

School of Information Sciences: Vision 2020

December 1, 2011

This document contains the School of Information Sciences' ten-year strategic plan which henceforth will be known as ***Vision 2020***. The School of Information Sciences recognizes that in the years to come the University of Tennessee will serve as an engine to economic development and sustainability; an advocate for social reform and civic engagement; and a platform for geopolitical discourse and debates. The School strives to graduate students who will be leaders in the information professions for years to come and in that spirit ***Vision 2020*** features the following set of strategic priorities:

1. To increase innovation in teaching, research, and service; foster transparency; and remain accountable to key stakeholders.
2. To enhance the preeminence of the faculty's reputation and visibility, and to attract and retain diverse stellar faculty.
3. To advance the school's diversity and multicultural and global perspectives.
4. To further community engagement, social responsibility, information literacy, and equity of access to information.
5. To offer an innovative and relevant curriculum for the doctoral, master's degree, and, the undergraduate minor programs.
6. To advance the use and innovation of information and communication technologies.

Mission

To educate information professionals and those who create and consume information products to live, work, and flourish in a dynamic information society through excellence in teaching, research, and creative activity and through public service.

Vision

The School of Information Sciences will be recognized regionally, nationally, and internationally as an interdisciplinary program of excellence in library and information sciences. Graduates will be knowledgeable, skillful, and ethical in their interactions with information and information technology. They will be well-prepared for further study and inquiry, for leadership in the information professions, and for enlightened participation in the global information society. The

School's graduates will recognize their responsibilities to contribute to knowledge, advance the information professions, and engage in lifelong learning.

Our vision is guided by the mission of the University of Tennessee "to provide quality educational opportunities for the people of this state." We provide quality education to meet student needs regardless of where the student may live. Instruction is of high quality and accommodates individual needs. All students receive thoughtful advice about career planning and placement to complement educational experiences that are relevant and forward-looking.

Our vision is also firmly rooted in the School's commitment to excellence and innovation in teaching, research, and creative activity, and service. We seek extensive partnerships and collaborations with organizations and communities both private and not-for-profit. We reach out to those in the state, those in the region, and those far away.

Our vision is based upon collaborative and inclusive governance. At some time, each of us will lead and others will follow. All participate. We embrace the challenges of managing the tensions between traditional academic and intellectual freedoms and the management needs of higher education.

Values

The School of Information Sciences strives to anticipate and respond creatively to change in the information professions and education through continuous self-assessment and reflection and vigorous awareness of the current environment. Our curriculum anticipates the skills and knowledge needed in the future. Our instruction embraces intellectual and pedagogical diversity. Faculty research and creative activity are visible and valued. The thoughtful application of information technology informs and supports the School's mission and values. We are clearly focused on the effectiveness and success of our graduates. Recruiting and retaining a geographically, demographically, socially, and culturally diverse student body is a high priority. Faculty and students teach and learn with each other. We focus on the need for life-long learning to maintain competence and professional effectiveness.

We support the University's multicultural mission by collaborating with a wide range of partners, from the local community to the global village. Our values are expressed and manifested in our faculty, students, staff, and alumni, and in everything that we do. We value:

- Continuous enrichment
- Creativity and innovation
- Context and a seeking of meaning
- Collaboration and connectivity
- Cultural awareness and diversity

We value our continuous accreditation by the American Library Association as an endorsement of the quality of our program and its relevance to the library community.

Planning Assumptions

1. Students attending the School of Information Sciences will receive a unique and rigorous educational experience that prepares them for entry into a wide array of careers within the information industry.
2. We remain flexible in all aspects of the program to respond to changing demographics, competitors and other environmental factors as they arise.
3. Given the trends in higher education, it is expected that distance education at SIS will continue to attract a large percentage of student enrollment.
4. The current level financial support of the School by the University is not likely to increase, requiring SIS to seek its own funding resources through externally funded research, fundraising, entrepreneurial ventures, and increased dependence on distance education revenue.
5. SIS will continue to assess its policies and practices based on alignment with strategic priorities and focus on excellence.
6. SIS will look for every opportunity and strategy to improve its administrative efficiency and effectiveness.
7. SIS will give priority to teaching, research, and service activities which are economically viable and socially sustainable.
8. The SIS strategic plan is nested in these current three priority areas for the School:
 - University Mission
 - Collaborations and Partnerships
 - Relationship Management
9. SIS will work to remain attractive to campus students and to attract students to be part of the on-campus community.
10. SIS will address competition with other IS schools.
11. SIS will explore alternative ways to keep the curriculum current including identifying career pathways, or creating one credit specialty courses.
12. SIS will continuously monitor changes in the professional environment, including the changes in information technology and the role of the information professional as a manager.

