

# 2020 Strategic Plan



INDIANA UNIVERSITY  
**SCHOOL OF INFORMATICS AND COMPUTING**

Department of Information and Library Science

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Michael J. Stamper. <http://scimaps.org>.

# Preface

This plan charts a general course for the Department of Information and Library Science at the School of Informatics and Computing, Indiana University over the next six years: 2015–2020. It starts with an updated ILS mission statement; reviews the past, present, and future of ILS; and situates ILS in the context of a continually evolving local and global ecosystem of academic, government and industry relationships. It then discusses key foundations and strategic priorities for 2015–2020 that will inform me in setting up specific priorities and action items in the years to come. The strategic priorities come with key action items and indicators of success that will be used to measure outcomes. An implementation plan concludes the document. As circumstances change, the plan will naturally undergo adjustment. It is thus a living document.

The plan represents the collective wisdom of ILS faculty and staff. It was compiled using an agile process consisting of meetings and brainstorming sessions, verbal and written input, as well as extensive review and writing during Fall 2014 led by Katy Börner, Victor H. Yngve Professor of Information Science. A first draft of the plan was distributed electronically to Faculty Affairs Committee, ILS faculty and staff, and representatives of the ILS student body, for discussion and feedback in November 2014. A subsequent version was sent to the Dean, ILS Faculty Affairs Committee and all ILS faculty and staff for reaction and input. The final version of the strategic plan was voted on and adopted by the faculty on February 20, 2015.

I am most grateful to all those who participated in what has proven to be a highly rewarding process. This document will serve ILS well.

Sincerely,



Pnina Fichman  
Chair of the Department of Information and Library Science  
Director of the Rob Kling Center for Social Informatics  
School of Informatics and Computing

## ILS Mission

The Department of Information and Library Science (ILS), School of Informatics and Computing (SoIC) at IU Bloomington (IUB) is committed to excellence and innovation in the education of librarians and other information professionals, the creation of useful knowledge, and service in a diverse and changing global information environment. To accomplish this mission, the department's goals are:

- To prepare socially responsible graduates for fulfilling careers characterized by ethical practice, professional values, analytical skill, leadership, and lifelong learning;
- To contribute knowledge and advance theory by working from cognitive, social, behavioral, cultural, and technological perspectives; fostering interdisciplinary collaboration; and cultivating an appreciation for the role of information in society;
- To serve our students, our local and state constituencies, society, and the library and information science profession; and
- To model a climate of intellectual engagement, openness, integrity, and respect within the department.





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# ILS Past, Present, and Future

## The Past

The Department of Information and Library Science began life as a division of the School of Education in 1947, though classes on librarianship were taught prior to that date. It became an autonomous academic unit in 1966 when the Trustees of Indiana University named it the Graduate Library School. In 1980, the name School of Library and Information Science (SLIS) was adopted with the approval of the Trustees. In 2013, SLIS Bloomington became a department within the School of Informatics and Computing (SoIC) with its current name: Department of Information and Library Science (ILS).

## The Present

ILS is a graduate only, professional program offering a brace of master's degrees (Master of Information Science [MIS] and Master of Library Science [MLS]), a Ph.D. in Information Science, a post-master's Specialist in Library and Information Science, a roster of joint and dual degrees, and curricular contributions to the online certificate and M.S. in Data Science. SoIC, because of the merger with SLIS on both Bloomington and Indianapolis campuses, is the sole provider of accredited graduate education in library and information science in the state of Indiana. The MLS is offered on both campuses and the MIS, Ph.D., and Specialist degrees are offered on the Bloomington campus only. The American Library Association has continuously accredited the MLS program since 1951/52; the MIS program since 2000. ILS aggregate enrollments are the lowest they have been in the last decade and the full-time faculty is now smaller than at the last time a strategic plan was adopted by the faculty. Despite this, the level of scholarly productivity and external funding in recent years has attained unprecedented levels.

Roughly 40% of ILS' over 8,000 graduates either are or have been employed in Indiana, many holding senior administrative positions in public, academic, school, special, and government libraries. Many other former students have made successful careers in academia, industry, government, and the non-profit sector. ILS has long been recognized as one of the leading programs of its kind, both nationally and internationally.

