



OFFICE OF THE VICE-PRESIDENT AND PROVOST

March 7, 2002

Memorandum

To: Planning and Budget Committee

From: Adel Sedra, Vice-President and Provost

Item Identification

Allocations from the Academic Priorities Fund in support of the *Raising Our Sights* plan for the Faculty of Information Studies.

Sponsor

Adel Sedra, Vice-President and Provost

Jurisdictional Information

The Planning and budget Committee is responsible for approving allocations from the Academic Priorities Fund.

Highlights and Resource Implications

The reallocation levy of 6%, over a four year period, assigned to all academic divisions and academic services as well as revenue from tuition fee increases in deregulated programs flow to the Academic Priorities Fund. The Academic Priorities Fund had available to it a total of \$34.8m, \$22.7m from the 6% reallocation levy and \$12.1m from tuition revenue re-investment. Allocations approved to date in support of *Raising Our Sights* plans total \$28.5m, leaving \$6.3m to be allocated. A request for \$60,000 in base funding and \$107,000 in OTO funding is being recommended for support.

The *Raising Our Sights* Academic Plan of the Faculty of Information Studies plans to continue to build on two key priorities identified in its White Paper plan of 1995, namely, to enhance the quality of existing programs and infrastructure. In addition, the *Raising Our Sights* plan identifies as priorities more vigorous student recruitment, the development of two joint degree programs and a Graduate Diploma of Advanced Study in Information Studies, and the strengthening of constituent relations within and beyond the Faculty.

A high priority for the Faculty is base budget support for an administrative position to enhance technical and administrative services in the Faculty. In addition, the Faculty is requesting OTO funding for one fte faculty position to bridge to the retirement of one of its professorial staff. The Faculty also requests continuation of matching funds for revenue raised from a voluntary student levy for instructional technology and equipment.

Recommendation

That the Planning and Budget Committee recommends to the Academic Board approval of \$60,000 in base and \$107,000 OTO for the Faculty of Information Studies from the Academic Priorities Fund.

**Faculty of Information Studies *Raising Our Sights*  
Academic Plan and APF Requests**

**Executive Summary**

The *Raising Our Sights* Academic Plan of the Faculty continues to build on two of the key priorities identified in its White Paper plan of 1995, namely, to enhance the quality of existing programs and infrastructure. In addition, the Plan identifies as priorities more vigorous student recruitment, the development of two joint degree programs and a Graduate Diploma of Advanced Study in Information Studies, and the strengthening of constituent relations within and beyond the Faculty.

The external review conducted in February 2000 concluded that the Faculty compares favourably with the best programs in North America and is on a trajectory that will enhance its leadership in Canada and the world. The review identified several elements where the Faculty's performance is exemplary and other elements that require attention.

A review of workflow and staffing resources for the Student Services and Administrative Services of the Faculty was undertaken during the White Paper planning period and resulted in substantial reorganization. Ensuring appropriate levels of staffing for the business and finance portfolio and strong support for enhancing and maintaining computer network and media services have been identified as priorities in the *Raising Our Sights* Academic Plan.

In his response to the plan, the Provost is recommending base funding to support one administrative position and oto funding for an academic position for one year to bridge to a retirement.

The Provost will continue to provide matching funds for revenue raised from a student levy for instructional technology and equipment.

**A. Retrospective: Progress to Date**

**1. Elements of the Plan Accomplished, 1995-2000**

The Faculty of Information Studies identified four key priorities in its White Paper plan of 1996.

- Program development
- Continuing and Distance Education
- Creating an "InfoLab"
- Administrative rethinking and reorganization

The Faculty has responded to these priorities by:

- Fine-tuning and enhancing the new MIST degree program by increasing the flexibility of sequencing of core and required courses, reworking existing courses on information technology, and introducing new courses, such as those related to the Internet, knowledge

management, digital text design, electronic publishing, and knowledge media design and refining the core requirements of the program.

- Revising the doctoral program to better reflect areas of specialization within the Faculty and introducing a flex-time option.
- The Continuing Education program became a fully self-supporting program with all staff, program, overhead and other operating expenses being covered by program revenues. The CE program has exceeded its commitments to offer one new web-based course per year and to develop one new Certificate Program each year.
- With funding secured from the APF, the *Inforum: The Integrated Library and Information Studies Laboratory* was launched in October 1997. The *Inforum* has integrated print, audio-visual, and electronic resources. It offers students formal work-study opportunities and has developed a range of excellent services in support of instructional and research activities.
- A review of the workflow and staffing resources for the Student Services and Administrative Services of the Faculty resulted in a substantial reorganization of these areas. As a result of this reorganization, ensuring appropriate levels of staffing for the business and finance portfolio and strong support for enhancing and maintaining computer network and media services have been identified as priorities in the *Raising Our Sights* Academic Plan.

