1. Introduction
The Knowledge Media Design Institute is concerned with the ever-evolving interaction between humans and technology. We live in a designed world where the role of humans is constantly changing and will continue to change. The mission of the Knowledge Media Design Institute is to carry out research and education that will inform the design of devices, systems, and applications to enhance and ameliorate the role of humans in a world of embedded, supporting, and sometimes controlling, technologies. KMDI approaches this role from a multidisciplinary, collaborative, and human-centred perspective, combining science, technology, arts and design in its response to technological opportunity and change. In a rapidly evolving world, KMDI is a continuous evolving organization that seeks to address the problems of today as well as the challenges and opportunities of tomorrow. The increasing use of sensors, availability of data, prevalence of mobile devices and augmented intelligence, and rapid advances in brain science and software tools of all kinds provide KMDI with a rich palette to work with. Although it works at the frontiers of design and technology, the overarching goal of KMDI is to support and enhance the role of humanity in a world of mixed human and technological intelligence.

Director's Statement/Executive Summary
The Institute has had a busy six months since the last report. In addition to the three seminars announced in the October 2013 report we also had three KMDI seminars in the winter (January, February, and March 2014) with three excellent speakers. Professor Ali Mazalek, Canada Research Chair in Digital Media at Ryerson University gave a presentation on her research in tangible and embodied iteration conducted over the past few years at the MIT Media Lab, Georgia Tech, and most recently Ryerson University. In February Professor Ben Shapiro gave an entertaining seminar on principled design of online learning environments. Finally, in March 2014 we had a presentation from Dr. Danielle Lottridge about her postdoctoral research with the late Professor Nass at Stanford University. Danielle gave a fascinating talk on the psychology of multitasking.

During the first half of the year the KMD Collaborative Program went through a self-study and review with the School of Graduate Studies. The CP passed with flying colours and our next review is planned for 2020. In the meantime we have been working with Dr. Steve Szigeti to develop a plan for overhauling and modernizing the KMD CP curriculum. We have developed a new approach to the curriculum that reduces overlaps between courses both within the CP and with the Faculty of Information and other faculties and departments. We are also continuing with our focus of teaching courses to larger numbers of students and using core faculty rather than sessional instructors whenever possible. We are planning to run KMD 1001 in both the winter and fall semesters, and to run KMD 1002, 2001, and 2002 annually with a target of 30-35 students in each of these courses. One of many highlights this past year was a KMD 2002 course in the summer that focused on big data applications of City of Toronto Open Data. The
course culminated with a poster session at Metro Hall which was attended by many City of Toronto staff, including the Deputy CIO.

We discussed the CP curriculum, as well as a number of other issues, at the KMDI Retreat on June 23, 2014. The retreat was held at Victoria College and included around 50 representatives from the various KMDI stakeholder communities including faculty and students at the University of Toronto, Faculty from other Universities, and representatives from industry and from other organizations. During the retreat we covered a number of important topics with a series of highly interactive sessions. Professor Eugene Fiume, former Chair of the Computer Science Department at the University of Toronto, was the keynote speaker. The KMDI Retreat on June 23 was followed up with a report on future directions for the institute which is attached to this document as Appendix A. The report will be the basis for strategic initiatives in the next couple of years and will be an important component in preparing for an upcoming review of the Knowledge Media Design Institute in the next year or so.

Aside from these major events the life of the institute continued with a poster session in April that celebrated student work during the spring courses, as well as a number of workshops. We will also have a poster session and end of term party at Hart House in the evening of December 1, 2014. Other activities have included assisting the Faculty of Information in developing and running the KMD Concentration and assisting with the design of the KMD concentration capstone course which was launched in fall 2014.

