Faculty of Information’s Governance and Organization Structure Work Group
Final Report 2015-05

Overview
The Vice-Provost, Academic Programs, in her May 14 2014 correspondence, asked the Dean of the Faculty of Information to provide an Administrative Response to the External Review of the Faculty of Information that was conducted in January 2014.

The Vice-Provost’s request highlighted two issues related to governance and organization structure:

a) The reviewers identified issues of communication between faculty members and the Dean regarding the Faculty’s strategic direction, governance structures, and promotion processes, and

b) The reviewers recommended the creation of Associate Dean level leadership roles.

After careful consideration, the Dean decided to create a “Governance & Organization Structure Work Group” to address these recommendations.

Membership of the Governance & Organization Structure Work Group:
- Dean Don McLean – Faculty of Music (Chair)
- Prof Nadia Caidi
- Prof Chun Wei Choo
- Prof Costis Dallas
- Prof Lynne Howarth
- Prof Leslie Shade
- Prof Brian Cantwell Smith

The scope of the Work Group mandate:
1. Review the existing committee and governance structures in the Faculty.
2. Consider re-establishing the “Associate Dean, Research” and “Associate Dean, Academic” roles.
3. Consider the future roles of the Program Directors; determine whether these roles will be required if the Associate Dean positions are reinstated; define the relationships between the Associate Deans and Program Directors; determine the process of succession planning and workload requirements for these roles.
4. Recommend compensation/consideration levels for Associate Deans and Program Director positions.
5. Evaluate how to improve decision-making and communications within the Faculty.
6. Review best practices as to how to support the PhD program going forward, including recruitment, admissions and progression to completion throughout the years of study.

Recent History - Senior Academic Management Roles in the Faculty of Information
Over the past 10 years, the Faculty of Information has employed varying senior academic management models depending upon the circumstances and priorities of the Faculty. For a period of time the Faculty employed a Vice-Dean model to support then Dean Brian Cantwell Smith, while the current Dean, Seamus Ross, initially employed a model comprised of an Associate Dean Academic and Associate Dean Research. For the last two years, however, the Faculty has been without a Vice Dean or Associate Deans, and much routine academic oversight has by default gravitated to the office of the Dean. Meanwhile, the roles and duties of the Directors of the Master of Information (MI), Master of Museum Studies (MMSt), Doctoral (PhD) Programs have expanded considerably, and the need for strategic management in several specialized programs has also emerged: Co-op Program and Undergraduate Programs, as well as the Concurrent Registration Option (CRO), Research Masters, and Collaborative Programs.
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Summary Level Recommendations
The Work Group has endorsed the recommendation to re-establish the positions of Associate Dean Academic and Associate Dean Research. The Work Group has also proposed a redesign of the organizational structure of the Faculty that clarifies administrative responsibilities and reporting structures and should significantly improve communications paths among faculty, program directors, and the senior leadership team.

The Work Group recommends continuation of three Program Directors roles, with a redistribution of current duties both ‘upward’ to the Associate Dean Academic and ‘laterally’ so that there are designated leads for various key initiatives: enhancement of the Faculty’s undergraduate programming presence on all three campuses, roll out of the newly created co-op program, as well as the concurrent registration option (CRO), collaborative programs, and emerging research masters.

The proposed overall structure is as follows:
1. Dean
2. Associate Deans
   a. Academic
   b. Research
3. Program Directors (Lead on major programs)
   a. Masters of Information (MI) Program
   b. Masters of Museum Studies (MMSt) Program
   c. PhD and Research Masters Programs
4. Program Directors (Lead on particular portfolios)
   a. Undergraduate Programs
   b. Co-op Program
   c. Collaborative Programs
   d. Concurrent Registration Option (CRO) Program

The proposed model more broadly distributes administrative responsibilities in manageable portfolios and provides opportunities for professional development of junior faculty and built-in succession planning for senior administrative roles.

Detailed Work Group Recommendations
1. Reinstate the Associate Dean Academic and Associate Dean Research positions. These positions have delegated authority from the Dean and report directly to the Dean.