ILS (SLIS) was a founding member of the iSchool Caucus, which was established in 2003 "to leverage the power of leading iSchools in building awareness of, support for and involvement with the iField among key constituencies, principally the media, business community, those who fund research, student prospects, and users of information." At the same time, ILS remains actively involved with established professional organizations such as the American Library Association, the Association for Information Science and Technology, and the Association for Library and Information Science Education. SoIC is a "core school," whose operations on the Bloomington and Indianapolis campuses are tightly coupled and accreditation from the American Library Association (ALA) has been sought jointly.

## The Future

ILS is a well-established, forward-looking player in a mature market. Our overarching goal is to enhance our reputation as one of the top-ranked programs in the nation whose faculty and graduates influence professional thinking and practice and whose students understand both the significance of information in contemporary society and the roles played by libraries, information systems, information services, and technologies in building and sustaining communities. In the years ahead, our faculty will continue to provide intellectual leadership through innovative teaching, active service and original research. We will achieve demonstrable quality enhancements in research and teaching, incremental program growth, continued innovation in course delivery, greater engagement with our various professional constituencies, and more effective integration of activities and operations at SoIC, IU, nationally, and internationally. ILS graduates will go on to assume leadership positions in the ranks of the information science and library professions and throughout the information industry—locally and globally. In short, the ILS of 2020 will continue to be a high profile, highly regarded program, nationally and internationally recognized for its excellence in research and teaching and its contributions to the profession at large.



# Strategic Priorities

The ILS 2020 strategic plan charts a general course for the next six years: January 2015–December 2020. It does not lock us into a particular set of options or commit us to a single trajectory; flexibility and adaptability are of the essence. It need hardly be said that plans are situated in the real world, where perturbations and surprises of one kind or another inevitably occur. We acknowledge that adjustments will be made on the fly as we follow the path outlined here. The plan identifies five strategic priorities of equal importance that will allow the department to achieve its overarching goal. It also specifies the associated action items, along with selective indicators of success for each priority.

The strategic priorities will be revisited each year by the faculty and staff. The chair will prioritize and assign action items to ILS standing and ad hoc committees and/or to an implementation team comprised of faculty, staff, students, and alumni as needed. Faculty are encouraged to utilize these priorities as they formulate their teaching, research, and service goals each year. The chair will direct ILS staff to aim to support the implementation of the priorities.

## Strategic Priorities

1. Strengthen and Expand the Research Base
2. Increase the Impact and Visibility of Faculty Research
3. Recruit and Retain a High Quality and Diverse Student Body
4. Develop and Offer a Rigorous, Relevant, and Continuously Updated Curriculum
5. Invest in Human Capital







## 1. Strengthen and Expand the Research Base

ILS has consistently ranked as one of the leading programs of its kind, nationally and internationally, in terms of its scholarly productivity. We will continue to strengthen research, scholarship, and creative activity in a number of areas, including but not limited to data science, scientometrics, informetrics, webometrics, social informatics, information visualization, and digital humanities while continuing to seek significant amounts of external funding in some of these areas as a way to expand the revenue base of the department. Identifying and recruiting top-flight, research-active faculty, both junior and senior, will be a priority.

### **Actions**

- Recruit faculty with proven research records
- Encourage publication and proposal partnering (junior and senior faculty)
- Increase the number of faculty seeking intramural funding and extramural funding from major agencies and foundations (National Science Foundation [NSF], National Institutes of Health [NIH], National Endowment for the Humanities [NEH], Institute of Museums and Library Services [IMLS])

### **Indicators of Success**

- Research stature/visibility of new hires
- Number of peer reviewed publications and quality of publication venues
- Total number and dollar value of proposals submitted and awarded, number of different faculty who are PIs and co-PIs, number of multi-unit, multi-institution proposals and awards



## 2. Increase the Impact and Visibility of Faculty Research

ILS has been ranked exceptionally well in a number of surveys of faculty productivity and impact. The ILS faculty (a mixture of humanists, social scientists, computer scientists, and engineers) has garnered significant support in recent years from major funding agencies. The overall level of faculty productivity and impact (as reflected in citation counts, *h*-index scores, invited talks, etc.) is high and every effort will be made to surpass previous performance levels.

### **Actions**

- Encourage faculty to publish fewer but higher-quality papers and original, interpretative monographs in the very best peer reviewed outlets
- Encourage and support faculty who serve as editors of leading journals
- Regularly publish ILS research online, in SoIC and IU news, and other venues
- Nominate ILS faculty for major awards

### **Indicators of Success**

- Citation counts and other usage data (hits, downloads, acknowledgments, adoption of faculty work in the course syllabi of other programs, etc.)
- Prizes, awards, keynotes, editorships, conference program chairs, association presidency, fellowships, honors, nominations and other measures of esteem
- Department and faculty rankings in national and international surveys

### 3. Recruit and Retain a High Quality and Diverse Student Body

ILS has a well-established reputation for quality education. We will continue to ensure that our admissions criteria and recruitment practices are rigorously and consistently applied. ILS will make a commitment to improving the diversity of the student body and to funding outstanding masters and Ph.D. students.

