

Strategic & Working Plan 2023-2027

(Approved on November 07, 2023)

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Introduction

The Strategic & Working Plan is the core strategic planning document of the Department of Information Science (DIS) in the College of Information (COI) at the University of North Texas (UNT). It presents the tasks planned for the next five academic years and forms the charge for most of the standing and elected committees within the department.

The Strategic & Working Plan is organized into five sections that reflect the structure of the *Standards for Accreditation of Master's Programs in Library & Information Studies* of the American Library Association (ALA). The Standards are applied by the ALA Committee on Accreditation (COA). ALA states: "A unit's mission is relevant to master's program review; when the unit offers other educational programs, the contribution of those programs is also relevant. A unit may seek accreditation for more than one graduate program of education in library and information studies leading to a master's degree; when that is done, the goals, objectives, and learning outcomes of each program and their interrelationships are to be presented."¹ Therefore, the Strategic & Working Plan includes tasks related to the Bachelor of Science (BS) and Doctor of Philosophy (PhD) programs in addition to the department's largest program, the Master of Science (MS).

The Strategic & Working Plan is based on

- ALA *Standards for Accreditation* and statements by other relevant professional organizations
- IS Bylaws and Mission, Vision, Goals, and Objectives and input from internal and external constituents
- COI Bylaws and Strategic Visioning
- UNT Vision, Mission, and Strategic Plan

The Strategic & Working Plan contains appendixes with the primary reference documents, and is itself appended to the COA Biennial Narrative Report.

Annual Planning Process

The Strategic & Working Plan provides a blueprint for activities of the Department, and is continuously modified by the collective wisdom of the department faculty and chair. It serves as a central organizing tool for an ongoing planning process that involves the Department's internal and external constituents throughout the year. The process is dynamic and iterative, with the Strategic & Working Plan both impacting and being impacted by all of these groups and documents. Figure 1 illustrates the annual planning process. The Strategic & Working Plan 2023-2027 is created by revising the previous year's Strategic and Working plan.

¹ 2015 Standards for Accreditation of Master's Programs in Library and Information Studies (Revised 1/28/19), available at: <http://www.ala.org/educationcareers/accreditedprograms/standards>

The Process. At the end of each academic year, the chair oversees the changes and additions to the plan resulting from the work of the various standing committees in the department and the completion of tasks. At the beginning of the next academic year, faculty and staff meet to discuss the state of the department and major changes and issues affecting the department at the department retreat. They review and revise the previous year's draft report and revise and update tasks for the current year. The tasks are interpreted as charges to be carried out by faculty standing committees, elected committees, and by individuals with input from appropriate constituents. Revisions from the retreat are incorporated in a final draft for faculty approval in a council meeting in the Spring semesters. Figure 1 outlines the DIS Systematic Planning process.