Reinstating the two Associate Dean positions will allow the Dean to focus on the strategic management of the Faculty. The Dean retains statutory responsibility for the academic and financial management of the Faculty as its Chief Executive Officer.

Day-to-day academic operational issues will be managed by the Associate Deans; however, the Associate Deans will be expected to work closely with the Dean through the Dean’s Committee (DC) and to apprise the Dean on sensitive issues and issues that may have far-reaching implications.

To initiate this recommendation the Faculty will need to provide the Vice-Provost’s Office with a detailed rationale that supports the establishment / reinstatement of the two Associate Dean positions and requests permission to proceed with a search.
2. Retain the existing Director positions for the MI, MMSt, and PhD programs, with the latter renamed Director of PhD and Research Masters Programs. Some current responsibilities of these positions should be redistributed ‘upward’ to the Associate Dean Academic (and Associate Dean Research where applicable) and others ‘laterally’ to a number of ‘portfolio’ positions. The structure should be revisited and adjusted as necessary after a two-year start-up period.

3. Create the following academic management ‘portfolio’ positions to support key faculty initiatives:
   - Director, Undergraduate Programs
   - Director, Co-op Program
   - Director, Collaborative Programs, who will have responsibility for the JD/MI, KMD, and IHPME collaborative programs and any others that might subsequently be added
   - Director, Concurrent Registration Option (CRO) Program
   - (Director, Research Masters’ Program, posed as a future possibility, recommended as part of the current responsibilities of the renamed Director of PhD and Research Masters Programs)

These new positions should report directly to the Associate Dean Academic. Stipends and course releases should be allocated at levels offered by other single department professional faculties for comparable roles, but should also take into consideration the limited scale of the Faculty and its current challenging fiscal situation. Based on current enrolment levels, consideration should also be given to have the CRO and Collaborative Programs managed by one individual, in which case the position would be Director of Concurrent Registration Option and Collaborative Programs.

4. The Associate Dean Academic will be responsible for: the oversight of all academic programs, improvement of teaching and learning outcomes including course evaluations, hiring of sessional staff, mentoring of academic faculty through third-year review, and development of new programs in collaboration with program directors. Program Directors will report to the Associate Dean Academic. The Associate Dean will chair the Program Management Committee.

5. The Associate Dean Research will be responsible for: the development and administration of the overall Strategic Research Plan of the iSchool, liaison with the Office of the Vice-Principal Research, research mentoring and strategic grant development for colleagues and students, rankings and reports for funding recommendations, ethics oversight, and chairing of the Research Committee (which should be created). The Associate Dean Research will also be responsible for liaison with the Extra-Departmental Units (EDUs) associated with the iSchool, currently:
   - CHI – Coach House Institute
   - DCI – Digital Curation Institute
   - IPSI – Identity, Privacy, and Security Institute
   - KMDI – Knowledge Media Design Institute

It is recognized that these Institutes (EDUs) will and should have their own governance and reporting structures, which typically include the Dean and various internal and external stakeholders, including those from other faculties. However, it is proposed the Associate Dean Research be responsible for working with the Directors to ensure the productivity and operational success of the Institutes and to facilitate their periodic review in so far as they are associated with the iSchool.

The Faculty’s Research Funding Coordinator position should report to the Associate Dean Research.
6. Membership of the Dean’s Committee (DC) should include the Dean, the two Associate Deans, and the CAO. The DC should be able to call on the presence of the Program Directors and members of the support staff from time to time as appropriate.

7. The Faculty should establish a new Program Management Committee (PMC) comprised of the Associate Dean Academic (as Chair), and the Directors of the MI, MMSt, and PhD and Research Masters programs, along with the Directors of the various portfolio Programs as required. The Dean and Associate Dean Research should be ex-officio members of this Committee, as should the Registrar or other support staff as appropriate. The PMC will be the administrative subcommittee of the Programs Committee, which will remain a Standing Committee of Faculty Council.

