EngSci First Year Day – Facilitator Training	14
September 4, 2008	EngSci First Year Day: Leading with Integrity Workshop	200
September 5, 2008	Curriculum Infusion Lecture: CHE-EDC 430	130
September 8, 2008	APS 501 First Class	40
September 15, 2008	APS 501 – Facilitation	40
September 17, 2008	MIE – LOT Information Session	75*
September 17, 2008	Alumni Mentorship Reception	50
September 22, 2008	APS 501 Emotional Intelligence	40
September 23, 2008	Galbraith Scholars Reception	120
September 24, 2008	Certificate Launch Reception	40
September 28, 2008	Success 101: Conflict Resolution	25
September 29, 2008	APS 501 Myers-Briggs	40
October 3, 2008	Toolkit Conference: Diversity & Inclusivity Workshop	20

October 3, 2008	OTA Conference - Poster Presentation	50
October 4, 2008	Toolkit Conference: Work & Conflict Styles Workshop	15
October 8, 2008	LOT Certificate Workshop: Leadership Styles	40
October 8, 2008	Curriculum Infusion Lecture: CHE 324	120
October 8, 2008	LOT CHEM: All Party Carbon Tax Debate	120*
October 10, 2008	Curriculum Infusion Lecture: Engineering Strategies and Practice	700
October 22, 2008	LOT Certificate Workshop: Conflict Transformation	40
October 27, 2008	APS 501: Personal Values and Mission	40
October 28, 2008	Galbraith Scholars Lecture Series	60
October 28, 2008	Emotional Intelligence Lecture for WISE & EngSci	30*
October 29, 2008	Curriculum Infusion Lecture – MIE 258	170
October 30, 2008	Curriculum Infusion Lecture – MIE 258	170
November 3, 2008	U of T Leadership Network – <u>Made in Canada</u> Presentation by Francoise Morissette	17
November 5, 2008	LOT Certificate Workshop: Facilitation Skills	40
November 6, 2008	LOT Faculty Wide Event: ‘Who Could You Be in the World?’	30
November 10, 2008	Facilitation Skills Workshop at UT/Scarborough Campus	15
November 13, 2008	LOTG: Leadership is Choice	45*

November 13, 2008	Galbraith Scholars Talk	55
November 17, 2008	Curriculum Infusion Lecture: CHE 211	60
November 19, 2008	LOT Certificate Workshop: Diversity & Inclusivity	40
November 20, 2008	LOT Faculty Wide Event: Event Planning Workshop by Drew Dudley	20
November 24, 2008	EQ and Leadership for MIE	12*
November 26, 2008	Facilitation Workshop for Eng Sci.	10*
November 27, 2008	Oath for Future Generations: World Café	30
December 3, 2008	LOT Certificate Reception	40
January 8, 2009	Curriculum Infusion Lecture – MIE 191 Developing Potential	150
January 23, 2009	Frosh Friday – LOT Student Leadership Panel	40
January 27, 2009	Curriculum Infusion Lecture – EngSci Energy Option	15
January 29, 2009	LOT Certificate Workshop: Leadership Styles	47
February 5, 2009	LOT Faculty Wide Event: Transforming Conflict Workshop	11
February 10, 2009	U of T Leadership Educators Network Meeting	14
February 12, 2009	LOT Certificate Workshop: Conflict Resolution	35
February 14, 2009	Leadership Training Day	38*
February 19, 2009	LOT Workshop for Gifted Students Conference	11

February 23, 2009	Curriculum Infusion Lecture – MIE 262	100
February 26, 2009	Curriculum Infusion Lecture – CHEM 230	75
February 26, 2009	LOT Certificate Workshop: Facilitation Skills	34
March 2, 2009	Curriculum Infusion Lecture – ECE 297S	105
March 3, 2009	Galbraith Scholars Lecture Series	28
March 9, 2009	Curriculum Infusion Lecture – MIE 315	40
March 11, 2009	Curriculum Infusion Lecture – MIE 315	40
March 12, 2009	Curriculum Infusion Lecture – MIE 359	130
March 12, 2009	LOT Certificate Workshop: Diversity & Inclusivity	31
March 13, 2009	Curriculum Infusion Lecture – CHE 113	80
March 13, 2009	Galbraith Scholars Lecture Series	35
March 14, 2009	Social Innovation Workshop by: Dr. Francis Westley	65
March 16, 2009	Curriculum Infusion Lecture – ECE 297S	130
March 17, 2009	Curriculum Infusion Lecture – EngSci: Energy Option	15
March 19, 2009	Curriculum Infusion Lecture – MIE 210	25
March 19, 2009	Curriculum Infusion Lecture – CHE 403	35
March 20, 2009	Curriculum Infusion – MIE 210	20
March 23, 2009	Rhode Scholars Lecture	18