We have also created video records of all the KMDI seminars and we have launched a YouTube channel to make those recording widely available. We now have all six of the 2013-2014 KMDI seminars available online. In the fall of 2014 we had KMDI Seminars from three more speakers: Cosmin Munteanu (formerly at the National Research Council now at CCIT, UTM); Katharina Reinecke (University of Michigan I-School); Anabel Quan-Haase (Faculty of Information and Media Studies and the Department of Sociology, the University of Western Ontario). On December 10 KMDI will have a special seminar with Ethan Plaut (recently graduated with a Ph.D in Communication from Stanford) that is jointly hosted by Torchi (the Toronto chapter of ACM SIGCHI). We also have three exciting speakers signed up for KMDI Seminars in winter 2015. Kori Inkpen from Microsoft Research (January), Anatoliy Gruzd from Ryerson University (February), and Pourang Irani from the University of Manitoba (March).

KMDI continues to move forward with a focus on its role as a centre for teaching and research related to innovative design, focusing on the collaborations between people, practices and technology. One of our goals is to build a stronger KMDI community and to further this end we have re-instituted pub nights with the first one of the new series being held in November 2014. We will be looking for more opportunities to build community and cohesion within KMDI in 2015.

2. PREVIOUS YEAR

2.1 Activities: June 2014 – November 2014
KMDI Seminar Series 2014/2015
Returning for the second year since we re instituted our speaker series in 2013. The series focuses on
bringing together individuals from academia and industry, whose work is based in knowledge media design, to share their research with our community. We will once again be offering six lectures during the academic year, including one joint talk with TORchi on December 10th, 2014.

**FALL 2014**

*Cosmin Munteanu* - formerly at the National Research Council now at CCIT, UTM  
**TOPIC** – *Dude, where’s my interface?: How natural interactions and new media are helping us forget about the traditional interface*  
In this talk Professor Munteanu discusses how speech processing works, what are its limitations, where can it be used in interactive systems, and how can it be used to enhance current interaction paradigms. Describing that such natural interactions can enable humans to break the barriers of conventional interactions.

*Katharina Reinecke* – University of Michigan I-School  
**TOPIC** – *LabintheWild: Conducting Large-Scale, Uncompensated Online Experiments Around the World*  
Professor Reinecke will introduce the experimental online platform LabintheWild, which provides participants with personalized feedback in exchange for participation in behavioral studies. In comparison to conventional in-lab studies, LabintheWild enables the recruitment of participants at larger scale and from more diverse demographic and geographic backgrounds: In less than two years, LabintheWild was visited more than 2 million times, and nearly 750,000 visitors from more than 200 countries completed an experiment (an average of about 1,000 participants/day). Professor Reinecke will discuss how participants hear about the platform, and why they choose to participate. Presenting the results of several experiments, I will additionally show that LabintheWild is a feasible tool to conduct cross-cultural studies.

*Anabel Quan-Haase* - Faculty of Information and Media Studies and the Department of Sociology, the University of Western Ontario  
**TOPIC** – *Serendipity models: How we encounter information and people in digital environments*  
Much of the research on how we encounter information tends to focus on linear models of intentional information search. Recently a number of studies and frameworks have suggested that not all information individuals encounter is through goal-oriented search, but rather that individuals often find information and connect with people accidentally, without purposefully looking. A wide range of terms and models have been proposed to describe the phenomenon. The present presentation has three goals. First, it provides an overview of the current debate around the phenomenon of serendipity, presenting and contrasting various models of how serendipity occurs. Second, it discusses how technology could affect serendipity and opportunities for designing digital tools that support innovation, creativity, and resource discovery. Finally, it presents current research findings on how serendipity impacts the work of scholars.
**Joint TORCHI Talk Upcoming – December 10th, 7:00pm BL room 205**

Ethan Plaut, PhD Communications Stanford University

**TOPIC - Designed to Disconnect: Technologies of Non-Use and Communication Avoidance**

This message likely arrives amid a wave of email; it too was typed as if pulled by an undertow. We often deride our resignation to the pressures of overconnection as an “internet addiction” to be met with “self help,” but digital disconnection is better understood as an extension of our fundamentally human activity of avoiding communication. “Information overload” is older than commonly recognized, and although digital media today shoulder much blame for this, those very same technologies can be turned around and leveraged as tools of healthy disconnection. Still, the uneven distribution of technologies and opportunities to access the internet we usually call the “digital divide” has a flipside wherein solitude and its tools become luxuries unavailable to the poor and overconnected who cannot untether from their work. Dr. Ethan Plaut visits from Stanford University to deliver this lecture applying historical insights to new ways we are unplugging today and might yet develop to preserve space for solitude in our digital tomorrow.