Strategic Priorities—Action Plan

The following action plan will be revisited each year by the faculty and staff. Each goal will be assigned to an implementation team comprised of faculty, staff, students, and alumni. Faculty are encouraged to utilize these goals as they formulate their teaching, research, and service goals each year.

Goal 1: To increase (1) innovation in teaching, (2) research, and (3) service; (4) foster transparency; and [5] remain accountable to key stakeholders.

Tactics:

1.1 The school will encourage innovative teaching through funding for faculty to attend courses/conferences to explore new pedagogy, bringing in speakers about innovation in teaching, and scheduling support for new teaching approaches.

Metrics

- 1.1.1 In the next three years SIS will support at least three activities related to pedagogy (any combination of conference/course support, speaker, scheduling support).
- 1.1.2 During each academic year SIS will host a presentation by campus organizations (i.e. Teaching Learning Center or Counseling Center, etc.), tailored to meet SIS needs.
- 1.1.3 Support will be available to each faculty member to attend one professional development conference/workshop per year.

1.2 The school will encourage research productivity by supporting faculty building new research partnerships, writing grants, writing papers, and presenting research.

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- 1.2.1 In the next three years SIS will see research productivity (measured by grant funding, article count, and/or conference presentations) increase by 5%.
- 1.2.2 In the next three years, SIS will identify at least two SIS faculty whose research productivity/scholarship merits nomination for awards within the School, College, University, or professional associations.
- 1.2.3 In the next three years SIS faculty will enter into at least 5 interdisciplinary/multidisciplinary collaborations across the College, the University, or the larger scholarly community.
- 1.2.4 At the beginning of each faculty meeting time will be built into the agenda for 2-3 faculty to discuss their current research. Over the course of one academic year each faculty member will be responsible for reporting at least once.
- 1.2.5 In the next three years, SIS will investigate other ways to support faculty research productivity.

- 1.3 The school will support professional and academic service by providing financial support to enable service in state, regional, and international associations and through active involvement in university committees and campus leadership initiatives.

Metrics

- 1.3.1 The school will create a mechanism to share information about the professional and academic service being undertaken by faculty and staff.
 1.3.2 The school will create a mechanism to share information about opportunities for professional and academic service.

- 1.4 The school will foster transparency & remain accountable to key stakeholders.

Metrics

- 1.4.1 Accrued performance and accountability reports will be maintained and disseminated as appropriate by the Director's office.
 1.4.2 All committee minutes will be posted to the School's Black Board site no later than 30 days following meetings.
 1.4.3 All SIS public documents will be posted to the SIS website and annually inventoried and reported on by the IT Coordinator.
 1.4.4 The content of the SIS public website will be reviewed annually by the *Ad Hoc* Website Advisory committee.
 1.4.5 Annually, the Advisory Board will be apprised of SIS activities and asked to report on recommendations.
 1.4.6 Annually, the Alumni Society will receive updates from the director's office.

Goal 2: To enhance the preeminence of the faculty's (1) reputation and visibility and (2) to attract and (3) retain diverse stellar faculty.

Tactics:

- 2.1 The School will provide support to communicate faculty accomplishments to a wide variety of audiences.

Metrics

- 2.1.1 Faculty accomplishments will be included in School, College, and University publications.
 2.2.2 Faculty accomplishments will be presented to publications in broader venues for potential publication.

2.2 The School will pursue opportunity/bridge hires to attract stellar faculty.

Metrics

2.2.1 In filling future faculty vacancies SIS will develop criteria useful in identifying other potential opportunity hires.

2.3 The School will seek opportunities to retain stellar faculty.

Metrics

2.3.1 Each year the School will seek to recognize through its award system an outstanding assistant professor for research/teaching and an assistant professor who demonstrates extraordinary promise and achievement.

2.3.2 SIS will expand the award system to recognize tenured professors with outstanding research, teaching, and/or service records.

2.3.3 SIS will identify mechanisms to support faculty engagement with the doctoral program.

Goal 3: To advance the school's (1) diversity and (2) multicultural and (3) global perspectives.