March 24, 2009	LOT Working Group Appreciation Night	65
March 26, 2009	LOT Certificate – Final Session	28
March 30, 2009	Leadership Workshop for Tiscut	11
March 30, 2009	MSE LOT Info Session	22
April 6, 2009	Track One Infusion Lecture	125
April 14, 2009	Certificate Program - Workshops	7

Number of Student Contacts: 4668

Student Working Group Meetings organized, led or supported by the LOT Office

October 2, 2008	LOT Faculty Wide Working Group Meeting	10
October 15, 2008	MIE Working Group Meeting	20*
October 24, 2008	LOT Faculty Wide Student Working Group Meeting	12
December 3, 2008	LOT Faculty Wide Working Group Meeting	7
January 16, 2009	LOT Faculty-Wide Working Group Meeting	11
January 30, 2009	LOT Faculty Wide Student Working Group Meeting	10
February 6, 2009	LOT Faculty Wide Student Working Group Meeting	4
March 5, 2009	LOT EngSci Student Working Group Meeting	10*

Number of Student Contacts: 54

**Student contacts that have been included in department totals*

APPENDIX I
DEPARTMENT/DIVISION EVENTS



Department of Applied Science and Engineering - Graduate

Date	Event	No. of Participants
June 20, 2008	LOT Graduate BBQ	220
October 2, 2008	LoT: Graduate Kickoff	120
October 6, 2008	Engineering and Ethics	40
November 13, 2008	Leadership is a Choice	45
November 22, 2008	High Impact Leadership Workshop I – The new Leadership Paradigm: Leading Yourself	42
January 8, 2009	How to Get Your P.Eng. License	95
January 16, 2009	The Business of Likeability	31
January 17, 2009	High Impact Leadership Workshop II – Putting it into Practice: Building Inclusive and Effective Teams	38
February 5, 2009	Starting your non-academic career search	39
February 12, 2009	Conducting an Effective Work Search: Myths and Realities	70
March 5, 2009	Leading your Thesis	25
March 19, 2009	Engineering: What's EI got to do with it?	45
March 21, 2009	High Impact Leadership Workshop III – Applying Leadership: Taking your Vision Forward	35

Number of Student Contacts: 845

Student Working Group Meetings

October 8	Working Group Meeting	14
October 29	Working Group Meeting	9
November 11	Working Group Meeting	13
November 26	Working Group Meeting	14
January 8	Working Group Meeting	15
January 15	Working Group Meeting	16
February 26	Working Group Meeting	6
March 12	Working Group Meeting	9
March 31	Working Group Meeting	9
April 23	Working Group Meeting	15
April 30	Working Group Meeting	15

Number of Student Contacts: 135

LEADERS *of* TOMORROW

CHEMICAL ENGINEERING AND APPLIED CHEMISTRY, UNIVERSITY OF TORONTO

Department of Chemical Engineering and Applied Chemistry

Date	Event	No. of Participants
May 16	Chem. LOT Program Orientation	32
June 6	Leading Transformational Change by: Prof. Colcleugh	60
September 15	First Year LOT Introduction	25
October 9, 2008	Carbon Tax Debate	120
October 16, 2008	Carbon Tax Follow up Debate	15
November 4, 2008	Networking I Tutorial	12
November 12, 2008	Networking II Tutorial	15
November 19, 2008	Cross Cultural Communications Talk	2
November 26, 2008	Alumni Breakfast	20
January 14, 16, 23	Research Days	120
January 28, 2009	Career/Industry Event	80
February 14, 2009	Leadership Training Day	20
February 19, 2009	Living Green	8
March 16, 2009	Dining Etiquette	29

April 8, 2009	LoT Chem Appreciation	20
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Number of Student Contacts: 578