**WINTER 2014:**

- **Kori Inkpen**, Principal Researcher, Microsoft Research. Human Computer Interaction with a focus on Computer Supported Collaboration.
- **Anatoliy Gruzd**, Associate Professor at the Ted Rogers School of Management at Ryerson University. Director of the Social Media Lab. Co-editor of a new, multidisciplinary journal on Big Data and Society published by Sage.
- **Pourang Irani**, Associate professor in the Department of Computer Science at the University of Manitoba. Human-Computer Interaction and Information Visualization, Mobile and Ubiquitous Computing

****dates and topics to be announced soon**

Our talks continue to be well received and have become highlights on the KMDI calendar. All of the lectures in the speaker series have been recorded and archived and can be found on the KMDI website (http://www.kmdi.utoronto.ca/talks/) and on the KMDI YouTube channel (https://www.youtube.com/channel/UCoAWoYkUGOelH0Jml_x3MTg). We believe that continuing these talks and having them available online brings back a much appreciated KMDI tradition of sharing knowledge and research in the field of knowledge media design.

We hope to continue to expand this series and in the future collaborate on talks with the iSchool Colloquium Series.

**Joint Workshop Series: KMDI/Inforum/Semaphore**

This past academic year KMDI, along with the Inforum and Semaphore, joined forces and resources to
offer a variety of workshops under the umbrella of the “iSkills” workshops series. We partnered on workshops relevant to KMD Collaborative Program Students, offering budgetary support and administrative resources. In the 2014/2015 academic year we offered the following workshops jointly with our partners:

- Design Basics
- Intro to Inkscape
- Intro to InDesign
- Intro to Illustrator
- Intro to Photoshop
- 3D Printing
- Introduction to APP building
- Java Script

2.2 KMDI Strategic Planning Retreat

*See Appendix A for a full Summary Report of the outcomes from this day.*

In preparation for an upcoming review KMDI held a Strategic Planning Retreat on Monday June 23rd, 2014, KMDI had a full day retreat in an effort to collaborate and engage with in strategic planning and future envisioning of KMDI. Attendees include faculty members across the University of Toronto, York University, Ryerson University, OCAD University and professionals from industry including Autodesk, AIMIA, and Akendi, as well as other organizations.

The goal of the day was to bring together a variety of stakeholders in a discussion and exchange of ideas that can lead to a shared vision and a plan for reinvigorating the institute and reinventing it as an international centre for research and teaching on innovative design in a broad spectrum of areas. With the intention of bringing together new as well as current KMDI stakeholders, we hoped to invigorate our membership and build connections, and to create a strategic plan outlining an exciting new set of goals.

2.3 KMD Collaborative Program

The Collaborative Program in KMD continues to draw students interested in interdisciplinary collaborative design work relating to problems of knowledge media design, management and evaluation. The CP program continues to grow and its courses are generally well attended.

**Enrollment: June 2014 – November 2014**

In the spring of 2013 the Program Steering committee decided to move applications acceptance to ongoing basis, instead of once or twice per academic in order to make the program more accessible.

As of May 2014 KMD CP had accepted **12** new students to the Collaborative Program.

Breakdown:
- 5 – OISE (CTL)
- 4 – Mechanical and Industrial Engineering
- 2 – Faculty of Information
- 1 – Architecture
The goal for the 2014/2015 Academic years was to have between 35-40 and do expect our numbers to go up with applications coming in on an ongoing basis, however the new concentration in KMD has moved our usually iSchool applicants out. In an effort to increase enrollment we are looking to building some joint activities with our collaborating units. One of the main problems for our program is awareness from students.