8. The current Dean’s Advisory Group (DAG) has no legislative or executive function and should be disbanded. The proposed changes in organizational structure including the Dean’s Committee (DC) and the Program Management Committee (PMC) should achieve the broader representation of faculty in key consultative and decision-making processes, along with the continued actions of the Standing Committees of Faculty Council (which, apart from DAG, should remain in place).

9. Developing the meeting and reporting/communications paths needed to support the proposed new academic management organization will take some time and will evolve as positions and individuals are put in place. However, it is critical that meetings for the Program Management Committee and the Dean’s Committee be scheduled on a monthly (if not weekly) basis across the academic year.

10. The broader part of the Work Group’s received mandate concerning the evaluation of improvements to communications and decision-making within the Faculty is rather beyond its scope, and broaches broader matters of shared leadership and interpersonal trust. The proposed new organizational structure should go a long way to improve communications and distribute decision-making in an orderly fashion. In addition, the Associate Deans, and, where appropriate, the various Program Directors should report to Faculty Council on a regular basis.

11. The Work Group was also asked to review best practices as to how to support the PhD program going forward. The success of the PhD program, including recruitment and time-to-completion, requires the coordinated collaboration and shared responsibility of several individuals and offices: the student, the supervisor, the thesis committee, and the Director of the PhD and Research Masters Programs, and, in the new structure, the Associate Dean Academic. Connection of the individual and cohort PhD programs of study to available faculty and student grant support is also critical and requires the involvement of the Associate Dean Research. The Associate Dean Academic and the Director of the PhD and Research Masters Programs should be prepared to work closely with the School of Graduate Studies to implement best practices for improving time-to-completion, supervisory protocols, and professional development opportunities.

12. The recommendations of the Work Group do not immediately affect the Constitution and By-Laws of the Faculty, parts of which are in any case not up to date and should be reviewed. The role of the Faculty Council and its Standing Committees will continue: Executive Committee, Awards Committee, Committee on Standing, Information Services Committee, Programs Committee, Recruitment and Admissions Committee, and potential Special Committees. A Research Committee, chaired by the Associate Dean Research should be added. (Other statutory administrative committees should also continue unchanged: Academic Appeals Committee, Faculty Workload Committee, PTR Advisory Committee, Standing Promotions Committee, and the “Committee of the Whole.”)
Next steps/Implementation issues

1. There is a degree of time sensitivity on some of the newly proposed academic management positions. Job summaries for the following positions should be finalized as soon as possible: Associate Dean Academic, Associate Dean Research, and the Director of the Co-op Program. Job summaries of all positions are being detailed, some based on redistribution of current duties at the Program Directors level.

2. A request should be made to the Vice-Provost to approve and issue, as soon as possible, an “expression of interest call” for the reinstated Associate Dean Academic and Associate Dean Research positions. A single “Committee to recommend the appointment of Associate Deans in the Faculty of Information” should be struck, chaired by the Dean, the membership of which, for reasons of continuity, should consist mostly of members from the Work Group.

3. The Work Group, through its Chair, has made several confidential inquiries through the Deans of Single Department Faculties (DSDF) and other academic units concerning the range of support extended to individuals holding Associate Dean and other academic management positions. These considerations take the form of some combination of salary stipends, teaching releases, and/or research stipends. The information gathered will be shared in confidence and generically with the DSDF group, including the Dean of the Faculty of Information, so that appropriate considerations for individuals who would take on the various proposed management positions in the new organization structure can be determined and negotiated.

4. The Faculty needs to determine the most effective way to approach candidates to assume the duties for the key academic positions that are being proposed, in particular the Associate Dean Academic and Associate Dean Research. The Work Group has identified a preliminary list of candidates for each academic management position, including the ‘portfolio’ positions, and thoughtful approaches need to be crafted to encourage candidates to accept the newly proposed roles.

5. There should be a ‘call to action’ to members of Faculty: it’s time to ‘step-up’ and assume the newly proposed academic management positions at various levels. Only a more broadly distributed responsibility for program development and management can achieve the organizational and communications improvements desired.