Student Working Group Meetings

September 18	Working Group Meeting	35
October 1	Working Group Meeting	17
October 29	Working Group Meeting	8
December 3	Working Group Meeting	14
January 8, 2009	Working Group Meeting	11
February 4, 2009	Working Group Meeting	12
March 4, 2009	Working Group Meeting	8
April 1, 2009	Working Group Meeting	7

Number of Student Contacts: 112



Division of Engineering Science

Date	Description	No. of Participants
May 3, 2008	Full-day Retreat: A chance to reflect on the past year, work on vision and mission and do some planning for the 08-09 school year	12
September 4, 2008	Orientation day for first year students: full day of activities with a focus on leadership and the E4TW theme	370
October 28, 2008	Emotional Intelligence Workshop	30
November 26, 2008	Facilitation Workshop	10
January 15, 2009	Leadership Panel	100
April 1, 2009	Debate Workshop	24

Number of Student Contacts: 546

Student Working Group Meetings

June 11, 2008	2-hour meeting, primarily to discuss first year orientation event	10
July 7, 2008	2-hour meeting to focus on group mission, vision and long-term planning	10
July 21, 2008	2-hour meeting for planning of first year event	9
August 13, 2008	2-hour meeting for planning of first year event	8

Ongoing	Several committee members working constantly on preparations for the first year event!	14
September Meeting	Monthly meeting for working group, included debrief on Sep 4 event	14
October Meeting	Monthly meeting for working group, invited any interested EngSci students to join	25
November Meeting	Monthly meeting for working group	12
December Meeting	Planning Meeting for January leadership panel	6
February 9, 2009	Working Group Meeting	12
March 5, 2009	Working Group Meeting	12
March 27, 2009	Pre-debate workshop meeting	7

Number of Student Contacts: 139

LEADERS *of* TOMORROW

ELECTRICAL AND COMPUTER ENGINEERING, UNIVERSITY OF TORONTO

Department of Electrical and Computer Engineering

Date	Description	No. of Participants
June 13, 2008	Summer Program Welcome Lunch	44
July 10, 2008	Summer Program Research Seminar	50
UnERD Research Day	Faculty-wide summer research conference day	14
September 23, October 7, October 30, November 12 and November 25	5 Engineering Entrepreneurship Seminars	300
November 21, 2008	Leadership, Communication and Engineering Employment Seminar by Jose Pereira, Director, Engineering Career Centre	9
January 20, 2009	NSERC Application Seminar	50
February 3, 2009	ECE Dining Etiquette Seminar	61
February 9, 2009	LaTeX Workshop	30
April 3, 2009	ECE LOT Recruitment Evening	20

Number of Student Contacts: 578

Student Working Group Meetings

September 19, 2008	Working Group Meeting	6
October 3, 2008	Working Group Meeting	4
October 8, 2008	LOT IEEE Mentorship Program - Introductory Meeting	18
October 17, 2008	Working Group Meeting	5
October 31, 2008	Working Group Meeting	5
November 14, 2008	Working Group Meeting	4
November 26, 2008	Working Group Meeting	3
November 27, 2008	LOT IEEE Mentorship Program 2 nd Meeting	22
January 14, 2009	Working Group Meeting	7
January 26, 2009	Working Group Meeting	6
February 2, 2009	Working Group Meeting	4
February 9, 2009	Working Group Meeting	4
February 23, 2009	Working Group Meeting	6

March 2, 2009	Working Group Meeting	4
March 9, 2009	Working Group Meeting	4
March 16, 2009	Working Group Meeting	3
March 23, 2009	Working Group Meeting	4
March 30, 2009	Working Group Meeting	2
April 6, 2009	Working Group Meeting	5
April 8, 2009	Working Group Meeting	14

Number of Student Contacts: 130

LEADERS *of* TOMORROW

MECHANICAL AND INDUSTRIAL ENGINEERING, UNIVERSITY OF TORONTO

Department of Mechanical and Industrial Engineering:

Date	Event	No. of Participants
Friday, May 23	LoT Introductory Lunch - Welcome	35
Friday, June 6	Leadership Seminar with Prof. David Colcleugh	60*
Friday, June 20	Toronto Symphony Orchestra	20
Wednesday, July 9	Discovering Your Leadership Skills	30
Friday, July 18	Emotional Intelligence	35
Thursday, July 31	Myers Briggs Typology Test	40
Wednesday, August 8	LoT Summary Lunch - Future Endeavors	20
Friday, August 15	Entrepreneurship With Joseph Paradi	25
Tuesday, August 19	Habitat For Humanity Build	20
Friday, August 22	End of Year Social Event	15
September 17, 2008	LOT Information Session	75
September 18, 2008	Grad Studies Breakfast	15
November 24, 2008	Emotional Intelligence Workshop	12
November 26, 2008	Ace the Interview	50

January 20, 2009	MIE Career Panel & Alumni Networking Reception	120
February 25, 2009	Tour of the Centre for Social Innovation	2

Total Number of Student Contacts: 514

Student Working Group Meetings

September 24, 2008	Working Group Meeting	25
October 15, 2008	Working Group Meeting	20
November 5, 2008	Working Group Meeting	13
January 15, 2009	LOT Working Group Meeting	15
February 3, 2009	Meeting with Volunteer Toronto Representative	3
March 2, 2009	Working Group Lunch	8

Number of Student Contacts: 84

**Student contacts that have been included in department totals*

APPENDIX J

OUR POEM

Our Poem

The job of an engineer is to be a leader,
a problem solver and honest. The job
of an engineer is to be brilliant and to extend
a hand. The job of an engineer is to be creative,
a doer, a thinker, a guide,
an artist of the future.

The job of an engineer is to be human.

The job of an engineer is to be a six year old and curious;
to have eyesight problems and yet open-ended vision.

The job of an engineer is to be an equal,
to use everything to the best and for the best.

The job of an engineer is to be a visionary
and a protector, to be respectful
and respected. The job of an engineer is to be
passionate, courageous, a son, a daughter, a poet.

*written by the Leaders of Tomorrow, Engineering Students, January 2009
after the poem "The Job of an Apple" by Ronna Bloom*

APPENDIX K
OTA CONFERENCE POSTER
(ADAPTED FROM 4" X 6")

LEADERS *of* TOMORROW

FACULTY OF APPLIED SCIENCE AND ENGINEERING, UNIVERSITY OF TORONTO

Greg Evans ■ Doug Reeve ■ Annie Simpson ■ Anitta Satkunarajah ■ Deborah Peart

Vision

'An engineering education that is a life-long foundation for transformational leaders and outstanding citizens'

- Leadership development is an important, emergent component of student experience in the Faculty of Applied Sciences at the University of Toronto.
- Leaders of Tomorrow started in 2002 in the Department of Chemical Engineering and was implemented faculty-wide in 2006.

Curricular Initiatives

APS 501H1: Leadership and Leading in Groups and Organizations

- APS 501H1 was offered for the first time in September 2007.
- Professor David Colcleugh, former CEO and President of Dupont Canada taught this course.
- The first offering had 86 applicants; this year there were over 120 applications.
- Out of a pool of 120 students, 40 were selected based on an assessment of their leadership experience and motivation to learn.

Infusion Lectures:

- Six Infusion Lectures are being developed for presentation within existing courses:
 - Engineering Leadership
 - Developing Your Potential
 - Leading in Teams
 - Developing Vision
 - Leadership and Citizenship
 - Reflection and Personal Growth
- Reaching classrooms will engage more students in leadership, and help to promote a leadership culture within the Faculty.

Departmental Programs

- Department programs offer events throughout the year tailored to the interest of their students.
- The purpose is to build community in departments while offering opportunities for students to both gain experience in organizing events, and to deepen their awareness and appreciation of leadership.
- Student working groups in each department help to plan and implement the events.
- All six departments within the Faculty of Engineering have appointed a faculty and staff member to support their Leaders of Tomorrow program.

Mission

Design, develop, implement, and evaluate the concepts, strategies, and components of a world-class engineering leadership development program that:

- Enables students to gain knowledge, skills, and experience that increase their ability and motivation to effect positive change and benefit society.
- Provides students with opportunities to develop their leadership ability by observing, experiencing and reflecting on the leadership process within their groups and communities.
- Provides extra-curricular, co-curricular and curricular components for students throughout their undergraduate and graduate experience.
- Engages faculty, staff, and alumni.