Courses:

**FALL 2014:**

**KMD1001H: Fundamental Concepts**
Tuesdays – Instructor Wayne Giang
Thursdays – Instructor Winnie Chen
Total Enrolment – 44
A second section of this course was added to handle the increased demand from students in FI as a direct result of the newly added

**KMD1002H: Contexts and Practices**
Tuesdays – Mark Chignell
Total Enrolment – 34

**KMD2001: Human Centred Design / Cross-listed with INF2169**
Mondays – Instruction: Andrew Clement
Enrollment = 37

**WINTER 2015**

**KMD2002: Technologies for Knowledge Media**
Instruction: Steve Szigeti

**KMD2003: Knowledge Media and Learning**
Instructor: Jim Slotta

As part of the process of making KMD courses more convenient for student schedules we are extending our course offerings so that they are taught in the summer as well as the fall and winter. With the KMD 1001 course offered in the first summer session of 2014 we have begun the process of converting our flagship KMD 1001 course into a course on research methods in knowledge media design. Our goal is to eventually make it one of the strongest research methods courses on campus and perhaps the only one with a focus on design and the design process.
3. Objectives/Plans for the upcoming year

KMDI is currently fulfilling the main requirements of its mandate. It is running a successful collaborative program and teaching multidisciplinary, and design-relevant courses that appeal to a broad range of students from across the campus. It is also consolidating its role as a meeting place for discussions and activities relating to innovative design and it has re-established the KMDI Seminar Series as a prominent forum on campus for research presentations by external speakers.

We are looking to increase research funding and research activity within KMDI. We see this as a challenging goal that will take time to implement given the resources available to us. Steps that we plan to take include becoming more engaged with industry and with research funding agencies, identifying a research focus on a relatively small set of “hot topics” that fit within the KMDI mission and that address timely societal challenges, and setting up an advisory board to assist in identifying opportunities for research, collaboration, and funding.

Ongoing and Planned Programming:

KMDI Holiday Party and Poster Session – December 1st, 5:30 – 8:30pm (Hart House, Music Room)
In an effort to continue to re-establish the institute and program KMDI will be hosting its fourth poster session event in the coming 2014/2015 academic year. The event will show case our students excellent work and celebrate the end of another year. It was KMDI’s goal to host a poster session at the end of each academic term.

Workshops

- KMDI has been working closely with Kathleen Scheaffer from the Inforum to continue to collaborate on workshops as part of the iSkills series. At this stage we have confirmed that we will be running the follow:
  - Intro to Javascript
  - Intro to App Development
  - Game Design

- Outside Partner Workshops:
  KMDI is partnering with ALSO Collective to put on an Arduino workshops open to both students and KMDI community members. We will be charging around $50.00 (to be confirmed) per person, which will pay for the Starter Arduino kit and accessories which participants will be able to take home with them. The date of this event is still to be confirmed, however likely will be in March 2015.

- Industry and Student Workshops
  In April 2015 Professor Mark Chignell (KMDI Director) will be hosting a workshop on Developing Big Data Applications. This workshop will be open to students and industry at different rates will likely be held in April after the term ends.
May 2016 marks the 20 year anniversary of Ron Baecker’s conference *The Internet Beyond the Year 2000*, that launched the Knowledge Media Design Institute. In celebrating and acknowledging this milestone KMDI will be hosting its own conference the summer of 2016. We are in the very early planning stages, however we are incredibly excited to be taking on this endeavour and will share updates with the faculty as we have them.

**Speaker Series**
As noted above, our speakers for the winter session of the 2014/2015 KMDI Speaker Series will be Kori Ingpen, Anatloiy Gruzd, and Purang Irani.

**KMDI Alumni and Member Talks**
In conjunction with our larger speaker series, KMDI will also be hosting smaller talks featuring KMD Collaborative Program PhD students discussing their research as relevant to knowledge media design. As part of our Collaborative Program’s new initiative we are striving to make participating in one of these talks a mandatory component for PhD students enrolled in the KMD collaborative program. Governance and approval will hopefully be finalized in the New Year. We would like this to go forward as a requirement in the 2015/16 academic year.

