Faculty of Information

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Divisional Goal: Between $49.25 - $109.25 million

Option 1 - $49.85M
Option 2 - $56.85M
Option 3 - $109.85M

Divisional Profile
The Faculty of Information (known as the iSchool) at the University of Toronto has, since its beginnings in 1928, evolved in anticipation of the changing needs of society for information professionals and research results. Today our mission statement encapsulates this goal: "It is a research-led Faculty, educating the next generation of professional and academic leaders in Information, who join us in transforming society through collaboration, innovation and knowledge creation."

The iSchool offers two professional master's programs (a Master's of Information and Master’s of Museum Studies), a doctoral program and from 2012-2013 an undergraduate program jointly with UTM. Our PhD program equips scholars to develop solutions and shape policies that enhance how people seek, use, and share information. Our master's programs educate students for careers as information professionals, such as, information architects, knowledge managers, librarians, museum curators, records managers and archivists.

Degrees Offered:
Undergraduate Degree (BA) in Interactive Digital Media (jointly with UTM, from October 2012)
Master of Information (MI)–two years
Master of Museum Studies (MMSt) – two years
MI/JD Joint Degree – four years
PhD (Information Studies) – four to five years
Graduate Diploma of Advanced Studies – one year

Areas of Study:
- Information Systems and Design
- Critical Information and Design
- Library and Information Science
- Museum Studies
- Archives and Records Management
- Cultural Heritage
- Philosophy of Information
- Knowledge Management and Information Management
Advancement Priorities

- Collaborative Programs (i.e. Book History and Print Culture, Knowledge and Media Design)
- McLuhan Program in Culture and Technology

Total enrolment: 484 students

Academic Institutes (EDUs):
- iSchool Institute (our program for continuing professional development)
- Coach House Institute (home of the McLuhan Program in Culture and Technology)
- Digital Curation Institute (a research institute focused on long term accessibility of digital materials)
- Knowledge Media Design Institute
- Partner with the Faculty of Engineering in IPSI (Identity, Privacy and Security Institute)

Academic Partnerships:
- University of Toronto Mississauga (UTM) [Undergraduate Joint Program]

Vision

‘International excellence in research and education in Information’

Our research and teaching reflects the realization that information penetrates all aspects of our society and that all information professionals need to grasp the political, technological, and philosophical consequences of information practices. The iSchool conducts cutting-edge research on the human context of information, while maintaining its enduring strengths in library and information science, archives, and museum studies.

Our vision is of a society empowered by information, enriched by knowledge, and supported by leaders with the capacity to manage these vital resources. We focus on understanding the fundamental character of information and are committed to shaping the role of information as a force for positive change in contemporary society from science to business, government, education and culture.

Context/Rationale

To achieve the Faculty’s vision, advancement efforts will be concentrated on major gift fundraising and alumni relations.

To meet this objective, the following areas have been identified as priorities:

1. **Building a strong financial aid program to enable us to attract a diverse, exceptionally talented student body.** As graduate enrolment has doubled there has not been a corresponding increase in the number or value of scholarships, bursaries and fellowships available to students. In order to make a Faculty of Information education a reality for students with limited financial resources the number and scale of our awards must increase significantly.

2. **Increasing Academic Capacity in teaching and research.** To enhance our stature as an international centre for Information education and research, the iSchool requires support for our cutting-edge programs and to enable us to establish research Chairs, Professorships and Fellowships to attract and retain exceptional scholars in key domains.

3. **Revitalize our spaces through capital enhancements to secure our place among the global iSchools and to enable innovative research.** As the Faculty continues to expand, the need for
Advancement Priorities

additional and better-consolidated space will remain a priority. Student enrolment and the number of Faculty members have doubled in the past decade and it is predicted it will do so again over the next ten years. The provision of upgraded or additional space will immensely improve the student experience, and provide faculty with the facilities necessary to conduct world leading research.

Reputational Context
The Faculty of Information is a professional research-led faculty that educates future leaders in Information. All study areas focus on the human context of the rapidly changing information environment. We examine how information in all its forms, whether cultural, technological, or archival, interacts with society, and how it helps to shape, and is shaped by, technological and human concerns.