So that it promotes the development of exemplary local, national and global citizenship, and provides a foundation that will inspire and guide students throughout their lifetimes.



Leadership Groups and Program Partners

U of T Leadership Network:

- A network of leadership educators, both faculty and staff has recently formed with representatives from across the University.
- This community of practitioners discusses topics of shared interest such as - teaching leadership, assessment of leadership education, professional development and potential conferences.

Office of Student Life:

- Staff contribute to committees: program planning and event facilitation.

Beliefs

- Leadership can be learnt and therefore it can be taught.
- Improving leadership potential will serve our graduates throughout their professional and personal lives.
- A leadership program will attract students with an interest in leadership, and produce stronger graduates.
- Students who are more engaged will have a better university experience.
- Engineers with significant leadership skills and attributes contribute more societal values.
- Offering leadership development education within engineering is an important distinguishing feature for U of T.

Co-Curricular Initiatives

Co-Curricular Certificate Program:

- Three levels of certification will be offered.
- Level one, launched in September 2008, emphasizes team-skills and consists of:
 - Leading in Teams - Discovering Your Leadership Strengths
 - Leading Through Conflict
 - Facilitation Techniques
 - Diversity and Inclusivity in Teams
 - Reflection Paper
- 126 students applied to participate.

Extra-Curricular Initiatives

- Leaders of Tomorrow staff present workshops on specific leadership competencies, and facilitate team-building sessions with members of student groups.
- These groups include Engineers without Borders, National Society of Black Engineers, MIE Mentorship program, LOT Grads, Orientation Leader Training, and Women in Science & Engineering (WISE).
- The Leaders of Tomorrow office also partners with U of T's Office of Student Life and collaborates on University-wide conferences and events.

Final Message

- In just 2 years the program is gaining wide acceptance.
- In the 2007-2008 academic year, 142 leadership-related events took place, with a total attendance of 4,064 students.
- By combining technical expertise with leadership skills, we believe Engineers will have greater positive impact in the world.

Acknowledgements

The Leaders of Tomorrow program is grateful for funding from the Provost through the Academic Initiative Fund.

APPENDIX L

LOT POSTERS

(ADAPTED FROM 11" x 17")

LEADERSHIP
is about...

YOU



The Engineering
Co-Curricular
Leadership
Certificate

Application Deadline is
September 15, 2008
lot.engineering.utoronto.ca

LEADERS *of* TOMORROW

FACULTY OF APPLIED SCIENCE AND ENGINEERING, UNIVERSITY OF TORONTO



Leadership
is about your ...

JOURNEY

**The Engineering Co-Curricular
Leadership Certificate**

Level One 2008F: Four Workshops on Team Skills

Application Deadline:

September 15th, 2008

www.lot.engineering.utoronto.ca

LEADERS *of* TOMORROW

FACULTY OF APPLIED SCIENCE AND ENGINEERING, UNIVERSITY OF TORONTO



Leadership
is about...

VALUING DIVERSITY

**The Engineering Co-Curricular
Leadership Certificate**

Level One 2008F: Four Workshops on Team Skills

Application Deadline:

September 15th, 2008

www.lot.engineering.utoronto.ca

LEADERS *of* TOMORROW

FACULTY OF APPLIED SCIENCE AND ENGINEERING, UNIVERSITY OF TORONTO



Robin Sacks and Ellie Avishai present:

Who Could You Be in the World?

"Studies have demonstrated the effects of goal setting on achievement in just about every context including education, work, sports and personal life. How do your beliefs about yourself affect the goals that you set in your life? In this challenging workshop, we'll explore how beliefs can either help us or hold us back. We examine the concept of self-myths and we learn psychological tools that help us to create a set of powerful personal goals. "

Thursday, November 6, 2008

5:00 pm to 7:30 pm

The Bahen Centre, Rm. 2165

40 St. George Street

***NOTE:**

Space is limited to the first 30 students who register to:

lot.engineering@utoronto.ca

This workshop demands a high level of involvement from all participants.

First come first serve.

LEADERS *of* TOMORROW

FACULTY OF APPLIED SCIENCE AND ENGINEERING, UNIVERSITY OF TORONTO

Engineers for Future Generations



PROMISE

Join in an interactive discussion and feedback session on the student driven
"Promise for Future Generations."