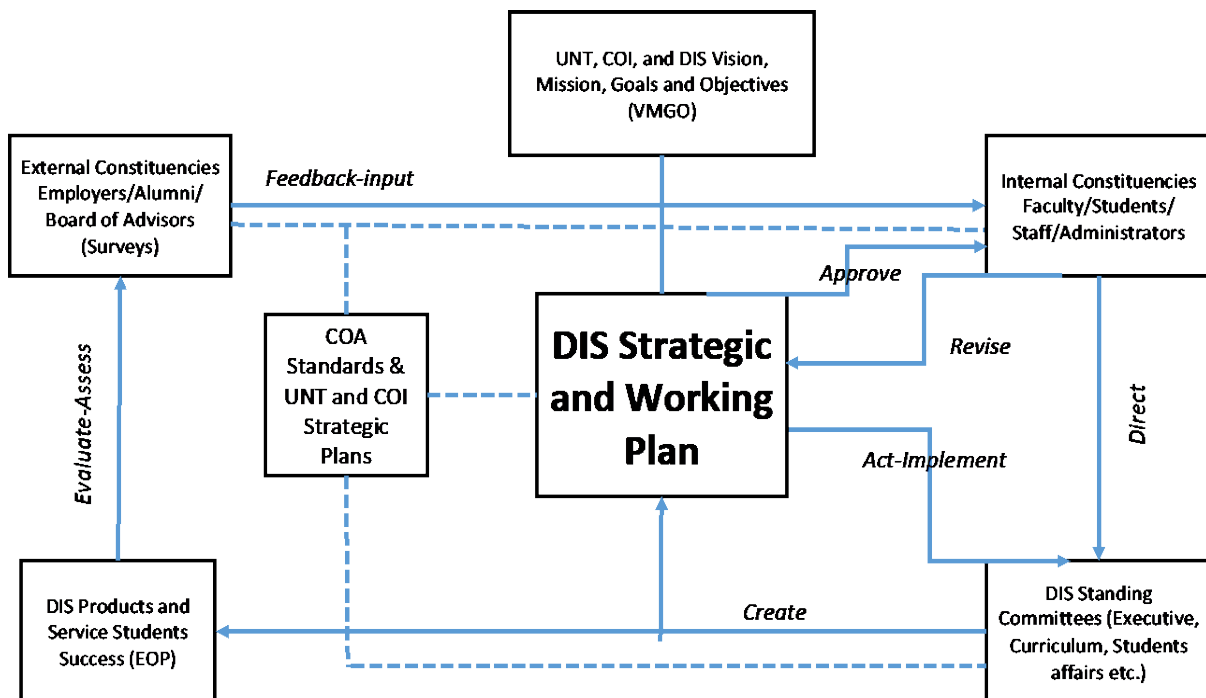


Figure 1: DIS Strategic Planning & Continuous Improvement Process

Dashed lines represent indirect inputs/feedbacks to the Plan
 Solid lines represent indirect inputs/feedbacks to the Plan

I: Systematic Planning

Goal

To maintain a feasible plan of delivering quality education to our students

Objectives

1. Sustain a process for reviewing the strategic and working plan.
2. Update this Strategic and Working Plan based on feedback from stakeholders.
3. Review the plan of communicating with our stakeholders.

Systematic planning in the Department of Information Science (DIS) includes the alignment of the vision, mission, goals and objectives of the department and the program with those at the college and the university. The following are a list of revised and updated statements:

Mission of the University and the College

Mission Statement of the University of North Texas (UNT): The University of North Texas (UNT) is a major public research university deeply committed to advancing educational excellence and preparing students to become thoughtful, engaged citizens of the world (<https://policy.unt.edu/policy/03-001>).

The Mission of the College of Information is to generate, integrate, and disseminate knowledge in a learner-centered environment. The College advances domains of knowledge in information science, library science, computing and technology systems, learning and cognition, linguistics, and human performance (<https://ci.unt.edu/about-us>).

Vision

The Department of Information Science will expand its leadership role in preparing data and information professionals to meet the needs of the global information society. The graduates will serve as intermediaries between information and information users, as well as play crucial roles in a wide variety of settings with increasingly sophisticated technological tools. The diverse faculty will contribute individual strengths to increase the quality of teaching, research, and service that will maintain the Department as a center of excellence.

Mission

The Department of Information Science (DIS) provides and supports resources, research, and service for education and leadership to information science, library science, and data science communities and prepares information professionals of the highest quality to serve dynamic roles in the state, the nation, and the world (<https://informationscience.unt.edu/mission>).

Goals of the Department

The goals of the department are to:

- Prepare information professionals who demonstrate excellence in leadership, service, research, and education in a service-oriented and technology-driven environment;
- Advance and contribute to leading-edge research, scholarship, and advancement activities toward University's Tier One status;
- Maintain a healthy enrollment, student retention, and a supportive and flexible learning environment to accommodate students' individual backgrounds, needs, and aspirations;
- Contribute to professional, academic, and public interests through alumni engagement, faculty and staff development, continuing education, and disciplinary leadership.

Program Objectives and Student Learning Outcomes

1. Bachelor of Science in Information Science

Program Objectives.

The program goals for the Bachelor of Science in Information Science:

1. Equip learners with the knowledge, skills, and competencies to construct and deliver solutions, services, and processes at the intersection of people, information, and technology.
2. Foster the development of learners' abilities to analyze, design, implement, evaluate, manage, and provide leadership to address and fulfill social, organizational, and individual information needs.
3. Provide learners a comprehensive education through rigorous courses, experiential learning, and real-world opportunities leading to successful and meaningful careers in the information field.