Historical Highlights:
- Founded in 1928
- The first iSchool in Canada (2008) - now recognized as one of the world’s leading information and knowledge management schools
- An internationally recognized American Library Association (ALA) accredited Master’s program in Information Studies in Canada (since 1937)
- The only English language Master's program in Museum Studies in Canada (2006)
- The first PhD program in Information Studies in Canada (2002)
- Awarded the first library science PhD degree in Canada (1974)

Relevance and Impact
The information and knowledge-based society of the 21st century demands a highly educated and information literate population. As educators we prepare our students to be responsive and adaptive to the changing Information environment and to act effectively to shape the Information landscape.

As society’s libraries, cultural heritage, archives, and public and private information institutions are evolving, educators must prepare our students to engage with agility, to address the challenges and seize opportunities. Our graduates must be knowledgeable, excellent communicators, adept project managers, and strategic actors who are prepared to engage in continuous intellectual renewal. Information literacy continues to emerge as one of the key literacies of the 21st Century and our graduates are prepared to play a leadership role in this essential area.

In a rapidly changing information environment, where information is moving from print to digital and knowledge seeking begins online, we are educating students to become leaders in the field, to have the capacity to remain relevant, foster innovation and to be critical global citizens.

Our faculty and students are engaged in research into the nature of information and the interactions individuals and society have with information, as well as in ways of making information more accessible, useful, and secure.

Urgency
To realize our vision of international excellence in research and information education we must focus on attracting exceptional students, creating learning environments and opportunities that enhance the student experience, and investing in programs and people that advance innovation. Labour projection after labour projection consistently indicate that demand for outstanding information professionals continues to increase as does the need for continued innovation in information research. We aim to focus on developing an infrastructure to enable us to educate a new generation of information professionals capable of managing
information in the 21st century and remain a true global leader in the field of information education and research.

**Themes/Messages**

- To educate the next generation of information professionals.
- To attain world leadership in innovative scholarship.
- To gain international renown for life-long, enquiry-centred professional education.
- To contribute to shaping the social space of Information in Toronto, Ontario, Canada, and internationally.
- To foster initiatives that support sustainable social and economic development at local, regional, provincial and national levels.

**Priority Areas**

**Student Experience**

**Goal: $6.85 million**

Attract a diverse, exceptionally talented student body.

**Access and Opportunity:** $5 million (endowed/expendable)
Ensuring access and opportunity for the best and brightest students regardless of means is a top priority. As our graduate enrolment has doubled during the past decade there has not been a corresponding increase in student awards, scholarships and fellowships available to students. In order to make a Faculty of Information education a reality for many potential students the iSchool needs to increase the number and scale of the financial awards we can offer.

Our first priority need in this area is addressing student aid requirements of our master’s students; our second priority is addressing this same need for undergraduate students.

Currently, $500,000 in funding for scholarships comes from our operating budget. If these funds could be raised through Advancement it would allow us to refocus the resources we currently use to the benefit of all students by reducing faculty-student ratios and improving student services. To meet our goals we must have the capacity to allocate $2 million per year to student scholarships so our longer term goal is to raise $50 million for scholarship funding. But within the context of these five year funding goals we would wish to have an initial target of $5 million.

**Foreseeable Results/Outcomes:**

- Decrease the impact on the Faculty’s operating budget created by our aim to provide scholarships for as many potential students as possible.
- Enable us to increase our Faculty complement and thereby increase the diversity of our course offerings and reduce our staff-student ratio.
- Increase the perception of the Faculty as a destination for excellent students without financial means to pursue a graduate education.

**Internship Funding ‘Global Students, Global Societies’: $500,000 (expendable/5 years)**

Students on our museum studies master’s program are required to participate in a twelve week internship between their first and second year. The program is currently partially funded thanks to the Rebanks Family Fellowship and the Vivian and David Campbell Family Foundation Summer Training Fellowship.
Advancement Priorities

The current resources are insufficient to offset adequately the costs students incur doing an internship, and this is especially true for those who choose to do them abroad. We would like to build upon the success of this program and secure additional funding for our current three month summer internship Master's of Museum Studies program to enable us to give an increased number of students more substantial grants. Currently we grant each student around $1,750 but we feel that students who remain at Canadian Museums need a grant of around $4,000 and those that go abroad around $6,000. This will enable us to continue to provide students with professional experience and contacts as a central aspect of their development towards becoming future leaders in the museum and heritage field. Our experience shows that for them to be ready for a global world and its challenges these internships are invaluable.