## **2. Progress in Filling Positions Awarded in the First Two Rounds of the APF**

In the first round of allocations from the APF, the Faculty was awarded funding to top up an existing 0.5 FTE academic position to create a 1.0FTE position at the entry level. No new positions were awarded in the second round of the APF.

## **3. Budget Reductions, 1995-2000**

In the period 1995-2000, budget cuts totaling \$301,435 were assigned to the Faculty. These cuts were met by the following reductions:

	FTE	Value
Staff Positions:	3	\$103,572
CE Program made self-supporting		\$130,979
Library collections budget		\$ 50,000
Other recoveries		\$ 16,884

## **4. Impact of Budget Reductions**

While the reductions have restricted the Faculty's budget flexibility it has succeeded in meeting most of the goals outlined in the White Paper academic plan. Of greater significance has been the turn-over and subsequent renewal of the Faculty's academic complement. During the five years from 1994-95 to 1998-99, the Faculty lost over half of its professorial staff through retirement, resignation, transfer and tenure denial. At the end of the planning period, the Faculty was searching to fill two positions. This turn-over has enabled the Faculty to respond quickly and effectively to the exciting developments in the field of information studies, and to seize opportunities for greatly increasing research funding across the faculty. In addition, the Faculty has creatively redeployed its reduced administrative staff complement in a manner that has resulted in an effective and more mobile administrative structure.

## Raising Our Sights

### 5. Self Study: Faculty at a Glance

In 1999/2000, the Faculty had the following composition:

#### Staff Complement (FTE)

Tenured/Tenure-stream complement	15
Librarians	3
Administrative Staff	12.30

#### Enrollment (FTE)

Master's Program	149.2
Doctoral Program	26.2

### 6. External Review Recommendations and Concerns

An external review of the Faculty took place on January 20-21, 2000 by Professor Brooke Sheldon of the University of Texas at Austin, and Professor Gary Marchionini of the University of North Carolina at Chapel Hill.

The reviewers noted the following exemplary elements:

- Individual faculty research reputations and agendas;
- Quality of the doctoral program;
- The innovative and effective way the *Inforum* integrates print and electronic resources as well as faculty and student services;
- The first-rate quality of the continuing education program.

The reviewers saw the following two items as sufficient:

- The three-stream conceptualization of the Master's program;
- The mobile administrative support structure.

The reviewers noted the following elements that require attention:

- The faculty leader model, particularly when it allows for research leave for the dean during his/her term;
- The length of time academic positions remain vacant;
- The need for the Faculty to clearly articulate its goals and priorities during the planning process;
- Development should be a high priority;
- Student support/financial aid should be a high priority;
- Communication and community in the Faculty could be improved;
- FIS would benefit from increased funding for building and equipment upgrades and for faculty travel support.

## **B. Academic Plan for 2000-2004**

### **1. Academic Priorities and Directions**

The Faculty has identified several priorities for the next planning period:

- a) To focus on more vigorous recruitment into the MIST program;
- b) To develop two joint degree programs;
- c) To develop a Graduate Diploma of Advanced Study in Information Studies;
- d) To increase enrolment in the doctoral program;
- e) To explore strategies for balancing class sizes between the three streams of the MIST program;
- f) To restructure Student Services.

### **2. Academic Programs**

#### **a) Master of Information Studies**

- The Faculty plans to create a 0.5 fte administrative position to focus on recruitment and placement needs of the MIST students.
- The enrolment target set by the Faculty for 2004-2005 is 201.9 fte.
- The Faculty recognizes an opportunity to expand the MIST degree program through the development of two joint degree programs in collaboration with the Faculty of Law (MIST/JD) and the Rotman School of Management (MIST/MBA).

#### **b) Graduate Diploma initiative**

- The Faculty plans to develop a Graduate Diploma of Advanced Study in Information Studies to meet an expressed need from practitioners who wish to update their knowledge, develop a specialization, or redirect their career and obtain an additional professional credential.