Program Student Learning Outcomes

Program Student Learning Outcomes for the Bachelor of Science in Information Science indicate specific, demonstrable (measurable), and learner-centered statements of the knowledge and skills graduates of the program will be able to demonstrate:

1. Information Science Research & Visualization. (1) Collect, analyze, and interpret data to identify and understand users' information needs and behaviors; (2) Learn various research methods to conduct studies to advance our understanding of information-related phenomena and develop new theories and models; and (3) Select and use techniques, algorithms, and software tools for creating a visualization of real-world data.
2. Information Organization. (1) Design, implement, and evaluate user-centered technical systems and applications to meet people's information needs and behaviors; (2) Use and/or construct processes and procedures to solve problems related to organizing, managing, and preserving data, information, and knowledge for diverse user groups; And (3) Articulate the fundamentals of indexing and abstracting which will be applicable to various formats of information.

3. Management of Information Technology. (1) Discuss professional, social, policy, ethical, legal, and security issues and responsibilities of information professionals and researchers; (2) Create feasible plans for managing various IT products/services; and (3) Understand how information is created, stored, processed, and retrieved with using various technologies and systems.

2. Bachelor of Science in Data Science

Program Objectives

The Bachelor of Science in Data Science is designed to meet the rising workforce demand of professionals in data management, big data, and data analytics fields. The program objectives are for students to demonstrate knowledge and skills related to:

1. Using a broad range of tools, techniques, and methods to work with data and information in an information intensive environment;
2. Performing data and information intensive management and analysis, including data management, data modeling, big data, data analytics, data and information visualization, information organization, Internet applications development, game design and technology.

The program helps students to acquire the type of skills, critical thinking, and competencies needed in data science and digital data management, as well as one of the professional fields. The program will educate a new generation of information professionals, particularly those students with a science background pursuing an analytic related field.

Student Learning Outcomes:

1. Data science solutions for a professional field. The student will be able to develop a data science solution for addressing data science problems in an Information Science professional field or a Business Analytics professional field.
2. Data science concepts and solutions. The student will be able to define important Data Science concepts and to solve basic Data Science problems using principles and techniques of data science.
3. Designing tools and methods for solving data related problems. The student will be able to propose tools and methods for solving data related problems, which include tasks that are in each phase of the entire life cycle of data. The tasks include data specifications and collection, data cleaning, data transformation, data management, exploratory data analysis, data mining, data analytics, data visualization, result reporting, data quality evaluation, protection for data security and privacy, project management for development of data intensive systems, and validation of data intensive systems.

3. Master of Science with Majors in Library Science or Information Science

Program Objectives

The program goal for Master of Science with majors in Library Science or Information Science is to prepare

students for careers as information professionals in a variety of roles and settings. The master's program objectives are for students to demonstrate knowledge and skills related to:

1. The roles and impacts of information policies, practices, and information itself on diverse populations, including underserved groups, in a rapidly changing technological and global information society.
2. The design and implementation of conceptual and technological systems and services to facilitate the discovery, identification, selection, acquisition, organization and description, storage and retrieval, preservation, dissemination, management, and use of recordable information and knowledge in any format for effective access.
3. Human information behavior in order to develop and implement information systems and services that meet user needs related to information and knowledge creation, communication, discovery, identification, selection, retrieval, analysis, interpretation, evaluation, synthesis, management, and use.
4. Communication and networking for personal and professional growth, leadership, collaboration, policy development, and change management.
5. Teaching, research, and service, including interdisciplinary activities that contribute to the advancement of the field.
6. The philosophy, principles, and legal and ethical responsibilities of the field.

Student Learning Outcomes:

1. Management/Leadership. Students will be able to describe and/or propose valid solutions to typical organizational problems in their professional areas by demonstrating skills in management and leadership.
2. Information Organization/Systems. Students demonstrate knowledge in information organization and presentation as well as systems for organizing information and facilitating information access by describing and/or proposing valid solutions to typical professional problems in these areas.
3. Information Access/Resources. Students demonstrate knowledge in information access and information resources by describing and/or proposing valid solutions to typical professional problems in these areas.
4. ePortfolio Final Review. Students will be able to demonstrate the ability to understand, analyze, and synthesize key issues of the information/library profession through reflection on their coursework and what they learned in completing their coursework by creating an electronic portfolio.