Enclosures
Proposed Academic Management Organization Chart
Key Job Summaries
Executive Committee
Dean, Associate Deans, CAO

Associate Dean, Academic
- Tactical/operational oversight of all academic programs
- Mentor new faculty
- Student experience
- New program Stewardship
- Oversight of Students Affairs, including hiring sessionals, course evaluation process, and discipline issues

Director, MI Program
- MI program administration
- Curriculum and program development
- Graduate student affairs
- Course evaluations
- Transfer credits, exemptions, course waivers

Director, Museum Studies Program
- MMSt program administration
- Curriculum and program development
- Student advising
- Evaluate areas of collaboration

Director, PhD and Research Masters Programs
- PhD program administration
- Research Masters' Program (Thesis Based) administration
- Committee work
- Recruitment
- Admissions
- Awards

Director, CRO Program
(Concurrent Registration Option)

Director, Undergraduate Programming Director
- IDM
- Minors
- Arts&Science
- SDS
- St.Micheal's

Director Collaborative Programs
- e.g. JD/MI
- KMD
- IHPME

Director, Co-op Program
- MICEP Program administration

Associate Dean, Research
- Tactical/operational oversight of the Faculty Research Plan
- Research mentoring
- Strategic research grant proposals
- Research committees
- Research funding councils
- Faculty international research profile
- Ethics
- Liaison with EDUs

IPSI  KMDI  CHI  DCI

Draft, May 2015
**Responsibilities and Duties of the Associate Dean Academic**

2015-05-11

Reporting to the Dean, the Associate Dean Academic assumes delegated responsibilities to:

1. Provide academic leadership and coordinating oversight of curriculum development and program delivery for all academic programs in liaison with the Program Directors.
2. Ensure enhancement as well as quality assurance of the iSchool’s teaching and learning mission.
3. Serve as the direct report for the Program Directors of the iSchool graduate, undergraduate and professional programs on all three campuses, including, but not necessarily limited to, the following:
   - Director of the MI Program
   - Director of the MMSt Program
   - Director of the PhD and Research Masters Programs
   - Director of the CRO Program [and]
   - Director of the Collaborative Programs (including JD/MI, KMD, IHPME)
   - Director of the Co-op Program
   - Director of Undergraduate Programs (including IDM, Minors, FAS, SDS, St. Michael’s)
4. Represent the Faculty of Information academic program to faculty and officers within the University and to external bodies related to the portfolio (on behalf of the Dean when required), such as ALA COA [American Library Association – Committee on Accreditation]. Assist in the management and preparation of internal and external reviews, e.g. ALA, UTQAPS.
5. Provide academic oversight and manage the enforcement of all University regulations in academic matters in coordination with the Registrar/Student Services and central administrative units.
6. Coordinate the annual teaching assignments for faculty members (in accordance with workload policies and procedures) and sessional instructors for programs noted above through collegial oversight of recommendations from Directors and in consultation with the Dean.
7. Mentor new faculty, directly or indirectly, including providing guidance on three-year review dossier and tenure dossier preparation
8. In coordination with the Program Directors, serve as the Disciplinary Officer responsible for the administering the University’s Code of Student Conduct and the Code of Behaviour on Academic Matters as it pertains to students registered in all programs. (The Associate Dean Academic will therefore not serve on the Appeals Committee.)
9. Serve on the Faculty Council Executive Committee.
10. Serve as Director of the Faculty Program Committee and as Director of the Program Management Committee.
11. Serve on the Deans Committee, consulting regularly with the Dean, Associate Dean Research, and CAO on matters of strategic and operational importance to the Faculty.
Responsibilities and Duties of the Associate Dean Academic
2015-05-11

These terms of reference are subject to mutual review with the Dean at the end of the first year, and may be varied by mutual agreement to reflect changes as the post develops. The Dean’s Office will provide administrative support in dealings with Simcoe Hall and UTM if required.