This voluntary promise will unite members of the graduating engineering class in a common voice, calling for a change in the way we think. To quote a passage:

**"If I can do something to change this world, let me begin now. Today, I declare this promise.
Tomorrow, we shall face these challenges together."**

Come out to learn more, have your voice heard and to join the movement!

Refreshments will be provided

Thursday, November 27 • Galbraith Building Room 217 • 6:00 – 8:00

LEADERS *of* TOMORROW

FACULTY OF APPLIED SCIENCE AND ENGINEERING, UNIVERSITY OF TORONTO

Engineers for Future Generations



PROMISE

Join in an interactive discussion and feedback session on the student driven
"Promise for Future Generations."

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"If I can do something to change this world, let me begin now. Today, I declare this promise.
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Come out to learn more, have your voice heard and to join the movement!
Refreshments will be provided

Thursday, November 27 • Galbraith Building Room 217 • 6:00 – 8:00

LEADERS *of* TOMORROW
FACULTY OF APPLIED SCIENCE AND ENGINEERING, UNIVERSITY OF TORONTO

HOW TO PLAN EVENTS AND PROJECTS EFFECTIVELY AS A GROUP

Come and learn about the key approaches to event planning including:

- Effectively setting realistic personal and team goals.
- Maximizing your team's effectiveness and minimizing conflicts during the planning process.
- Evaluating your plans ahead of time - logistics, finances, public relations and risk management.
- Avoiding the "little things" that can blow up into big problems on event day.



Presented by: DREW DUDLEY

Thursday, November 20
5:00 pm to 7:00 pm
200 College Street, Room 119
Wallberg Building
University of Toronto

APPENDIX M
LEADERS OF TOMORROW EVENTS
AND WORKSHOPS BROCHURE

APPENDIX N
LOT ARTICLES

APPENDIX O
CACUSS CONFERENCE PRESENTATION

LEADERS OF TOMORROW DISTRIBUTION LIST

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Professor Cheryl Misak	Vice-President and Provost
Professor Jill Matus	Vice-Provost, Students
Lucy Fromowitz	Assistant, Vice President
Professor Angela Hildyard	Vice-President, Human Resources & Equity
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Sonia De Buglio	Associate Director, Office of Advancement
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Kate Brand	Associate Director, Communications
Janet Hunter	Associate Director, Recruitment and
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Margaret Gridale	Director, Office of the Dean
Jose Pereira	Director, Engineering Career Centre
Catherine Gagne	Chief Administrative Officer
Erika Bailey	Administrative Assistant to the Dean
Mary Butera	Alumni Relations Officer, Office of
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Lesley Mak	Coordinator, First Year Experience
Leslie Grife	First Year Counsellor
Chioma Ekpo	PEY Internship Program Coordinator
Eric Matusiak	President, Engineering Alumni Association
Claire Kennedy	Vice President, Engineering Alumni
	Association
Dawn Britton	Programs Manager, Science Outreach

Chemical Engineering:

Professor Mark Kortschot

Liam Mitchell

Joan Rogers

LOT Faculty Lead

LOT Staff Lead

Executive Assistant to the Chair

Mechanical and Industrial Engineering:

Professor Anthony Sinclair

Professor Michael Gruninger

Shannon Osborne

Chair

LOT Faculty Lead

LOT Staff Lead

Electrical and Computer Engineering:

Professor Jonathan Rose

Professor Wai Tung Ng

Jayne Leake

Lindsay Mason

Chair

Associate Chair-Undergraduate Studies and

LOT Faculty Lead

LOT Staff Lead

LOT Staff Lead

Materials Science:

Professor Jun Nogami

Chair and LOT Faculty Lead

Engineering Science:

Professor William Cluett

Lisa Romkey

Sarah Steed

Chair

LOT Faculty Lead

LOT Staff Lead

Civil Engineering:

Professor Brenda McCabe

Kim Pressnail

Nelly Pietropaolo

Chair

LOT Faculty Lead

LOT Staff Lead

Mineral Engineering:

Professor Will Bawden

Director

Division of Environmental Engineering and Sustainable Energy Systems:

Professor Bryan Karney

Chair

Institute for Aerospace Studies:

Professor David Zingg

Director

Institute of Biomaterials and Biomedical Engineering:

Professor Chris Yip

Interim Director

Leaders of Tomorrow Team:

Professor Doug Reeve

LOT Co-Leader and Department Chair,
Chemical Engineering

Professor Greg Evans

LOT Co-Leader

Professor David Colcleugh

Leadership Development Professor

Annie Simpson

Leadership Development Coordinator

Anitta Satkunarajah

Leadership Development Officer

Deborah Peart

Leadership Assistant

Others within the Faculty

Professor Emma Master

Faculty, Chemical Engineering

Professor Markus Bussman

Faculty, Mechanical/ Industrial Engineering

Professor Tim Bender

Faculty, Chemical Engineering

Professor Graeme Norval

Faculty, Chemical Engineering

Professor Greg Jamieson

Faculty, Mechanical/ Industrial Engineering

Professor Ali Sheikholeslami

Faculty, Electrical and Computer
Engineering

Professor Frank Kschischang

Faculty, Electrical and Computer
Engineering

Professor Kim Pressnail

Faculty, Civil Engineering

Professor Glen Hibbard

Faculty, Materials Science

Theresa (Terrie) Oliveira

ECE Program Manager and Counsellor

Peter Weiss

Engineering Communication Program

Alison McGuigan

Faculty, Chemical Engineering

Engineering Society:

Jimmy Lu

President

Wayne Lin

Vice President Student Life

UNIVERSITY OF TORONTO STUDENT LIFE PROGRAMS:

Deanne Fisher

Director, Student Life Programs

Ian Simmie

Program Coordinator, Student Life
Programs

Valeria Cortes

Leadership Development, Student Life
Programs

UNIVERSITY OF TORONTO LEADERSHIP EDUCATORS' NETWORK:

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School of Public Policy and Governance

Professor Daniel Cushing

Rotman School of Management

Professor John Oesch

Rotman School of Management

Professor Blair Mascall

Ontario Institute for Studies in Education

Professor Marion Crane

School of Public Policy and Governance

Professor Merrily Stratten

Faculty of Physical Education

Lecturer Joanna Heathcote
Lisa Chambers

Rosie Parnass
Laney Marshall
Diana Ali

Darcy Brioux
Drew Dudley

Susan Lee
Education
Ellie Avishai
Emily Reed

Robin Sacks

School of Management, Scarborough
Director, Centre for Community
Partnerships
Human Resources and Equity
Director, Hart House
Senior Officer, Student Affairs, Faculty of
Medicine
Faculty of Physical Education
Coordinator, Leadership Development,
UTSC
Coordinator Accessibility & Equity, Physical

Rotman School of Management
Assistant Director Student Life and
Leadership
OISE

FRIENDS OF LEADERS OF TOMORROW:

Bill Troost
William Blundell
Jim Delaney

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Rob Steiner

Professor Marilyn Laiken

Richard Chambers
Rebecca Wolfe

Ben Liu

Karen McCrank

Stacey Alderwick
Jen McMillen
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Maygan McGuire
Angela Tran

Zoe Coull

President, Peel Plastic Products
General Electric Canada, retired
Director, Office of the Vice-Provost,
Students
Director- Centre for the Study of Students,
OISE
President, U of T Alumni Association
Assistant Vice-President, Strategic
Communications
Chair, Adult Education and Counselling
Psychology, OISE
Director, Multi-faith Centre
Coordinator, Community Services Programs,
Centre for Community Partnerships
Coordinator, Faculty Development, Centre
for Community Partnerships
Coordinator, Community Development,
Centre for Community Partnerships
Coordinator, Diversity & Inclusivity Training
Director, Residence and Student Life
Coordinator, LGBTQ Resources and
Programs
Chair of LOT Graduate
Chair of LOT Graduate & Teaching Assistant
APS 501
Teaching Assistant APS 501

Diana Durek
Anne Dranitsaris
Francoise Morissette
George Roter
Annahid Dashtgard
Ronna Bloom
Samina Hashmi
Jonathan Fishbein

Emotional Intelligence Consultant & Trainer
MBTI Consultant & Trainer
Author, Made in Canada Leadership
Co-CEO, Engineers Without Borders
Executive Director, Anima Leadership
Poet in Community
Engineer Without Borders - Canada
Engineers Without Borders - Canada