We will also be asking KMDI members to contribute by giving presentations on how their research relates to knowledge media design. We are hoping to launch this secondary series in the near future and further increase the amount of interaction and involvement within the institute with students, faculty, and members.

**Formation of New Committees**
As a direct result of some of issues and priorities risen in our Strategic Planning Retreat in the summer, KMDI is currently re-evaluating its present committees as well as considering the formation of new ones. In particular we are looking to create an events committee utilizing student members and headed by KMDI Admin Coordinator Zoë Jaremus. We will be seeking student members in the new year (2015).

Based on recommendations from the Strategic Retreat we are also planning to institute an Advisory Council adapted from the current Executive Committee in 2015. We are planning to include add industry and student representatives to this new Advisory Council.
Introduction

The KMDI Strategic Retreat was attended by a group of 40 of so people from industry and academe. The full day event, held at Victoria College, involved a thorough examination of the strengths and opportunities facing the institute. The first draft of this report was prepared by the retreat facilitator, Rob Tiffin. The current draft was revised by Mark Chignell before being presented to the KMDI executive committee for their review. Our goal in the next phase of our strategic planning process is to come up with a set of action items that can move the institute forward in line with the recommendations made in the report. Implementation of these action items will require recruitment and mobilization of KMDI members and stakeholders to work in a coherent set of committees and working groups with well-defined goals and deliverables.

1. The Strategic Planning Process

In an effort to develop a consensus on a starting point of discussion the following Mission Statement, i.e. what KMDI does, was reviewed and briefly discussed:

   KMDI’s mission is to promote the science and practice of knowledge media design through collaborative interdisciplinary and human-centred research, teaching and practical innovation.

To assist in better understanding the current state of KMDI a SWOT exercise was undertaken to develop those areas over which the Institute may have some internal control, i.e. Strengths and Weaknesses, and those external areas where the Institute may build upon its strengths to influence Opportunities and Threats. This discussion served as a basis for areas of attention discussed in the afternoon that will assist in defining a Vision for KMDI, its longer range priorities and objectives as well as assist in identifying specific courses of action in the near term.
2. SWOT

The **Strengths** of KMDI were described as follows:

- being part of the University of Toronto - reputation, location
- a "meta" interdisciplinary institute within a multi-disciplinary Faculty of Information
- Faculty drawn from many disciplines engaged in interdisciplinary research on large social issues
- calibre and interests of graduate students
- relationships with industry contacts
- a strong focus on digital media
- strong potential for collaboration on research
- the collaborative program serves as a platform for interdisciplinary conversations and collaborations
- leadership and administration

The **Weaknesses** of KMDI were perceived to be as follows:

- Its interdisciplinarity is seen as a lack focus to those outside of KMDI
- insufficient industry contacts
- insufficient operating and research funding
- lack of mentorship
- No plan to facilitate networking opportunities
- a low sense of community within KMDI with little motivation to become engaged
- no sense of uniqueness about KMDI within the U of T community
- overlap of courses taught by other departments
- thought leadership/expertise is not adequately branded to promote KMDI
- visibility of KMDI at the institution is low
- no clear understanding of who is affiliated with KMDI and what research is being undertaken
- faculty associate more closely with their home program/Faculty than with KMDI

In considering the strengths and weaknesses, i.e. those items where the Institute has some ability to build upon and shore up internal areas of concern, a number of elements identified by participants underscore the apparent gap between what is thought to be a strength also being perceived as a weakness, e.g. potential for networking but in reality insufficient networking opportunities are created for faculty and students, industry contacts. These items provide a framework to identify short-term actions that would benefit the institute.