4. Master of Science in Data Science

Program Objectives: The goal of the Master of Science in Data Science program is to address the current market needs for highly skilled data science and data analytics professionals. The objectives of the program are for students to demonstrate knowledge and skills related to:

1. Designing, implementing and transforming data sets into actionable knowledge
2. Managing data science and analytics projects and work with data analytics tools and technologies
3. Taking the leadership role through connecting the dots and using data to support strategic initiatives

within the organization.

Student Learning Outcomes:

1. Data science concepts and solutions. The student will be able to define important data science concepts and develop a solution for a data science task including data specifications, data collection, data cleaning, data transformation, data management, exploratory data analysis, data mining, data analytics, data visualization, reporting results, data security and privacy protection, data quality evaluation, and validation of data intensive systems.
2. Data intensive system development. The student will be able to build a data intensive system that extracts values from data for supporting decision making in different professional fields.
3. Data analysis ability. The student will be able to understand data science problems and apply appropriate data science tools, such as statistical analysis and machine learning on data analysis for discovering new knowledge out of data.

5 Master of Science in Health Informatics

Program Objectives:

To educate leaders in health informatics who can apply informatics and data science methods and techniques to improve the delivery of healthcare with a patient-centered focus. To prepare forward thinking health informatics professionals who will impact healthcare in diversified health environments.

Student Learning Outcomes:

1. The Healthcare Environment. Students will be able to describe the framework of modern healthcare and the current major challenges facing healthcare including legal, ethical, and societal issues.
2. Management and Analysis of Health Data and Information. Students will be able identify concepts, methods, and tools related to managing data, information, and knowledge; apply data science methods and computational and systems thinking to health informatics problems; and demonstrate communication and teamwork skills, in the implementation of health informatics solutions.
3. Health Information Systems. Students will be able to identify users' information needs and design health information systems and technology solutions to meet their needs.

6. Information Science Doctoral Program

Program Objectives

The doctoral program goal is to prepare students to contribute to the advancement and evolution of the information society in a variety of roles and settings as researchers, educators, and administrators. The doctoral program seeks to:

1. Develop scholars passionate about the role of information in human affairs.
2. Nurture critical and reflective thinking on fundamental issues and problems related to information.
3. Promote cross-disciplinary thinking and research that expands expertise in cutting-edge areas of information science.
4. Instill a commitment to the philosophy, principles, and legal and ethical responsibilities of scholarly and applied research.
5. Foster an environment of substantive and productive mentoring and apprenticeship that integrates resources, courses, and faculty from related disciplines within other academic units.

Student Learning Outcomes

1. Subject Core. Students will demonstrate the ability to understand, analyze, and synthesize core scholarly knowledge about information science.
2. Research Methods Core. Students demonstrate the ability to understand, explain, propose, and justify the appropriate application of specific research approaches and methods to address typical information research problems.
3. Specialization. Students demonstrate the ability to understand, analyze, and synthesize scholarly knowledge about the history, philosophy, theories, and/or research problems of their specialization areas such as information systems, human information behavior, information policy and management, etc.

Tasks for Systematic Planning

Tasks	Timeline	Responsibility	Status for FY23	DIS Measures	FY23	FY24	FY25	FY26	FY27
I.1 Review of DIS mission, vision, goals and objectives and revise as necessary, and to align with UNT and COI mission, vision, goals and objectives	2023-2027	Chair, Executive Committee	Ongoing	Complete: Yes or No	x	x	x	x	x
I.2 Continue to update the Strategic and Working Plan on a regular basis. Review and revise measurable student learning outcomes in the Plan.	2023-2027	Executive Committee, Program Directors, Chair, Faculty	Ongoing	Complete: Yes or No	x	x	x	x	x
I.3 Review and may revise program objectives for Bachelor, Master, and PhD programs.	2023-2027	Program Directors, Chair		Complete: Yes or No		x	x	x	x
I.4 Evaluate DIS Cohorts financials and student learning outcomes	2023-2027	Chair, Cohort directors. COI budget officer	Completed. The chair met with cohort director	Amount of income from out-of-state enrollment	x	x	x	x	x
I.5 Board of Advisors (BOA) plans at least one official BOA activity each year and engage BOA throughout the year.	2023-2027	Chair, BOA, Faculty, Staff	BOA meeting, And Other DIS events	Complete: Yes or No	x	x	x	x	x
I.6 Hold at least one additional meeting with DIS constituencies and stakeholders to get them engaged	2023-2027	Chair, staff, faculty	Upcoming: TLA Alumni Dinner, UNT alumni events	Complete: Yes or No	x	x	x	x	x