Tactics:

3.1 The school will actively recruit students representing diversity in all its dimensions.

Metrics

3.1.1 In the next three years SIS will recruit to represent a greater nationally distributed geographical diversity in its master's student body by active presence at meetings and conferences.

3.1.2 In the next three years SIS will recruit to represent a greater nationally distributed geographical diversity in its master's student body by maintaining active communication to identify stakeholders, alumni, and other constituencies in helping establish a recruiting network.

3.1.3 In the next three years SIS will increase the number of students from diverse ethnic/racial backgrounds in its master's program by 5% as a result of active recruitment from Historically Black Colleges and Universities and colleges and universities with high Black and Hispanic student enrollment.

3.2 The school will support activities that celebrate multicultural perspectives.

Metrics

3.2.1 In the next three years SIS will support at least three activities (College or University-level events, hosting guest speakers, conferences and meetings, etc.) that focus on multicultural experiences, issues, and concerns.

3.3 The school will support activities that promote global perspectives.

Metrics

3.3.1 In the next three years SIS will develop a memorandum of understanding with at least one international university through their programs in information studies.

3.3.2 In the next three years SIS will support faculty to develop study abroad programs or courses that provide students with opportunities to gain international or cross-cultural experience.

Goal 4: To offer an innovative and relevant curriculum for both the doctoral and master's degree programs, as well as for the undergraduate minor program.

Tactics

4.1 The school will maintain an ALA accredited master's program that serves the full range of information professions.

Metrics

4.1.1 The school will conduct activities annually to assess student outcomes related to ALA accreditation standards.

4.1.2 Each year the school will produce an internal report on the requirements for professionals in the information environment through an organized activity such as structured input from the Advisory Board, structured input from alumni, and/or environmental scanning.

4.2 The school will engage in activities that enhance the information science perspective in the doctoral studies curriculum.

Metrics

4.2.1 Each year the school will hold a research or professional development program for doctoral students.

4.2.2 Each year at least one SIS faculty member will teach in the doctoral program.

4.2.3 Each year SIS will host an introduction program for the SIS doctoral students where faculty will be introduced and their research will be highlighted.

4.3 The school will promote the undergraduate IS&T minor.

Metrics

4.3.1 Within three years the enrollment in our UG minor will increase by 10%.

4.3.2 Each year a review of the IS&T minor will be made with recommendations for keeping it current.

4.3.3 During 2011-2012 a comprehensive marketing plan will be developed for the IS&T minor.

Goal 5: To further community engagement, social responsibility, information literacy, and equity of access to information.

Tactics

5.1 The school will highlight its community engagement and service learning activities.

Metrics

5.1.1 In the next three years SIS will provide opportunities for faculty to learn about service learning and community engagement and how these activities may be added to coursework.

5.2 The school will further information literacy.

Metrics

5.2.1 In the next three years the school will host at least one event that addresses issues related to information literacy.

5.3 The school will further equity of access to information.

Metrics

5.3.1 In the next three years the school will reaffirm its commitment to equity of access through participation in at least two events on campus and in the community that support equity of access to information.

Goal 6: To advance the use and innovation of information and communication technologies.

Tactics

6.1 The school will support innovative research and teaching about ICT and innovative research and teaching that utilizes ICT.

Metrics

6.1.1 SIS will provide financial support for faculty to purchase ICT that promote research and teaching activity.

6.1.2 In the next 3 years SIS will increase the number of ICT related research outputs (measured by count of journal articles, journal publications, presentations and grant-funding).

6.1.3 In each of the next three years SIS will increase the number of collaborations with ORNL and other organizations in areas of ICT.

6.2 The school will offer technology courses that build student skill sets in technologies that are part of the existing and future information environment.

Metrics

6.2.1 In the next 3 years SIS will introduce at least 4 new courses that provide the ICT competencies identified by professional societies and ALA.

6.2.2 In the next 3 years SIS will increase the number of ICT related courses a year.

6.2.3 In the next three years SIS faculty will integrate at least one new technology into regularly taught classes, where appropriate.

6.3 The school will promote the use of ICT through outreach activities.

Metrics

- 6.3.1 In the next three years SIS will sponsor at least 3 ICT workshops targeting regional working professionals.
- 6.3.2 SIS will support faculty development with ICT skills.
- 6.3.3 SIS will commit resources to stream all major events such as author visits and guest lectures to make them available via the SIS Web site.
- 6.3.4 SIS will continue to support CCI initiatives such as the Executive Education program by providing resources (i.e. communication specialist) and making faculty aware of opportunities to participate.