*Global Students, Global Societies* funding will enable students to think globally in their search for internship positions and pursue opportunities at museums and cultural heritage sites across Canada around the world. This competitive program will support national and international student internships thereby preparing students to focus on the museum’s role as a socially meaningful space contributing to global citizenship and knowledge. We would like to be in a position to offer twenty scholarships; 10 valued at $4,000 and 10 valued at $6,000 each year for a total of $100,000/year or $500,000 over the first five years.

**Foreseeable Results/Outcomes:**
- Increase the geographical diversity of institutions at which more of our students can take-up internships.
- Reduce the financial hardship that our students encounter in participating in an internship.
- Make our MMSt program more attractive to exceptional prospective applicants.

**Graduate Student Conference Grants:** $150,000 (expendable/10 years)
Educatings the next generation of scholars requires that they have the opportunity to deliver papers and presentations about their research at national and international conferences.

These presentations develop student abilities, give them and their research critical exposure, and enable them to establish contacts.

*Ten student grants of up to $1,500 each would be awarded each year to cover costs of attending conferences to present research findings.*

**Foreseeable Results/Outcomes:**
- Improved applicant and student perception of the kinds of resources that are available at the University of Toronto to support their research.
- The opportunity for students to hone their presentation skills and to create networks of collaborators.
- Increased visibility for our students and their research at key conferences and other scholarly venues.

**Leaders Internship Program:** $600,000 (expendable/6 years)
The need for graduates who are well positioned to take on leadership roles in shaping the information society is recognised in recent studies of emerging employee needs in the information professions. Knowledge needs to be combined with experience. The Leaders Internship Program would create an opportunity for up to ten students a year to take-up three month summer internships in exceptionally innovative and strategic organizations. Host organizations might include foundations funding relevant research and development (e.g., Benton, Gates), developers of new information products (e.g., Wikimedia Incubator, Aboriginal resources), and creators of collaborative learning spaces (e.g., Aarhus Public Library, Project for Public Spaces), among others. Participants’ in-depth exposure to outstanding mentors and emerging issues would strengthen their understanding of innovation and prepare them for professional leadership in emerging issues.
Advancement Priorities

Foreseeable Results/Outcomes:
- Strengthened relationships with organisations that are defining new directions in information by creating the opportunity for our best students to gain experience working with innovative and strategic leaders.
- An opportunity for our students to gain a practical understanding as to how innovative and strategic leadership can shape policy, society, and entrepreneurial activity.
- An annual cohort of graduating students capable of quickly progressing to leadership roles in Information organisations.

Co-op Scholarship Program: $600,000 (expendable/6 years)
The opportunity for students to participate in the workplace as an integral feature of their educational program is increasingly recognized as an essential element of the process of developing a professional. The Faculty is developing a co-op program and we would wish that this program be available to all students regardless of financial circumstances. (Most programs charge a co-op fee on top of tuition.)

*The cost of a program offering placements for about sixty students per year is approximately $200,000 per year and we would wish to have $100,000 so that thirty students could take part in the program at no cost.*

Foreseeable Results/Outcomes:
- Create the opportunity for students to gain experience applying the theory, method and practice they are learning in the classroom in the work environment.
- Ensure fair and equal access to co-op options regardless of the financial resources available to the students.
- Enable our master's students to develop workplace contacts that will improve their employability.

Program Support:
Goal: $16.1 million

Centre for Global Museology: $10 million ($5 million endowed for programmatic enhancements and $5 million for capital expansion)
The Faculty would like to attain international leadership in Museology and as part of this process we would wish to establish a Centre for Global Museology (CGM). The aim of the Centre will be to develop and promote research and teaching in the study of museum design, organization and management. The Centre will promote academic and professional collaboration between the University and the wider museum profession.

The Centre for Global Museology would create a vibrant teaching and research environment housing flexible spaces, both virtual and physical, for researchers to experiment with innovative intellectual and tangible solutions to the challenges facing our cultural heritage institutions. The location of the centre is an issue of continued discussion—we would hope to eventually position ourselves to work with UTAC to create this centre within the context of UTAC and the iSchool.