#### **c) Doctoral Program**

- The Faculty plans to increase the enrolment into its doctoral program from 26.2 fte in 1999-2000 to 39.6 fte in 2004-2005.

### **3. Enrolment Plan for 2000-2004**

<b>Graduate</b>	<b>1999/2000 actual fte</b>	<b>2003/2004 target fte</b>	<b>Increase/decrease in fte to 2004</b>
<b>MIST</b>	149.2	201.9	+52.7
<b>PhD</b>	26.2	39.6	+13.4

### **4. Development**

The Faculty's goal for the capital campaign is \$3.6 million, of which \$2.4 million has been raised to date and \$1.4 million has been targeted for the following purposes:

- \$200,000 to establish four OGS awards; one OGS has been secured to-date;
- \$300,000 to establish an Aboriginal Graduate Scholarship; \$180,000 has been pledged and will be matched by the University;

- \$300,000 to establish a Women in Information Technology Scholarship;
- \$300,000 to establish a Public Library Advocacy Scholarship;
- \$300,000 to establish a Knowledge Innovations Laboratory, of which \$250,000 has already been secured.

## **D. The Faculty's Budget and APF Requests**

### **1. Base Budget**

The base budget of the Faculty of Information Studies is \$2.5 million. Over the next four years, the Faculty must accommodate a total base cut of approximately \$150,000. The Faculty plans to meet these cuts by a 2.5 fte reduction in the administrative complement.

### **2. APF Requests**

#### **a) Academic Positions**

- i) One faculty position, at the Associate Professor level, specializing in knowledge management to meet the planned target of 40 doctoral students.

**Response:** The Provost will not fund this request. The Faculty is urged to establish linkages with the CCIT at the University of Mississauga.

- ii) OTO funding for 1 fte bridge position in 2004-05.

**Response:** The Provost will recommend OTO funding in 2004-05 for one fte bridge position (\$81,000 plus 19.5% benefits).

#### **b) Administrative Positions**

- iii) In order to accommodate the increased research-related workload, the Faculty requests one additional administrative position to assist the Budget & Finance Office;
- iv) The Faculty is seeking APF funding to combine web content and network support activities within one FTE position.

**Response:** The Provost will recommend funding of one administrative position to be deployed in the area of highest priority (\$50,000 plus 19.5% benefits).

**c) Infrastructure**

- i) Support is requested in the OTO amount of \$310,000 to establish an electronic classroom and support space and a key-accessed graduate student lounge.

**Response:** The Provost will not fund this request. The Faculty is urged to obtain infrastructure funds through successful applications to the CFI.

**d) Student Levy**

- i) It is requested that matching funds continued to be provided for revenue raised by a voluntary student levy.

**Response:** The Provost will continue to match \$0.5 for every \$1 raised by the students.

<p><b>Total Recommendations to APF:</b> <b>Base: \$60,000</b> <b>OTO: \$107,000</b></p>
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**SUMMARY TABLE OF THE REQUESTS FROM THE FACULTY OF INFORMATION STUDIES**

Item	Requested				Proposed for Approval			
	Acad FTE	Admin FTE	Base	OTO	Acad FTE	Admin FTE	Base	OTO
<b>Tenure Stream Faculty</b>								
Associate Professor specializing in knowledge management	1.00		106,000					
Funding in 2004-05 for 1 FTE to bridge to retirement				96,000				96,000
<b>Subtotal</b>	<b>1.00</b>		<b>106,000</b>	<b>96,000</b>				<b>96,000</b>
<b>Administrative Staff</b>								
Assistant to the Budget & Finance Officer		1.00	45,000					
Web Content and Network Support		1.00	60,000				60,000	
<b>Subtotal</b>		<b>2.00</b>	<b>105,000</b>			<b>1.00</b>	<b>60,000</b>	
<b>Infrastructure</b>								
Redesign and reconstruction of space on 7th floors				310,000				
<b>Subtotal</b>				<b>310,000</b>				
<b>Student Levy</b>								
Approximate amount required for matching funds for voluntary student levy for instructional technology and equipment.				11,000				11,000
<b>Subtotal</b>				<b>11,000</b>				<b>11,000</b>
<b>TOTAL REQUESTS</b>	<b>1.00</b>	<b>2.00</b>	<b>211,000</b>	<b>417,000</b>		<b>1.00</b>	<b>60,000</b>	<b>107,000</b>