Term of the Appointment:
The position is for a period of three years from July 1, 2015 to June 30, 2018. Two half-course releases per year will be granted for this position; in addition, there will be consideration for an annual stipend and/or research support.
Responsibilities and Duties of the Associate Dean, Research

Reporting to the Dean, the Associate Dean Research assumes delegated responsibilities to:

1. Provide academic direction and coordinate oversight of the Faculty’s research priorities
2. Embrace and promote the complete range of research/scholarship and creative/professional activities and outcomes having to do with Information
3. Advocate equitably, yet strategically, for the diversity of research interests in Information in the context of a research-intensive university and in the community at large
4. Serve as the Faculty’s primary link to the Office of the Vice-President Research (VPR) and the informational and reporting structures it provides; represent the Faculty on the Research Advisory Board and to external research funding councils and agencies
5. Assist in establishing and/or updating a Strategic Research Plan (SRP) for the iSchool that is consistent with the University-wide Strategic Research Plan but which profiles the iSchool’s unique strengths, diversity, and opportunities
6. Develop appropriate methods of integrating and assessing Faculty research, and make recommendations to enhance and facilitate Faculty research
7. Provide consultation and support for Information-based research projects, in conjunction with the VPR Research Oversight and Compliance Office, to ensure University and Tri-Council-based Research Ethics and grant operation expectations are met
8. Liaise with other academic colleagues and Program Directors/Directors to create a dynamic research-focused learning environment in all programs
9. Work with colleagues to enhance the Faculty’s grant-writing expertise, and support faculty and students with a goal, where appropriate, of significantly increasing the Faculty’s level of funded research
10. Identify opportunities to enhance the internal research culture and external research links such as by attracting post-doctoral fellows as appropriate to our areas of expertise
11. Coordinate the informal exchange of information about current research initiatives between and among colleagues across all areas, as well as students and post-doctoral fellows, to create a dynamic, interactive, and interdisciplinary shared-knowledge environment
12. Manage regular communications with the faculty on research opportunities; regularly communicate to members of faculty about upcoming research funding possibilities, such as those discussed at the Research Advisory Board or disseminated by the Office of the VP Research and various funding bodies
13. Support research-intensifying events and colloquia with and across disciplines; seek to host conferences, symposia, festivals, etc. that enhance our research profile
14. Seek out opportunities to have faculty and students recognized internally and externally for their research achievements by facilitating nominations for honours, prizes, and awards
15. Work with senior administration, advancement, and alumni relations to create an audience and maximize the profile for Information-based research in the University and beyond, including through web-based resources
16. Director the [new] Research Committee, establish/support internal rankings for student grant competitions (such as SSHRC and OGS) as required by SGS/VPR and external granting agencies.

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Responsibilities and Duties of the Associate Dean, Research

17. Coordinate with the Director of the Doctoral Studies and Research Masters Programs to provide research travel fund assistance to graduate students
18. Serve on the Executive Committee of Faculty Council
19. Serve on the Deans Committee, consulting regularly with the Dean, Associate Dean Research, and CAO on matters of strategic and operational importance to the Faculty.

These terms of reference are subject to mutual review with the Dean at the end of the first year, and may be varied by mutual agreement to reflect changes as the post develops. The Dean’s Office will provide administrative support in dealings with Simcoe Hall and UTM if required.

Term of the Appointment: The position is for a period of three years from July 1, 2015 to June 30, 2018. Two half-course releases per year will be granted for this position; in addition, there will be consideration for an annual stipend and/or research support.

Research Committee: The Faculty should establish a Research Committee, Directed by the Associate Dean Research, who should develop the membership and mandate of the Committee in consultation with the Dean and other academic colleagues for implementation by Fall of 2015. It is anticipated the Committee would include the Director of Doctoral Studies and Research Masters Programs, at least three members of professorial rank representing a cross-section of research-intensive programs, one professional librarian (given the Library-based focus of many recent research initiatives), and at least one student member. The Dean and Associate Dean Academic are typically ex-officio members. The mandate of the committee should include: student SSHRC (as well as NSERC where applicable) and OGS rankings, recommendations for travel grants in support of graduate students, and the enhancement of the iSchool’s research activities and profile including its Strategic Research Plan and nominations for internal and external honours, prizes and awards.
**Director of MI Program**