Foreseeable Results/Outcomes:
- Research conducted by The Centre for Global Museology will produce theories, cutting-edge methods, and new practices that will have a transformative impact on museum processes.
- Increasing the Faculty's profile internationally and fostering new collaborations in the areas of museums and galleries.
Advancement Priorities

- Provide a way of embedding in our student experience a stronger research focus, which will facilitate our aim of producing practitioner-scholars.

iSchool Institute’s Public Lecture Series:  $100,000 (expendable/4 years)
Public understanding of the crucial issues related to the information society remains woefully limited. And public appreciation of the role of the iSchool in addressing these emerging inequities, ethical dilemmas, and socio-economic dystopia is also limited. The iSchool Public Lecture Series serves as a platform for the dissemination and discussion of ideas as world-renowned thinkers share their provocative thoughts with students and the public eight times per year. These lectures provide an opportunity to discuss current and emerging trends within the field of information studies and their impact on the community at large. The Faculty would like to continue to be able to attract leaders in the field of Information. Funding of $25,000 each year over the next four years would provide for appearance fees, accommodations and other miscellaneous expenditures.

Foreseeable Results/Outcomes:
- Increased public and information community engagement with the iSchool.
- Improved public understanding of information research and its place in shaping the information society.
- Engagement of key leading practitioners in the Information field with the iSchool Institute.

Support for the Creation of a Distance Education program:  $500,000 (expendable/5 years)
The iSchool has made some promising inroads into e-delivery of courses, including shared electives with other LIS programs across Canada. The necessary breakthrough is to combine instructional design with the University’s existing course management software. E-learning will open information professions to isolated, distant, and far northern communities, particularly Aboriginal communities. Research shows that Aboriginals are severely under-represented in librarianship and that lack of flexible delivery is a serious deterrent to enrolment of otherwise qualified applicants. Funding of $100,000 each year over the next five years.

Foreseeable Results/Outcomes:
- Support for the creation of excellence in distance education.
- Ensure that academic content is well supported by excellence in delivery design.
- Avoiding the divergence of academic effort from pedagogy to design.

ThingTank: a public/private/academic ideation lab for digital media:  $500,000 (expendable/10years)
One of the roles of library and information services in a diverse global society includes serving the needs of underserved groups. In keeping with the school’s commitment to a global society and in line with the Universities goal for internationalization the faculty would like to create an African Partnership Program with a focus on records management and archives. We would wish to contribute to the development of approaches to records management given the role that RM plays in ensuring good governance practices.

The ThingTank Lab is an open, community based collaborative ideation lab created by a faculty specialising in critical information systems. This ideation lab is a place where the exploration, experimentation, and exchange of ideas are developed towards the building of “things”. The things our lab is most interested in are those emerging through the continuing revolution of data driven goods and services, what is notionally discussed as being the “Internet of things”. The next generation of digital content products and services have distributed and diverse modes of interaction where websites and mobile content will be only one aspect of the user’s experience: smart meters or wearable electronics, for example, connect the real world of objects to online digital networks of data. These digitally enabled networked objects are the Internet of Things.
Advancement Priorities

The lab is fundamentally an interdisciplinary facilitating community. It is the place where the next generation of ideas comes from. Its activities include academics and people from private enterprise as well as sponsoring organizations interested in alternative pre-competitive techniques of idea generation related to building things (and their networks) that address real world problems.

**Foreseeable Results/Outcomes:**
- Developing the interaction between business community and the iSchool
- Enabling advanced training for graduate students in novel area of digital media enhanced possibilities for knowledge exchange

**African Partnership Program: $5 million (endowed)**
One of the roles of library and information services in a diverse global society includes serving the needs of underserved groups. In keeping with the school’s commitment to a global society and in line with the Universities goal for internationalization the faculty would like to create an African Partnership Program with a focus on records management and archives. We would wish to contribute to the development of approaches to records management given the role that RM plays in ensuring good governance practices.

We propose creating an endowment to bring 10 students each year from sub-Saharan African countries to do a master’s degree at UoT. We would continue payment over five years when they return. By providing them with an annual stipend for the first five years following their degree we would provide stimulus for graduates to take their newly acquired expertise to help improve their country.

**Foreseeable Results/Outcomes:**
- Enable the Faculty to contribute to improving international practices in records management by educating a new generation of specialists from African countries.
- Provide a mechanism for the Faculty to facilitate public accountability in developing countries.
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Advancement Priorities

Faculty Support:
Goal: $25.5 million

Endowed Chairs: $16 million (endowed)
The Faculty seeks funding to endow four chairs: two in communications, one in Information Literacy, and one Archival Science.

The University of Toronto played a key role in establishing communications as a discipline, but it has not sustained a long term commitment to this area of scholarship and teaching for a variety of reasons. During the McLuhan celebrations the Faculty has appointed its first Professor of Communications. It now seeks to expand its commitment to this area of research by seeking funding to enable it to attract at least two more scholars to provide UofT with world-class research and teaching in communications.

