KMDI Report to Faculty Council – June 2015

1. Introduction
KMDI’s mission is to promote the science and practice of knowledge media design through collaborative interdisciplinary and human-centered research, teaching and practical innovation. The KMDI community extends out from the University of Toronto to encompass joint projects with research and business organizations in the public and private sectors. Our entrepreneurial operations team supports the research community by seeking out potential collaborators in areas such as healthcare, data analytics, online education, and information design. Students in the Collaborative Program are a vital part of the KMDI community. KMDI’s graduate courses bring together students from several different disciplines who are interested in the interaction between technology, media and society.

Director’s Statement/Executive Summary
The Institute has had a busy year since the last report. We again had a set of six engaging and innovative seminar speakers with three seminars in the fall 2014 semester and another three seminars in winter 2015. In addition we had, for the first time, a special seminar hosted jointly by KMDI and by the Toronto chapter of the Special Interest Group on Computers and Human Interaction (SIGCHI) of the Association for Computing Machinery. Ethan Plaut, Ph.d Candidate in Communication at Stanford University gave a presentation on “Technologies of Non-Use and Communication Avoidance”.

In June 2014 KMDI held a Retreat and has developed a set of strategic directions based on the deliberations at the retreat and the subsequent report.

KMDI supported the KMD concentration during its launch in the past year and is also supporting the introduction, in the coming academic year, of the Institute of Medical Science’s program on translational medicine.

Other activities that we have carried out this year include running workshops and poster sessions, and doing the initial planning for a KMDI sponsored conference to be run in June 2016.


KMDI Seminar Series 2014/2015
KMDI hosted a third year of it’s Speaker Series, which 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 offered six seminars during the year, hosting three per semester.
FALL 2014

In September 2014, Professor Cosmin Munteanu, of the Institute of Communication, Culture, Information and Technology, University of Toronto at Mississauga, gave a presentation on how natural interactions and new media are helping us forget about the traditional interface. In October 2014, Professor Katharina Reinecke gave a thought-provoking talk on conducting large-scale, uncompensated online experiments around the world using the Lab In the Wild system. In November 2014, Professor Anabel Quan Haase of the Faculty of Information and Media Studies at the University of Western Ontario gave a talk on serendipity in search and design and on the opportunities for designing digital tools that support innovation.

WINTER 2015

In January 2015, Dr. Kori Inkpen, Manager of the Nexus group at Microsoft Research gave a seminar. Prior to joining Microsoft Research Dr. Inkpen was a Professor of Computer Science at Dalhousie University (2001-2007) and Simon Fraser University (1998-2001). Dr. Inkpen discussed next generation video communication tools to enable anytime, anywhere video conversations that can move beyond traditional “talking heads” conversations to support rich shared experiences. In February 2015, Dr. Anatoliy Gruzd gave a presentation on “Research with Social Media Data – Data Stewardship & Ethical Considerations”. Dr. Gruzd is an Associate Professor at the Ted Rogers School of Management at Ryerson University where he is the Director of the Social Media Lab. In March 2015, Professor Pourang Irani of the Department of Computer Science at the University of Manitoba gave a seminar on Ubiquitous Analytics, which involves the development of interactive and visualization tools for exploring information “anywhere” and “anytime”.

The KMDI seminars continue to be well received and are available on the KMDI website (http://www.kmdi.utoronto.ca/talks/) and on the KMDI YouTube channel (https://www.youtube.com/channel/UCoAWoYkU6OeIH0jml_x3MTg).

KMDI Strategic Planning Retreat

The KMDI Retreat was held on June 23, 2014 at Victoria College and included a number of 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 topics of strategic importance to KMDI 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 was followed up with a report on the retreat outcomes. That report is attached as an appendix to this document.

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. The winners of the KMDI poster design competition were a team from KMDI Concentration Capstone Design Course, which was run for the first time this past academic year.
Other activities 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.

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. KMDI is currently completing a self-study report which will be the basis for an external review to be held in the near future.