**Opportunities** identified:

- developing cross-disciplinary initiatives, e.g. technology with humanities
- develop industry partnerships through pilot projects
- develop knowledge transfer certificates/training programs
- create internships
- develop research methods for design
- engage younger faculty
- organize a conference in 2016 to celebrate the 20th anniversary of KMDI to create greater awareness of the Institute internally and externally
- Promote student roles and positions within KMDI
Threats identified:

- financial constraints confronting KMDI, the Faculty of Information and the University
- the focus on, and rewards for, individual research
- time - faculty feel overloaded and spread too thin
- internal and external competition for students and programmatic/course overlap, e.g. Faculty of Information program competes against KMDI collaborative program
- maintaining research relevance given that original strengths in digital media have now become more commonplace
- interdisciplinarity is perceived as declining in value
- financial policies on research overhead are a disincentive

Many of the points raised in the SWOT exercise were also reflected in the pre-retreat survey, e.g. 58% of respondents felt that they did not understand the mission and vision of KDMI and 69% were not engaged in KDMI. Enhancing networking opportunities for students, faculty and industry representatives was also strongly supported by respondents to the survey.

Breakout Groups

With a consensus developed on the current status of KDMI's position within the University of Toronto, its strengths and challenges moving forward, participants turned their attention to the following four critical areas to develop specific courses of action that would serve to redefine the future vision of KMDI.

A. Organization Building

Questions

How can we stay relevant?
What are the future opportunities for KMDI to focus on?
What changes do we need to make to KMDI's organizational structure?
How can we increase participation of faculty and students in KMDI?

Recommendations

i) Amend the current leadership structure to include students on the Executive and Collaborative Program planning committee.

ii) Establish an 'Events Committee' with both student and faculty membership. The mandate of this committee would be to leverage other networking events, e.g. identify and promote attendance by KMDI students, as well as organize events, e.g. colloquia, recording talks. Given the budgetary constraints now
confronting KMDI, the Faculty and the University alternative sources of funding should be explored to provide administrative support for these activities. Work Study funding was identified as a possible source. Work Study funded undergraduates hired to work on event planning would also have the benefit of expanding awareness of the Collaborative Program, the Institute and potentially serve to recruit students at a future date.

iii) Establish an Industry Advisory Council to KMDI with broad representation from the public, private and health sector to assist in identifying joint research projects, experiential opportunities for students and to identify critical new areas of research to maintain relevancy with the emerging issues and trends in society.

iv) Organize a 20th anniversary KMDI conference in 2016 that would include prominent keynote speakers, e.g. experts in big data and privacy, and encourage broad participation by faculty, students and the general public. Media would be encouraged to attend. Funding, registration fees, timing and the resources required to create this event will be significant challenges. A planning committee that would include faculty, students, and central administration support services (e.g. advancement, communications) would be required to identify issues, resource solutions and develop a project plan with milestones.

v) Create a lounge space to encourage networking and student-faculty interaction, e.g. space could serve as the space for poster sessions, seminars and presentations by guest speakers and alumni organized by the aforementioned 'Events Committee'. Visual displays in the room should be employed to promote greater awareness of the range of current research undertaken by KMDI faculty.

vi) Reach out to new and existing faculty members in programs affiliated with KMDI to learn more about what would interest them in becoming/remaining affiliated with KMDI, their current fields of research, and their students’ interests. KMDI should also use this opportunity to share with faculty the areas of research undertaken through KMDI.

vii) Seek out opportunities for KMDI-lead partnerships as well as opportunities for student involvement in grants.

B. Education

Questions

How can we strengthen the recruitment of students?
What should KMDI be teaching and how can we teach it better?
How do we encourage more faculty involvement in KMDI courses?
What sort of industry involvement should there be in our courses and how can we promote it?
To what extent can we develop KMDI research projects that provide Collaborative Programs?
How should we utilize industry internships and involvement to enhance the skills and experience of our students?