#### **Actions**

- Expand recruiting and marketing to attract a more diverse, out-of-state and international, high quality student body
- Review admission (and dismissal) policies and practices for master's and doctoral degree students to ensure that the criteria are unambiguous and applied with consistency
- Review the bases on which financial support is granted to both master's and doctoral students and allocate financial support to attract top-quality master's and doctoral students. Target both the IMLS and GAANN (Graduate Assistance in Areas of National Need) for scholarships/fellowships, including funds specifically for ethnic minorities
- Develop better in-house data management capability for tracking students and alumni
- Continue to hold and evaluate the effectiveness of alumni events nationwide

#### **Indicators of Success**

- Number (and strength of academic records) of applications and enrolled students to our degree programs
- Number of out-of-state and international students in our degree programs
- Number of proposals and awards granted by external agencies to support students
- Retention rates and time to degree completion of doctoral students
- Initial career placements of master's and doctoral students
- Number of alumni holding leadership positions
- Number of students of diverse ethnic, racial, and economic backgrounds applying and matriculating



## 4. Develop and Offer a Rigorous, Relevant, and Continuously Updated Curriculum

The fields of information science and library science have diversified enormously in recent years. The emergence of a global information society and the availability of big data across the sciences, industry, and government place a premium on information skills and are challenging many long-held professional beliefs and operating assumptions. We will provide our graduates with the knowledge and skills to secure employment in all sectors of the economy. Critical thinking and computational thinking will be keys to success in an age of continuous change, serial careers, and digital transformation. We have a long history of offering joint and dual degrees, more, in fact, than any peer program in North America. We will work to offer cross-institutional dual degrees, accelerated master programs, undergraduate minors, and online course offerings. We will monitor emerging trends in the wider marketplace and identify opportunities for developing new specializations and certificates, which will be launched in-house or on a partnership basis. We will ensure that our academic standards and grading practices are exemplary.

### **Actions**

- Develop undergraduate minors
- Develop accelerated master programs in partnership with local and global partners
- Perform learning outcomes assessments for the MLS and MIS degrees
- Undertake biennial reviews of the MLS and MIS and doctoral degree programs to ensure currency and conformance of the core curriculum with professional expectations and market needs
- Strengthen ties to the professional and business community and increase interaction among our students, practitioners and the world-at-large

### **Indicators of Success**

- Re-accreditation by ALA in 2019
- Employment rates and levels of remuneration of our graduates
- Number and quality of institutions hiring our doctoral graduates
- Number of internships completed
- Number of extra-curricular opportunities undertaken
- Number of new and revised course and workshop offerings in curriculum
- Positive comments in student course evaluations
- Number of service learning opportunities for students
- Successful launch of new dual/joint degree programs, minors, accelerated programs, certificates, and/or specializations

## 5. Invest in Human Capital

ILS is only as strong as its faculty and staff. We are thus committed to helping both faculty and staff carry out their roles as effectively as possible. Our aim is to create a safe and supportive environment in which faculty and staff can reach their full potential.

### Actions

- Recruit high profile/highly-productive, diverse faculty and staff in areas with the potential to attract new students
- Hire instructors to teach high enrollment classes, e.g., game programming or mobile application development
- Evaluate and improve faculty mentoring process
- Encourage staff to take value-adding professional development courses

### Indicators of Success

- Promotion and tenure for junior faculty; promotion for tenured faculty
- Awards and other recognition for teaching activities
- Service awards by faculty and staff
- Number of applications and hires of underrepresented minorities for faculty and staff positions
- Staff completion of professional development courses