**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 Javascript

Additionally, this year KMDI partnered with ALSO Collective to develop an arduino workshop delivered to KMD CP and iSchool students. The workshop was incredibly well received and KMDI plans to embark on other workshop sessions in the further with ALSO Collective. Are goal is to create a series of workshops that will be open to the public and students and allow us the ability to generate some revenue from it.

**KMDI Poster Sessions**
This year KMDI again ran two poster sessions, at the end of each semester (fall and winter). At each session KMDI gave out the **KMDI Award for Course-Based Research in Knowledge Media Design**, which came with an award of $500.00 for the winning individual or team poster. Since the poster sessions are an important showcase for KMDI teaching, we are making participation in the poster session a mandatory component for completing the collaborative program requirements.
In the December poster session the winning team designed an app based on driving safety for seniors. At the December poster session we also honoured Professor Andrew Clement for his many years of service to KMDI (since its inception) and wished him a happy and productive retirement.

In the April poster session the winning team was a group of students from the first edition of the iSchool’s KMD Concentration capstone course. The winning team engaged with RBB Innovations to complete a User Experience Re-design of their online childcare enrollment service, OneHSN. As part of their work they identified a number of usability issues. Their proposed user experience (UX) intervention tackled these issues by designing a more visible process and engaged users with more control, agency, and intention.

KMDI Strategic Action
As a result of the Strategic Planning Retreat held in June 2014, KMDI has developed an action plan based on the recommendations from that session. Please find it attached at the end of this document as appendix A.

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.

Course Sizes
This year we saw an increase in student enrolment in our KMD courses, due in large part to the new MI KMD Concentration. As result of this, we are now offering two sections of each of our required courses.

KMD partnership with Masters in Translational Research in IMS
The Institute of Medical Studies which will be launching it’s new Masters Program in Translational Medicine beginning in the Fall of 2015. The Translational Research Program (TRP) in health science is a two year masters program designed to provide students with the skills for iterative (repeated and process driven) interdisciplinary problem solving to help them integrate knowledge and skills, to propose, refine, and execute translational research projects—projects that:

- generate new questions;
- improve access, reorganize the coordination of systems of care,
- help clinicians and patients to change behaviors and make more informed choices.

The Translational Research Program can be thought of as the bridging mechanism between knowledge and practice, and will use two KMD courses as requirements for the program.

KMD1001H: Theories and Methods in Knowledge Media
KMD100H: Applications in Knowledge Media

This new partnership helps to further expand KMDI’s reach across the University of Toronto.
Enrollment:

As of May 2015 KMD CP the breakdown of students in the Collaborative Program was as follows:
– OISE (CTL)
– Mechanical and Industrial Engineering
– Faculty of Information
– Architecture

Courses:

**Fall 2014**

- **KMD1001: Fundamental Concepts**  Instructors: Winnie Chen and Wayne Giang
  Enrolment = 41

- **KMD1002: KMD Contexts and Practices**  Instructor: Mark Chignell
  Enrolment = 33

- **KMD 2001: Human-Centred Design**  Instructor: Andrew Clement
  Enrolment = 35

**Winter 2015**:

- **KMD2002H: Technologies for Knowledge Media**  Instructor: Steve Szigeti
  Enrollment = 31

- **KMD2003: Knowledge Media and Learning / Cross-listed with CTL1906**
  Instruction: Jim Slotta, Teaching Assistant: Heather Birch
  Enrollment = 7 (KMD section)

**Planned Courses for 2015/2016**

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<thead>
<tr>
<th>Semester</th>
<th>Course</th>
<th>Instructor</th>
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<tr>
<td>Summer 2015</td>
<td>KMD1001: Theories and Methods in Knowledge Media</td>
<td>TBD</td>
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<tr>
<td><strong>FALL 2015</strong></td>
<td>KMD1001: Theories and Methods in Knowledge Media (two sections)</td>
<td>TBD</td>
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<td></td>
<td>KMD2002: Technologies for Knowledge Media</td>
<td>TBD</td>
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<tr>
<td><strong>WINTER 2016</strong></td>
<td>KMD1002: Applications in Knowledge Media</td>
<td>TBD</td>
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<tr>
<td></td>
<td>KMD2001: Human Centred Design</td>
<td>Susan Sim</td>
</tr>
<tr>
<td></td>
<td>KMD2003: Knowledge Media and Learning</td>
<td>Jim Slotta</td>
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4. Objectives/Plans for the upcoming year
KMDI continues to run 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 playing an important role in supporting the KMD concentration within the i-School. KMDI continues to be a meeting place for discussions and activities relating to innovative design and the KMDI Seminar Series is a prominent forum on campus for research presentations by external speakers.