Information Literacy is widely recognised as a key literacy in shaping the political, social and economic framework of the 21st century. As part of the Faculty's move to establish preeminence in Information, distinction for research and teaching in the area of Information Literacy will be increasingly expected as a part of our academic portfolio.

The management of records and archival materials is of central importance both to the memory of society, strategic social policy making, and economic growth. The Faculty has established itself as one of the leading centres for scholarship in this area. An Endowed Chair would enable us continue to increase our scholarship and teaching by bringing in another world-leading scholar to our exceptionally strong team.

Foreseeable Results/Outcomes:
- Make it possible for us to build on the University's central role in establishing communications as a discipline and to contribute to the future development and growth of the discipline.
- Academic excellence will be maintained by recruiting and retaining outstanding faculty and supporting their continued professional growth.
- Establishing endowed chairs, professorships, fellowships and funding in priority areas will reinforce our commitment to constantly improve teaching, research and learning.

New Assistant Professorship: $1.5 million (endowed)
A New Assistant Professorship would allow us to recruit and secure the next generation of faculty leadership. Our priority is to create one endowed Rising Star Assistant Professorship in the area of digital preservation and digital repositories.

Foreseeable Results/Outcomes:
- Enable the Faculty to attract a leading-edge young scholar.
- Give us an opportunity to make an appointment in a key emerging research area ahead of the curve.

Dean’s Fund for the Support of Faculty Innovation in Information Research: $1 million (expendable gift over 10 years or longer)
A critical element of effective leadership is the ability to respond quickly and appropriately to new opportunities and information. The Dean’s Fund for Support of Faculty Innovation in Information Research will provide revenue that the Dean can direct to catalyze the development of new research proposals, and, to support bids requiring matching funding. (It is anticipated that the maximum draw down from this fund would be $100K/year).

Foreseeable Results/Outcomes:
Advancement Priorities

- Permit the iSchool to provide seed-funding for innovative ideas that require preliminary research before being taken forward as proposals to funding agencies such as SSHRC and NESRC.
- Enable the iSchool to provide match funding where required for research initiatives that are not likely to attract commercial or public sector match funding.

Postdoctoral Fellowships:  $5.5 million (endowed)
The Faculty of Information is committed to increasing the number of students engaged in doctoral and post-doctoral studies. Endowed fellowships allow the Faculty to attract the best students and provide them with the flexibility to explore new areas of scholarship. While doctoral students play a critical role in generating new ideas and bringing vibrancy to research laboratories, the chance for a new PhD to conduct independent postdoctoral research is invaluable. Canada, in general and the University of Toronto in particular do not have adequate investment in post-doctoral fellowships. The beginning of a distinguished academic career often requires focused education and specialized research that extends beyond the completion of a doctoral degree. Gifts to endow Post-doctoral Fellowship funds give the finest young researchers the opportunity to spend crucial formative years at the Faculty. The funds will be used to provide salaries and a research allowance for the post-doctoral research fellows.

*Three fellowships per year for a total of $200,000 per year.*

Foreseeable Results/Outcomes:
- Enable the Faculty to attract outstanding international post-doctoral researchers to further strengthen our research profile.
- Make it possible for the Faculty to contribute to the development of the next generation of outstanding researchers through mentoring their early scholarly work.

Marshall McLuhan Centenary Visiting Fellows:  $500,000 (endowed)
During the Centenary of Marshall McLuhan's birth the Faculty of Information appointed five Marshall McLuhan Centenary Visiting Fellows, we aim to continue this program in future years. It will provide a crucial element in our development of the McLuhan Program in Culture and Technology. The Faculty seeks funding to enable it annually to appoint five Marshall McLuhan Centenary Visiting Fellows each year for the next decade. Fellows will spend between three and twelve months at the Faculty’s McLuhan Program in Culture and Technology, which is part of the Coach House Institute conducting research and contributing to the teaching.

*In the first year of operation fellowships in this area are funded out of the operating budget.*

Foreseeable Results/Outcomes:
- Bring a range of outstanding visiting scholars to the Faculty of Information who will broaden our discussions. We will benefit from their presence and they will benefit from engagement with our faculty and students.
- Create a framework to better link scholarship being done across the world building on McLuhan's thinking with the iSchool.
- Enhance our reputation as a centre for research in culture and technology.
Advancement Priorities

CAPITAL PROJECTS:

Option 1:
Total: $1.8 Million

McLuhan Centre for Culture and Technology: $1.8 Million (capital revitalization)

Marshall McLuhan recognized as one of the 20th century’s intellectual leading lights, left a scholarly legacy on which the iSchool and the University of Toronto is only just beginning to build. As part of this process the iSchool intends to reinvigorate the McLuhan Program in Culture and Technology by establishing it as a graduate degree program. This program’s home is in need of renovation.