Tasks	Timeline	Responsibility	Status for FY23	DIS Measures	FY23	FY24	FY25	FY26	FY27
I.7 Review and revise DIS program assessment plan and evaluation procedures. a) Ensure that assessment and evaluation are included in DIS planning process. b) Ensure that assessment and evaluation conform to Southern Association of Colleges and Schools (SACS) accreditation requirements. c) Ensure that DIS programs' student learning outcomes are assessed and that the results are used in program evaluation and planning. d) Ensure stakeholder access to appropriate evaluation data.	2023-2027	Chair, program directors, GAC directors, Executive Committee. Chair provide IE results summary to students, faculty, and BOA members.	Ongoing: Institution Effectiveness Reporting is due Oct. 17, 2023 Ongoing: Employer, Recent Graduate, and Alumni Survey are updated and made available online annually on the COA Wiki.	Pass or not pass the review of the IE reports. Positive survey results	x	x	x	x	x
I.8 Continue Data Collection for MS-LS/IS Programs. Start to collect students, graduates, and alumni data for other (MS-DS, BS-DS, MS-HI, IS PhD) programs.	2023-2027	Chair, Executive Committee, staff, Program Directors, the University	Ongoing: For MS LS/IS: end of program, recent graduate, employer, Alumni Questionnaires will be developed and reviewed in FY23	Complete: Yes or No	x	x	x	x	x

II: Curriculum

Goal

Improve and maintain quality of programs, curriculum and instructions to enhance student-learning experiences.

Objectives

1. Review and revise curriculum and structure of programs to address the evolving IS profession and knowledge, skills, and abilities of information professionals on a continual basis.
2. Provide innovative and interactive learning experiences to enhance student engagement
3. Ensure that interdisciplinary connections are made in learning experiences

All Programs	Timeline	Responsibility	Status for FY23	DIS Measures	FY23	FY24	FY25	FY26	FY27
II.1. Review, add, and/or revise goals and student learning outcomes (STOs)	2023-2027	Faculty, Chair, Associate Chair, Chair, Program Directors	Completed	Complete: Yes or No	x	x	x	x	x
II.2 Continue UNT institutional effectiveness reporting for all DIS programs as required. Analyze results and report to faculty	2023-2027	Chair, Program/GAC Directors	Ongoing – Deadline Oct. 15 yearly for the report,	Complete: Yes or No	x	x	x	x	x
II.3 Review DIS curriculum and revise regularly to meet UNT and state standards. Add new courses/programs, delete out of date courses and programs, and revise existing courses/programs when appropriate	2023-2027	Curriculum Committee, Associate Chair, Faculty	Ongoing	Number of courses/programs added/revised	x	x	x	x	x
II.4 Based on SPOT results or student/faculty feedback, conduct review of courses for selected faculty or instructors	2023-2027	Faculty supervising the adjuncts, Program Directors	Ongoing	Number of courses reviewed	x	x	x	x	x
II.5 Collect curriculum data for reporting, planning, and improvement	2023-2027	Associate Chair, Program Directors, Staff	Ongoing	Complete: Yes or No	x	x	x	x	x
II.6 Review, update, and document course rotation schedule and DIS website regularly to keep the information up to date	2023-2027	Associate Chair, Staff	Ongoing	Complete: Yes or No	x	x	x	x	x
II.7 Discuss goals, challenges, and outcomes to improve our curriculum's diversity, equity,	2024-2027	Chair, Program Directors,	Ongoing	Complete Yes or No		x	x	x	x