In the next year we will continue teaching innovative and attractive courses to a large number of students from a variety of backgrounds and disciplines. We have established the foundational KMD 1001 course as a strong course on research methods focused on design, and we will be further strengthening the course by having it taught as a hands-on introduction to research methods. We also look forward to working with the new programme on translational medicine (Institute of Medical Science) to offer KMD course material to their students.

As part of our plan to enhance and rationalize our strategies for communicating about, and promoting, the institute we have hired a work study student with journalism experience to assist us in preparing articles and press releases relating to KMDI. One of the first articles being prepared is about the 25 year service award recently received by KMDI Director Mark Chignell from the University of Toronto.

Ongoing and Planned Programming:
KMDI Self Study and External Review
KMDI is currently in the process of a self study report in preparation for an external review expected to take place in Fall 2015. The self study covers the period since the last KMDI review in 2007, but focusing on the most recent five year period (2010-2015). The Self Study report is expected to be sent to external reviewers during the summer, with external review expected to occur in Fall 2015.

KMDI 2015/2016 Speaker Series
We are lining up an exciting set of speakers for the 2015/16 seminar series. In Fall 2015 we expect to have Carl DiSalvo and Margaret Storey as two of the speakers. Carl DiSalvo is an Associate Professor in the Digital Media program in the School of Literature, Media, and Communication at the Georgia Institute of Technology. Margaret Storey is a Professor of Computer Science at the University of Victoria.

KMDI PhD Talks
In conjunction with our larger speaker series; KMDI will also be hosting smaller talks featuring KMD Collaborative Program students at the Doctoral level. Students will discuss their work, research and how knowledge media design influences what they do. This series will launch in the Fall of 2015, further increasing student involvement and interaction within the institute.
Workshops

KMDI and the Inforum are currently in the planning stages for workshops to be offered this coming 2014/2015 academic year. KMDI is also planning to run one or more, larger scale workshops on topics such as Big Data Analysis, which will bring together students and industry participants.

KMDI Conference in 2016

In honour of the 20 year anniversary of the creation of the institute KMDI will be hosting the *Live Well Conference* June 5-8, 2016. We are currently negotiating the location of the conference, most likely at Victoria College. The conference will be supported by the AGE-WELL National Centre of Excellence and we are currently looking for other sponsors of the conference.

Note on Research Activity

We would like to increase research funding and research activity within KMDI. We have recently reached an agreement with the Faculty of Information concerning the accounting of costs for grants brought in through Mark Chignell. This will allow us to bring in new grants through the Faculty for KMDI and we hope to bring in the first funding under this arrangement later this year.
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 on June 23, 2014, 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. In the next phase of our strategic planning process this report will be followed 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.
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
- 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
- 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 accounting costs 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 KMDI. 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 KMDI'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.
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.

Organize a 20th anniversary KMDI conference in 2016 that would include prominent keynote speakers, 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.

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.

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.

Seek out opportunities for KMDI-led 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 involve the Collaborative Program?
How should we utilize industry internships and involvement to enhance the skills and experience of our students?

Recommendations

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. We should focus on research methods in design and hands-on introductions to those methods to differentiate the KMD course from other research methods courses on campus.
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.

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”. It should act 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. If possible, develop, or share, 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 students and professors. Develop a list of target agencies and funding programs 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 to explore the potential for changes to the manner in which research accounting costs are 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.

**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 to the Director to explore 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 2015 or early 2016 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.

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.