It is a priority of the Faculty to revitalize the existing McLuhan Coach House located at 39A Queen’s Park Crescent to create a home for the McLuhan Program for Culture and Technology. The aim of the Centre would be to encourage understanding of the impacts of technology on culture and society from theoretical and practical perspectives, and thus to continue the ground-breaking work initiated by Marshall McLuhan.

The Centre would create a vibrant teaching and research environment for international workshops, intensive seminars, and progressive debates on Digital Media. The Centre would be an intensive, interdisciplinary and interdivisional space to explore how the content and conduct of academic teaching and intellectual research are being, and will continue to be, transformed by accelerating developments in information technologies. Programmatic enhancements would include a new graduate program for 20-30 students each year.

Revitalization of the Coach House would transform the space:

- Creating an environment for public engagement.
- Becoming a global nerve centre for discussions about culture and technology.
- The ground floor would become a high-tech small conference centre used for seminars and workshops during the academic year.
- Providing a space for public exhibitions.
- The McLuhan Virtual Archive Research Centre would be located on the upper floor (with desk space for 3 or 4 researchers and an office for the Coach House Institute Director).

An allocation in the amount of $400K has been made through the Academic Initiatives Fund for this project and these funds will be made available as a matching source for this fundraising initiative.

Foreseeable Results/Outcomes:

- Enhance the University's public image by demonstrating its commitment to maintaining the McLuhan legacy.
- Provide a research space for Marshall McLuhan Centenary Visiting Fellows and for students in the McLuhan Program in Culture and Technology.
- Provide a space for the revitalised Monday Night Seminars which will be welcoming to students and to the general public.
Advancement Priorities

Faculty of Information Facilities Project:

As the Faculty continues to expand, the need for more appropriate and more extensive teaching and research space will remain a pressing priority. Student enrolment and the size of the Faculty have doubled in the past decade and it is predicted it will do so again over the next ten years.

Space was identified as an issue by external accrediting body OCGS during a 2009 review of the Faculty and its programs, “there is a significant space problem for current faculty and students... [which] leads to decreased communication and a weaker sense of community”, and by the more recent ALA 2010 Accreditation Review Team commented that: “Consolidation of space in as few separate locations as possible is highly desirable.”

Option 2:

Includes Option 1, Renovation of the Coach House and Renovation of the Faculty of Information.

Renovation of the Faculty of Information

Claude T. Bissell Building: $7 million

Since 1996, our student and faculty complement has doubled and our existing facilities are inadequate to meet current research and teaching needs. And our anticipated growth will only exacerbate the situation. The Claude T. Bissell Building, was when it opened in 1971 praised as the finest library school buildings yet constructed, but since then the information landscape has changed and the facilities required for teaching and research have altered radically.

Renovations will upgrade student and faculty space and modernize areas of the Claude T. Bissell Building into better quality teaching and learning environments, through construction of adaptable and reconfigurable teaching areas complete with moveable and soundproof walls, modular furniture, lecture capture facilities, video conferencing capabilities and high speed data and video streaming, and the provision of such research infrastructure as experimental laboratories.

This renovated facility would provide a dedicated space for the Faculty and will enhance the overall student experience by providing state of the art educational spaces and access to research laboratories. It will not only provide the space that the program so desperately needs, but will allow the Faculty to increase enrolment, enhance course offerings, provide leading-edge resource and learning tools, enriching the educational experience for students.

iSchool Laboratories (potential to endow lab and technology for equipment upgrades)

- The Faculty is dedicated to creating opportunities for students and faculty to engage in information research practices in the course of student, teaching and learning. Research in Information can be conducted using a variety of methods. The Faculty is strong in the application of many of these. One approach to research in this domain that we would wish to use more widely is experimentation. In such areas as critical making, privacy and surveillance, and human computer interaction we have demonstrated the tremendous value of laboratories of this kind. But we do not have sufficient cutting edge laboratories to enable the widespread use of experimental methods in many of our areas of research, teaching and specializations.