**Summary of responsibilities**
1. Through the Associate Dean Academic, the Dean delegates responsibility to the Director of MI Program for the day-to-day and ongoing administration of the Master of Information Program, including curriculum and program development.
2. The Director of the MI Program reports to the Associate Dean Academic.
3. The Director is responsible for the hiring of Sessional and other temporary lecturers in the program. Budgetary sign-off for sessional hires is the prerogative of the Associate Dean Academic in consultation with the Dean.
4. The Director is responsible for graduate student affairs within the program.
5. The Director of MI Program will sit on the Program Management Committee.

**These duties are accomplished through:**
- Frequent and on-going contact and communication with the Dean/Associate Dean, Academic on matters of strategic importance
- Frequent contact with the other Program Directors
- Contact as necessary with concentration liaisons within the MI program
- Frequent contact with administrative staff (i.e., Registrar/Student Services) and academic staff
- Occasional contact with current students, staff of other academic divisions, senior staff of administrative offices (SGS)
- Ongoing and very frequent communication with the Dean, the Associate Deans Academic and Research, and the Directors of key Faculty Committees (e.g. Programs, Awards, PhD Recruitment and Admissions, and the Standing Committee).

**Detailed Description of duties**

**Course-related**
All the following requests require a form to be signed by the Director. These requests may require that the Director meet with the student(s) making the request(s).
- **Transfer credits**
  - Credit, equivalent to a maximum of four (4) half-courses, may be given for graduate courses previously taken in other U of T programs, or at other approved universities.
- **Exemptions**
  - With the approval of the Associate Dean, Academic and SGS an exemption from a specific course requirement may be given permitting the substitution of another course to meet degree requirements.
- **Course waivers**
  - Faculty of Information approval for waiving a requisite must be obtained before a course begins. Failure to do so will result in the student receiving no credit for the course.
- **Reading courses in the MI Program**
  Reading courses can only be given by iSchool faculty members. Reading Courses require that student and instructor meet regularly and frequently; therefore, both must be available for meetings on campus. The written work of a Reading Course is comparable to that of other elective courses.
**Director of MI Program...**

- **Courses in other programs**
  - Students may normally take up to four (4) graduate-level courses in other SGS Units.
  - Students may take up to two (2) graduate-level courses at other universities.

- **Grade changes**

**Course evaluations**
The Director will be responsible for ensuring that students in the MI Program are aware of their responsibilities to fill out the online course evaluations two (2) weeks before the end of classes. This task will require liaising with IT and registrarial staff.

**Thesis related (MI)**

- **Before oral final examinations**
  - The Director will provide guidance to Thesis supervisors in the process of selecting an appropriate external examiner. Graduate Coordinator receives a completed Committee for the Final Oral Examination Form from Thesis supervisor.
  - Director's role:
    - Ensures that student has completed all other degree and course requirements, since examinations cannot be scheduled if any grades or other requirements are outstanding
    - Confirms that the external examiner will serve on the Thesis Examination
    - Committee informs external examiner of his/her role, including preparation of a written critique
    - Appoints an independent, non-voting Committee Director
    - Arranges bookings for an examination room and necessary equipment (there is administrative support for this process)
    - Distributes notices about the examination
    - Familiarizes the student with the examination process and expectations

- **After the examination**
  - Modifications - The supervisor informs the Graduate Coordinator, in writing, when the modifications, if any, have been made.
  - Thesis Completion Form - Signs the Thesis Completion Form, along with the supervisor, second reader, and external examiner. The student submits the signed form to the Registrar.
  - Degree recommendation - Prepares the degree recommendation for SGS.