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and inclusion (DEI).		Curriculum Committee, Faculty							
II.8 Student Feedback. Gather and discuss student input to help improving our programs, course development, and course delivery.	2023-2027	Chair, Associate Chair, Program Directors, Faculty, COI Advisors	Ongoing	Complete Yes or No	x	x	x	x	x

Program-specific Tasks	Timeline	Responsibility	Status for FY23	DIS Measures	FY23	FY24	FY25	FY26	FY27
II.9 Revise MS-IS/LS Student learning outcomes (three of current SLOs are based on EOP exams which are phasing out and the ePortfolio as capstone to be changed)	2023-2023	Faculty, Chair, Associate Chair, Chair, Program Directors	Ongoing	Number of SLOs		x	x	x	x
II.10 PhD. Program. Review core course syllabi to determine that the course objectives are in line with the overall program objectives.	2023 -2023	Faculty, Ph.D. Program Director	Ongoing	Complete Yes or No	x	x	x		
II.11 PhD. Program. Review the IS PhD course schedule, including courses offered in other departments.	2023-2025	Associate Chair, Ph.D. Director, Ph.D. Committee	Ongoing	Complete: Yes or No	x	x	x	x	x
II.12 PhD. Program. Identify alternative courses that may be take when concentration core classes are not available.	2023-2025	Ph.D. Director, Ph.D. Committee, Faculty	Ongoing	Complete: Yes or No	x	x	x	x	x
II.13 PhD. Program. Review concentration coursework with concentration departments and identify opportunities for new concentrations	2023-2025	Ph.D. Director, Ph.D. Committee, Chair	Ongoing	Complete: Yes or No	x	x	x	x	x

III: Faculty and Staff

Faculty

Goal

Maintain an environment that fosters professional and scholarly growth, and productivity of faculty in teaching, research, and service.

Objectives

1. Ensure that the Department follows the university standards and policies for faculty recruitment, hiring, reappointment, tenure, promotion, and development on a continual basis.
2. Support faculty participation in community engagement, internal and external research collaboration, and research with students.
3. Acknowledge and reward faculty for excellence in teaching, research, and service.

Tasks	Timeline	Responsibility	Status for FY23	DIS Measures	FY23	FY24	FY25	FY26	FY27
III.1 Assess the number of faculty in the department in relation to the number of students in order to meet the DIS program's goals and objectives.	2023-2027	Chair, Faculty, Executive Committee	Completed - New faculty positions are approved	Faculty to Student ratio	x	x	x	x	x
III. 2 Assess the number of adjunct faculty and teaching fellows in the department in relation to the number of students in order to meet the DIS program's goals and objectives.	2023-2027	Chair, Associate Chair, Program Directors	Ongoing	Faculty to Student ratio	x	x	x	x	x
III. 3 Work on increasing the number of faculty in appropriate areas including new and emerging areas.	2023-2027	Chair, Program Directors	Ongoing – three search committees formed	The number of faculty hired	x	x	x	x	x
III.4 Revise faculty workload guidelines to specify supports to faculty on teaching, research, service, and administration	2023-2027	Chair	Completed – next round in 2023	Complete: Yes or No			x		