**Recommendations**

i) Industry is seeking graduates who have knowledge and experience with research methods and business basics. To meet these needs there is a need to focus on research methods - though a revision to the curriculum of KMDI1001.

ii) Seek out links to industry to provide students with internships and/or encompassing industry projects within the curriculum to provide students experience on working with real-world problems.

iii) Create a database to make students more aware of internal and external project/experiential opportunities in addition to documenting the skills and knowledge acquired through their KMDI experiences. While concerns were raised about the potential resource implications for building/maintaining a database, it was also noted that central resources are already committed to providing some of these services through the University's co-curricular record. It was recommended that further information be sought from the office of Ms Lucy Fromowitz, Assistance Vice-President, Student Life. Information on this database, which is also available at http://www.rosi.utoronto.ca/ccr.php

C. Research/Partnerships

**Questions**

How should we conduct and promote research amongst our members?
How can KMDI collaborate more effectively with industry?
How can KMDI partner more effectively with the University of Toronto, and increase partnerships and synergies with departments, faculties and other institutes?
How can KMDI partner more effectively with other universities and research organizations?
How can we support the research activities of KMDI faculty and students?
Can we increase our impact by focusing on a particular set of research areas?

**Recommendations:**

i) Multi-disciplinary research:
   KMDI should be the “facilitator of multi-disciplinary collaboration”. Position program as a broker for getting people from different disciplines to work together. For instance, helping computer scientists to connect with visual designers, human factors engineers, or healthcare researchers and specialists in information science to carry out innovative research projects. KMDI can promote collaborative research by identifying new research opportunities and helping researchers form teams to solicit research funds, connect to industry partners, and help multidisciplinary teams work on collaborative research projects. Identify natural areas for collaboration and promote them.

ii) Promotion of interdisciplinary work:
Hold late day, once weekly or monthly presentations and lectures to promote research e.g. monthly or bi-weekly faculty presentations.

Promote the success stories amongst the faculty. Highlight their success story. Establish “innovation rounds” to encourage faculty to provide opportunities to share and highlight innovative things/research/work in their fields.

iii) Collaborate more efficiently with industry:
Initial focus on one area of expertise (scale down to a core) would be worthwhile to help create a research focus. See what projects are working well/successful now and then build on that core.

Knowing people in industry is important for professors, especially when looking for people to work with. Committed faculty with at least one industry partner would be an ideal model. To the extent possible, KMDI should act as a broker and facilitator to promote industry-academic research collaborations?

iv) Support research activities of KMDI faculty and students:
For example, run workshops for professors relating to skill/professional development.

Explore partnerships with industry to test research results in a ‘real’ environment.

Create opportunities for students to participate in collaborative experiences, e.g. offer a course that pairs people with different backgrounds and expertise who wants to learn the basics of each other’s discipline.

Create creative spaces, and prototyping spaces that promote collaboration.

v) How can KMDI support the research of industry?
Increase program visibility to the non-academic world, e.g. clean up the content of the KMDI website including a descriptive list of the research areas and the faculty working on those areas. Map out the capabilities of the research, and map out a story for KMDI. A listing of previous projects and leads should also be included. Help people to see what the vision is of the program by employing the diversity of research to provide a ‘stage’ for the program. Provide examples of how KMDI has developed solutions to industry’s problems.

Seek out opportunities to engage industry representatives to establish a common understanding of the meaning of collaborative research.

vi) Look for new sources of funding for the students and professors.
Develop a list of target agencies and funding programmes where KMDI collaborators have a realistic chance of obtaining funding.

vii) How can KMDI make it attractive for professors to become part of the program?
Increase visibility outside of the university, e.g. media interviews, media releases, newspaper articles. Seek out opportunities to address significant societal issues. Also
seek out better ways to partner within the U of T and explore the potential for changes to the manner in which research overhead is assigned.

D. Branding

Questions:

What is the branding for similar organizations and what can we learn from them?
What should the KMDI brand be?
How do we promote the KMDI brand?
How should branding issues affect our priorities?