The creation of six new laboratory environments conducive to research, teaching, and experiential learning is a priority that will enable the Faculty to keep pace with the evolving research environment.
Advancement Priorities

in Information. Such environments would allow for investigations and experiments in areas such as digital curation, human-computer interaction, and exhibition simulation and computer forensics.

There are six areas where physical laboratories are urgently required:

- **Electronic Records and Digital Preservation** businesses, public sector bodies, and private individuals create vast quantities of digital information that is essential to protect the rights of citizens, ensure corporate and public sector accountability, create opportunities for new kinds of information businesses, and to support the future understanding of our society. An Electronic Records and Digital Preservation laboratory would provide an environment which would enable our students and faculty to conduct research with actual electronic records systems at a variety of scales and to experiment with different digital curation, preservation, and access strategies.

- **Electronic Books** the production and distribution of our inscribed culture heritage is increasingly in digital form. Understanding the nature of these publications, how they are used, how their use changes the way we understand and think about knowledge and information and how users interact with digital publications requires an experimental space that facilitates the study of electronic books and their use.

- **Digital Games Research Laboratory** would provide an environment to make it possible for our faculty and students to investigate how children interact with computer games and how their learning and world-views are both shaped by this experience and how they shape the experience (e.g., alternative narrative creation). The laboratory would provide facilities to observe how students use games and to enable our scholars to deconstruct and better understand computer games.

- **Databases** are a major mechanism for representation and management of digital information. They are pervasive in contemporary society. Research into such areas as database interoperability, analysis of complex data sets, security, and data architecture has social, economic, and public policy impact. A database research laboratory would enable the Faculty to conduct pioneering and catalytic research, and provide an environment for our students to experiment with a diversity of data analytic and interoperability tools and approaches.

- **e-forensics**, or computer forensics, is emerging as a research and learning domain of central importance to those research methods and practices and working in digital preservation, data curation, information management, criminal and civil evidence gathering (e.g., cybercrime), and information recovery. Research and teaching in this domain requires access to specialised facilities including a range of historic hardware and software, and forensic tools (e.g., software, equipment). These will allow our researchers to develop new methods and our students to gain experience using a range of forensics tools.

- **M-Lab** the museum studies program offers its students an outstanding education in museological theory and history but lacks the adequate space and facilities to explore critically the pragmatics of museum work. The M-Lab will be a place for students, faculty and visitors to investigate collaboratively innovations in museological theory and practice through its combination of display, storage, and workshop space. The M-Lab will be a space for public engagement with issues and ideas in collections management, exhibitions, interpretation, and programming.

*The M-Lab could be a significant element of the proposed new iSchool building or it could be incorporated into an existing arts centre in the University.*
Advancement Priorities

Foreseeable Results/Outcomes:
- The provision of upgraded or new space will immensely improve the student learning experience.
- These environments (and especially the envisaged new laboratories) will enable faculty to attract funding to support innovative research.
- The new environment and research spaces will enable us to expand the research models that masters and doctoral students and faculty can deploy.
- Providing a catalytic framework for new educational programs.

Option 3:
Includes Option 1, Renovation of the Coach House and New Faculty of Information building

New Faculty of Information Building: $60 million

The Faculty of Information is currently spread across four different spaces (The Claude T. Bissell Building, iSouth, Robarts Library, and the Coach House). While the physical distances are comparatively short, the distributed nature of the Faculty impacts negatively on collaborative research intensity, student-faculty interactions and communication, and community cohesion. Given that the Faculty is both inter- and multidisciplinary, sharing of common physical space is essential to creating vibrant teaching and learning cultures, creating and sharing research, and to the process of communication and community building.

Bringing the Faculty together in one new facility would increase the sense of community and communication encouraging debate, dialogue and innovation. This is an urgent priority.

We have two options: renovation of the Claude T. Bissell Building or construction of a purpose built space to give Toronto's iSchool a research and teaching infrastructure of international calibre. A new building for the Faculty of Information could become the academic home for the next generation of scientists, scholars and researchers tackling the challenges of collecting, archiving, organizing, analyzing and disseminating information in the digital age. New facilities would enable us to remain a true leader in the field of information education and research.

A new building would enable us to have cutting edge student and faculty space with adaptable and reconfigurable teaching areas complete with moveable and soundproof walls, modular furniture, lecture capture facilities, video conferencing capabilities and high speed data and video streaming, and the provision of such research infrastructure as experimental laboratories.