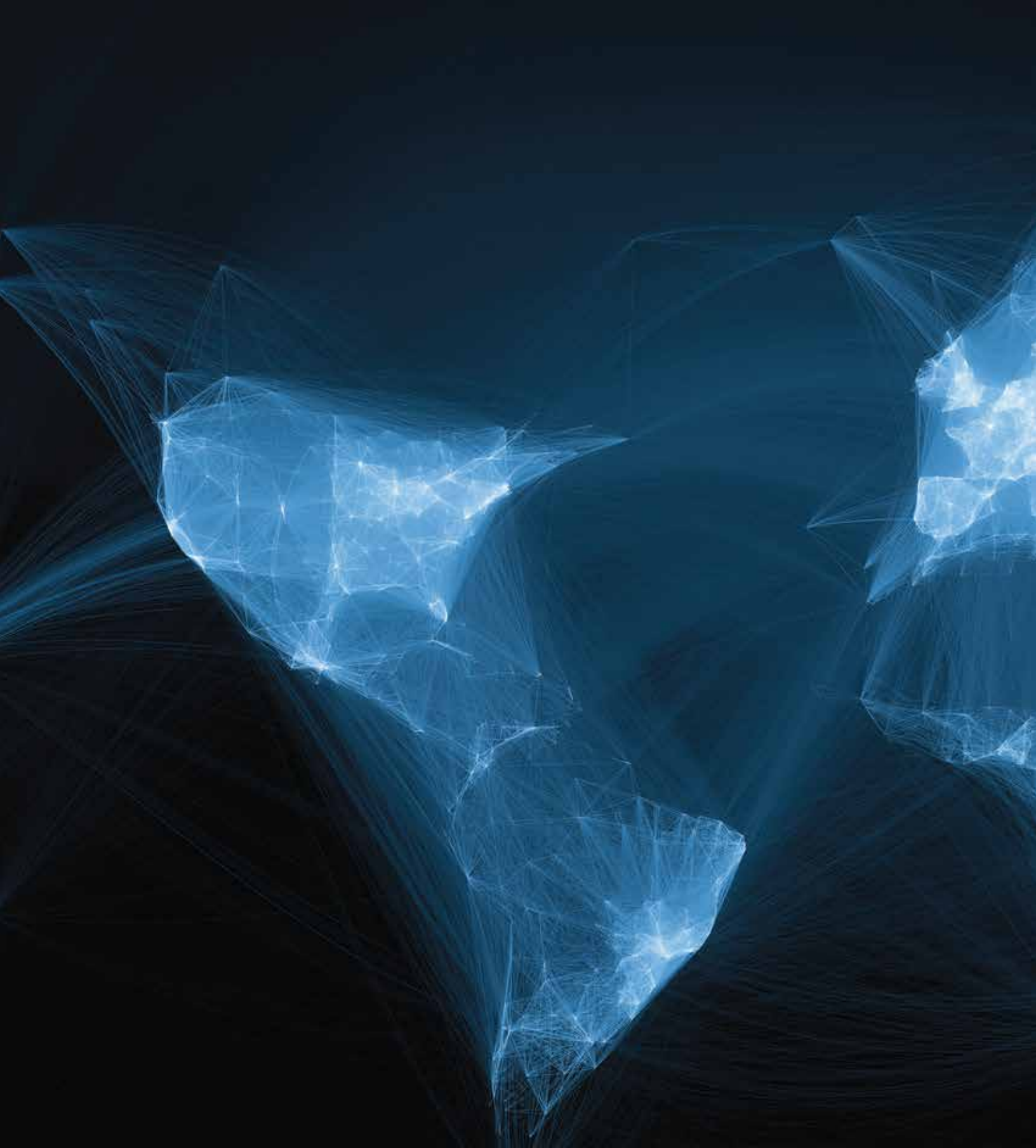




## Implementation Plan

The implementation of the strategic plan will be integrated into the ILS department's existing planning cycle that is built-in rather than added-on to the ILS department's existing structure and schedule and is synchronized with the department's year-round calendar of activities. The planning process emphasizes information sharing and coordination among the Chair, the Faculty Affairs Committee, standing and ad hoc committees, and the professional staff. Responsibility for different action items resides in the ILS office or committee most directly connected to decision-making in that area. The ILS Chair is responsible for general coordination. Each year, the Chair will gather data from the faculty (FAR), program directors (MIS/MLS/PHD/DS/UG), ILS staff (admission, finance), and directors of ILS research centers, and compile a description of the data in light of the indicators of success. The data will be shared with ILS faculty and staff to inform the work of individuals, centers, and committees in adopting action steps at the beginning of each academic year and in reporting achievements at the end of each academic year. Throughout the year, faculty will share their ideas and concerns with the Chair, Faculty Affairs Committee, and other appropriate staff and committees. As a new element, an International Advisory Board will be invited and used to optimize actions and to review indicators of success. This external review and advice is expected to ensure global leadership, effective collaborations, and an innovative vision for ILS.





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