**Individual path/General program option**

- Each individual path/general program option request must be approved by the Director, MI Program
- Students who are in a pre-approved path and wish to switch to an individual path/General program option will need to submit a written request outlining their reasons for wishing to change to an individual path

**Graduate Diploma of Advanced Study in Information Studies (DAIS) program**
The Director of MI Program will:

- Consult with DAIS students in developing their programs of study before course enrolment/registration takes place
- Approve each program of study by signing the DAIS Program of Study Form
- Review any requests to change the approved program of studies
- Confirm that the requirements of each student's program have been completed
**Director of Museum Studies**

**Summary of responsibilities**

1. The Dean delegates responsibility to the Director of Museum Studies for the day-to-day and ongoing administration of the Master of Museum Studies Program, including curriculum and program development.
2. The Director MMSt Program reports to the Associate Dean, Academic.
3. The Director is responsible for determining the hiring of sessional and other temporary instructors in the program.
4. The Dean delegates responsibility to the Director for the graduate student affairs within the program.
5. The Director of Museum Studies will sit on the Programs Committee.

**These duties are accomplished through:**

- Frequent and on-going contact and communication with the Dean/Associate Dean, Academic on matters of strategic importance.
- Frequent contact with the other Program Directors.
- Frequent contact with administrative staff (Le., Registrar / Student Services) and academic staff.
- Occasional contact with current students, staff of other academic divisions, senior staff of administrative offices (SGS).
- Ongoing and very frequent communication with the Dean, the Associate Deans Academic and Research, and the Directors of key Faculty Committees (e.g. Programs, Awards, PhD Recruitment and Admissions, and Standing Committee).

**Description of duties**

**Course-related**

All the following requests require a form to be signed by the Director. These requests may require that the Director meet with the student(s) making the request(s).

- **Transfer credits**
  - Credit, equivalent to a maximum of four (4) half-courses, may be given for graduate courses previously taken in other U of T programs, or at other approved universities.

- **Exemptions**
  - With the approval of the MMSt Director and SGS, an exemption from a specific course requirement may be given permitting the substitution of another course to meet degree requirements.

- **Course waivers**
  - Faculty of Information approval for waiving a requisite must be obtained before a course begins. Failure to do so will result in the student receiving no credit for the course.

- **Reading courses in the MMSt Program**
  - Reading courses can only be given by iSchool faculty members. Reading Courses require that student and instructor meet regularly and frequently; therefore, both must be available for meetings on campus. The written work of a Reading Course is comparable to that of other elective courses.
• Courses in other programs
  o Students may normally take up to four (4) graduate-level courses in other SGS Units.

Director of Museum Studies

  o Students may take up to two (2) graduate-level courses at other universities.

• Grade changes

Course evaluations
The Director will be responsible for ensuring that students in the MMSt Program are aware of their responsibilities to fill out the online course evaluations two (2) weeks before the end of classes. This task will require liaising with IT and registrarial staff.

Thesis related (MMSt)
• Before oral final examinations
  o The Director will provide guidance to Thesis supervisors in the process of selecting an appropriate external examiner. The Director receives a completed Committee for the Final Oral Examination Form from Thesis supervisor.
  o Director’s role:
    ▪ Ensures that student has completed all other degree and course requirements, since examinations cannot be scheduled if any grades or other requirements are outstanding
    ▪ Confirms that the external examiner will serve on the Thesis Examination Committee
    ▪ Informs external examiner of his/her role, including preparation of a written critique
    ▪ Appoints an independent, non-voting Committee Director
    ▪ Arranges bookings for an examination room and necessary equipment (there is administrative support for this process)
    ▪ Distributes notices about the examination
    ▪ Familiarizes the student with the examination process and expectations

• After the examination
  o Modifications - The supervisor informs the Graduate Coordinator, in writing, when the modifications, if any, have been made.
  o Thesis Completion Form - Signs the Thesis Completion Form, along with the supervisor, second reader, and external examiner. The student submits the signed form to the Registrar.
  o Degree recommendation - Prepares the degree recommendation for SGS.

Academic misconduct
The Director of MMSt Studies is normally the person who handles academic misconduct and other academic matters at the iSchool. Appeals are handled by the Director of the Appeals Committee.