This new facility would provide a dedicated space for the Faculty and enhance the overall student experience by providing state of the art educational spaces and access to research laboratories. It will not only provide the space that the program so desperately needs, but will allow the Faculty to increase enrolment, enhance course offerings, provide leading-edge resource and learning tools, enriching the educational experience for students.

One really exciting prospect of a new building is that it would allow us to develop new kinds or research spaces. The Faculty is dedicated to creating opportunities for students and faculty to engage in information research practices in the course of student, teaching and learning. Research in Information can be conducted using a variety of methods. The Faculty is strong in the application of many of these. One approach to research in this domain that we would wish to use more widely is experimentation. In such areas as critical making, privacy and surveillance, and human computer interaction we have demonstrated the tremendous value of laboratories of this kind. But we do not have sufficient cutting edge laboratories to enable the
Advancement Priorities

widespread use of experimental methods in many of our areas of research, teaching and specializations. The creation of six new laboratory environments conducive to research, teaching, and experiential learning is a priority that will enable the Faculty to keep pace with the evolving research environment in Information. Such environments would allow for investigations and experiments in areas such as digital curation, human-computer interaction, and exhibition simulation and computer forensics.

- **Electronic Records and Digital Preservation** businesses, public sector bodies, and private individuals create vast quantities of digital information that is essential to protect the rights of citizens, ensure corporate and public sector accountability, create opportunities for new kinds of information businesses, and to support the future understanding of our society. An Electronic Records and Digital Preservation laboratory would provide an environment which would enable our students and faculty to conduct research with actual electronic records systems at a variety of scales and to experiment with different digital curation, preservation, and access strategies.

- **Electronic Books** the production and distribution of our inscribed culture heritage is increasingly in digital form. Understanding the nature of these publications, how they are used, how their use changes the way we understand and think about knowledge and information and how users interact with digital publications requires an experimental space that facilitates the study of electronic books and their use.

- **Digital Games Research Laboratory** would provide an environment to make it possible for our faculty and students to investigate how children interact with computer games and how their learning and world-views are both shaped by this experience and how they shape the experience (e.g., alternative narrative creation). The laboratory would provide facilities to observe how students use games and to enable our scholars to deconstruct and better understand computer games.

- **Databases** are a major mechanism for representation and management of digital information. They are pervasive in contemporary society. Research into such areas as database interoperability, analysis of complex data sets, security, and data architecture has social, economic, and public policy impact. A database research laboratory would enable the Faculty to conduct pioneering and catalytic research, and provide an environment for our students to experiment with a diversity of data analytic and interoperability tools and approaches.

- **e-forensics**, or computer forensics, is emerging as a research and learning domain of central importance to those research methods and practices and working in digital preservation, data curation, information management, criminal and civil evidence gathering (e.g., cybercrime), and information recovery. Research and teaching in this domain requires access to specialised facilities including a range of historic hardware and software, and forensic tools (e.g., software, equipment). These will allow our researchers to develop new methods and our students to gain experience using a range of forensics tools.

- **M-Lab** the museum studies program offers its students an outstanding education in museological theory and history but lacks the adequate space and facilities to explore critically the pragmatics of museum work. The M-Lab will be a place for students, faculty and visitors to investigate collaboratively innovations in museological theory and practice through its combination of display, storage, and workshop space. The M-Lab will be a space for public engagement with issues and ideas in collections management, exhibitions, interpretation, and programming.

_The M-Lab could be a significant element of the proposed new iSchool building or it could be incorporated into an existing arts centre in the University._
**Foreseeable Results/Outcomes:**

- The provision of upgraded or new space will immensely improve the student learning experience.
- These environments (and especially the envisaged new laboratories) will enable faculty to attract funding to support innovative research.
- The new environment and research spaces will enable us to expand the research models that masters and doctoral students and faculty can deploy.

Providing a catalytic framework for new educational programs.

**Summary**

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| **Student Experience** | Student Awards | Internship Funding | Co-op program  
  Graduate Student Conference |
| **Program Support** |  | Centre for Global Museology  
  iSchool’s Public Lecture Series |
| **Faculty Support** | Professorships  
  Rising Star Assistant Professorships  
  Dean’s Fund  
  Post and Doctoral Fellowships | McLuhan Centenary Visiting Fellows |  |
| **Capital Projects** | McLuhan Centre for Culture and Technology | New Faculty of Information Building | Renovation of Claude T. Bissell Building |
## Advancement Priorities

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