Recommendations:

i) Develop an effective communications strategy with KMDI’s internal and external communities. Promote awareness of KMDI internally and externally, especially with industry.

ii) KMDI’s brand should reflect a focus on interactive learning, diversity, togetherness, creativity and knowledge creation. KMDI brings together a diverse group of experts with a "meta interdisciplinary" focus.

iii) KMDI needs a clear, concise brand definition that will promote concrete examples of its research as quickly as possible. There is a need to expand outreach across the U of T community so that KMDI is perceived as adding value to scholarship. Student recruitment should target students with the ability to cross disciplines. The brand of KMDI would also be enhanced with students if it incorporated a strong on-line, multimedia experiential approach in its curriculum.

iv) Suggested brand statement: KMDI crosses disciplinary boundaries to tackle complex and societally relevant issues with a problem focused mix of technology, human centred design, social sciences, and creative inspiration from the arts and humanities.

v) Concrete branding and communication strategies are critical to enhancing awareness of KMDI across campus and reaching out to the public and private sectors.

vi) KMDI needs to describe how one becomes a member as well as profile the research of existing members in order to assist in the identification of common areas of interest for collaborative research. The KMDI website, and its metrics, need to be updated and closely monitored.

vii) KMDI needs to seek out and strengthen regular contact with students, faculty, alumni and industry through seminars and e-communications, e.g. student newsletter.

viii) KMDI should consider changing the institute’s name to assist in better understanding the scope of its research.
Strategic Planning Themes

- A communication/branding strategy is essential to connect with current and potential faculty members affiliated with KMDI, students, alumni and industry contacts.

- KMDI needs to establish closer ties to the public and private sector to create opportunities for collaborative research, maintain relevance, obtain new funding sources.

- To fulfill its potential to create venues for collaborative, interdisciplinary research KMDI must create more opportunities for students and faculty to network, e.g. seminars, poster sessions.

- Experiential education opportunities, either through the curriculum or through industry projects, is perceived by students as a positive attribute to enhance their overall quality of the educational experience.

- Research is the core of KMDI and faculty need to be engaged.

- Operating budget constraints will create significant obstacles. New sources of research funding must be identified and innovative sourcing of funds to offset operating expenses, e.g. work study, will be required.

- KMDI has great potential to draw together faculty from across many disciplines. KMDI needs to find ways to share faculty with their home departments in mutually beneficial ways. KMDI needs to create reasons for faculty to identify, and become more fully engaged, with KMDI.

Short and Medium Term Priorities

1. Establishing an advisory council that would include faculty, industry, government, health sector and students. Establishing terms of reference for this group will be important in order to ensure that boundaries are respected while seeking optimum input in the development of new research initiatives as well input for content in course offerings/curriculum and experiential opportunities.

2. Establish a small working group, that would include students, to explore the feasibility of establishing a space for faculty and students to come together to share research and network as well as host public presentations/seminars. This same group could also investigate with central student life services the potential of the co-curricular record to document skills development through KMDI promoted experiential opportunities.

3. Establish a student advisory group the Director in understanding the type of networking/presentations that would attract students to attend events as well as hear suggestions for enhancing the curriculum.

4. Establish a small working group consisting of faculty, students and representatives of the University's central Communications department to begin discussion of the KMDI brand. A focus on identifying ways in which KMDI can expand it outreach would be included, e.g. media releases. Showcasing research. Including representatives from the Faculty
of Information, Graduate Studies and the U of T central recruitment office would assist in identifying opportunities, process changes and resources to engage with future students.

5. Update the KMDI website to include a list of all faculty affiliated along with current and past research projects. Once collected this information should also be sent to all current faculty members affiliated with KMDI.

6. Invite the Dean of the Faculty of Information to discuss how his office could assist in promoting greater awareness of KMDI within the Faculty and how KMDI can assist the Faculty in fulfilling the mission and vision of the Faculty.

7. Convene a half-day retreat in late 2014 or early 2015 with faculty, a representative from the Vice-President Research office, and a cross-section of public, government and private sectors to discuss and identify collaborative research opportunities. The new Industry Advisory Council should play a significant role in identifying external representatives.

**Going Forward**

The June 2014 retreat managed to cover a great deal of ground over a very short period of time. It was only the beginning, however, of a dialogue with faculty, students, alumni and industry that needs to occur more frequently. Opportunities for stakeholders to come together to have focused discussions on specific areas, e.g. research, experiential education, will be required to move KMDI forward towards a more complete, sustainable vision. To maintain the momentum coming out of the retreat it will be essential that the actions we discussed be undertaken over the summer and into the fall.