Other
Deals with academic matters brought forward by students regarding instructors, MMSt programs of study, supervision, etc.
**Director of PhD and Research Masters’ Programs**

**Summary of responsibilities**
1. Through the Associate Dean Academic, the Dean delegates responsibility to the Director of the PhD and Research Masters Programs for the day-to-day and ongoing administration of these programs, including curriculum and program development.
2. The Director PhD and Research Masters’ Program reports to the Associate Dean, Academic.
3. The Dean delegates responsibility to the Director for the graduate student affairs within the program.
4. The Director of the PhD and Research Masters Programs will sit on the Program Management Committee.

**These duties are accomplished through:**
- Frequent and on-going contact and communication with the Dean on matters of strategic importance
- Frequent contact with the other Program Directors and the Dean/Associate Dean, Research and Associate Dean Academic
- Frequent contact with administrative staff (Le., Registrar/Student Services) and academic staff
- Contact with current students, staff of other academic divisions, senior staff of administrative offices (SGS)
- Ongoing and very frequent communication with the Dean, the Associate Dean Academic and Associate Dean Research and the Directors of key Faculty Committees (e.g. Programs, Awards, PhD Recruitment and Admissions, and the Committee on Standing).

**Detailed description of duties**

**Course-related**
All the following requests require a form to be signed by the Director. These requests may require that the Director meet with the student(s) making the request(s).
- Transfer credits
  - Credit may be given for graduate courses previously taken in other U of T programs, or at other approved universities.
- Exemptions
  - With the approval of the Graduate Coordinator and SGS an exemption from a specific course requirement may be given permitting the substitution of another course to meet degree requirements.
- Course waivers
  - Faculty of Information approval for waiving a requisite must be obtained before a course begins. Failure to do so will result in the student receiving no credit for the course.
- Reading courses in the PhD Program
  - Reading courses can only be given by iSchool faculty members. Reading Courses require that student and instructor meet regularly and frequently; therefore, both must be available for meetings on campus. The written work of a Reading Course is comparable to that of other elective courses.
- Courses in other programs
- Grade changes
**Director of PhD and Research Masters’ Programs…**

**Thesis related (PhD)**

- **Before oral final examinations**
  - Director of Doctoral Studies and the Research Masters’ Program will provide guidance to Thesis supervisors in the process of selecting an appropriate external examiner. Graduate Coordinator receives a completed *Committee for the Final Oral Examination Form* from Thesis supervisor.
  - Director’s role:
    - Ensures that student has completed all other degree and course requirements, since examinations cannot be scheduled if any grades or other requirements are outstanding
    - Confirms that the external examiner will serve on the Thesis Examination Committee
    - Informs external examiner of his/her role, including preparation of a written critique
    - Appoints an independent, non-voting Committee Director
    - Arranges bookings for an examination room and necessary equipment (there is administrative support for this process)
    - Distributes notices about the examination
    - Familiarizes the student with the examination process and expectations

- **After the examination**
  - Modifications - The supervisor informs the Director, in writing, when the modifications, if any, have been made.
  - Thesis Completion Form - Signs the *Thesis Completion Form*, along with the supervisor, second reader, and external examiner. The student submits the signed form to the Registrar.
  - Degree recommendation - Prepares the degree recommendation for SGS.

**Teaching and Research Assistantships**

Following determination of required TA resources according to Policy, the Director works with the CAO (and, in the case of RAs, the Associate Dean Research) to allocate Teaching and Research Assistantships in adherence to CUPE guidelines. The Director coordinates with UTM’s ICCIT Director as needed in the allocation of TA resources for the joint program with UTM.

**Student Teaching**

The Director assigns teaching responsibilities to PhD students in conjunction with the CAO and, where appropriate, the Director of UTM’s ICCIT.

**Coordination of the defense** and of the rota of faculty to serve as Directors.

**Coordination of PhD Research Day**

The Director works with staff and students to ensure that Research Day is prepared and promoted within the Faculty. Duties would include identifying an external assessor and ensuring that assessor commentaries are collected following the annual event.

**Annual Doctoral Review Process**

The Director works with student supervisors, the academic management, and staff to ensure that all PhD student progress is reviewed at least annually in a formal and directed manner.