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III.5 Encourage and support faculty and instructors on professional development, and attending trainings/workshops/conferences within and outside UNT.	2023-2027	Chair	Ongoing	Amount of travel support, number of announcements of training opportunities		x	x	x	x
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Tasks	Timeline	Responsibility	Status for FY23	DIS Measures	FY23	FY24	FY25	FY26	FY27
III.6 Facilitate and support collaboration with UNT faculty for research and development projects.	2023-2027	Chair, Research Committee	Ongoing	Number of grants and projects	x	x	x	x	x
III.7 Support faculty research. Encourage faculty working with PhD students on publications and grant projects; provide editing assistance to faculty, award internal grants when possible, and provide physical facilities and resources.	2023-2027	Chair	Ongoing	Number of grants and amount of money awarded	x	x	x	x	x
III.8 Continue to develop effective external relationships with business, government, educational, and cultural organizations, ranging from local to international venues.	2023-2027	Chair, Program Directors, Faculty	Ongoing	Number of projects	x	x	x	x	x
III.9 Review and revise policy and procedures for annual faculty evaluations to align with faculty workload and those of COI and UNT.	2023-2027	PAC	Ongoing	Complete: Yes or No	x	x		x	
III.10 Review and revise policy, criteria, and procedures for reappointment, promotion and tenure as needed to align with those of COI and UNT.	2023-2027	RPTC	Ongoing	Complete: Yes or No	x		x		x
III.11 Identify and establish recognition and reward system for research, scholarship, teaching, and creative activities of DIS faculty.	2023-2027	Chair, Executive Committee, PAC	Ongoing	Complete: Yes or No	x	x	x	x	x
III.12 Mentor, Review & Recommend Faculty for Tenure and Promotion – each new faculty will be assigned a mentor.	2023-2027	Chair, Senior Faculty	Ongoing	Number of (grants awarded, publications and scholarly activities), teaching and service performance	x	x	x	x	x
III.13 Continue to encourage and support involvement with state, national, and international	2023-2027	Chair	Ongoing	Percentage of DIS faculty and students	x	x	x	x	X

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professional associations by faculty and students.				serving in professional associations					
III.14 Provide opportunities for faculty to gather and engage with each other across specialties to build collegial relationships and ensure high departmental morale	2023-2027	Executive Committee	Ongoing	Number of events and number of attendees at those events		x	x	x	X

Staff

Goal

Maintain an environment that fosters professional growth and productivity of staff who administer departmental operations and support students, faculty, and staff.

Objectives

1. Ensure that the Department follows the university standards and policies for staff recruitment, hiring, reappointment, promotion, and development on a continual basis.
2. Support staff participation in community engagement, internal and external collaboration, and professional development.
3. Acknowledge and reward staff for excellence in their work.

Tasks	Timeline	Responsibility	Status for FY23	DIS Measures	FY23	FY24	FY25	FY26	FY27
III.14 Assess the staffing level of the department in relation to the number of students in order to meet the DIS program’s goals and objectives, and request new staff lines and/or adopt admission limits or increased admissions standards to slow the growth of the student body, as appropriate.	2023-2027	Chair, Faculty, Executive committee	Ongoing	Staff to Student ratio	x	x	x	x	x
III.15 Encourage and support staff to pursue professional development, and attend trainings/workshops/conferences within and outside UNT.	2023-2027	Chair	Ongoing	Amount of travel support, number of announcements of training opportunities	x	x	x	x	X
III.16 Identify and establish recognition and reward system professional and creative activities of DIS staff.	2023-2027	Chair, Executive Committee	Ongoing	Number of awards; faculty participation in awards ceremonies or recognitions	x	x	x	x	x

IV: Students

Goal

Foster a learning environment that prepares students for careers and leadership in an increasingly competitive and innovative information society.

Objectives

1. Foster a thriving environment that enhances students learning, research skills and promotes scholarly collaboration and professional networking.
2. Sustain enrollment in all programs through strategic marketing efforts and innovative student recruitment strategies.
3. Recruit and maintain a diverse, high quality student body.
4. Strengthen professional preparation for graduates by providing more work experience opportunities.

Tasks	Timeline	Responsibility	Status for FY23	DIS Measures	FY23	FY24	FY25	FY26	FY27
IV.1 Recruitment. Review recruiting and marketing plans for all programs; Recruit students who reflect the strengths of UNT as a Hispanic Serving Institution (HSI) and Minority Serving Institution (MSI), the state of Texas and the southwest region of the United States, and the diversity of U.S. and global communities; Integrate recruiting efforts into college and departmental events; Review and revise recruiting and information materials for accuracy and different delivery formats, and easy access.	2023-2027	Chair, Program Directors, Staff	Ongoing	Number of students admitted every semester, program growth. diversity students.	x	x	x	x	X
IV.2 Admission. Review, revise if necessary, and document admission policies and procedures, including matching of new PhD students to faculty advisors.	2023-2027	Chair, Directors, Student Affairs Committee, Admission Staff	Ongoing	Complete: Yes or No	x	x	x	x	X
IV.3 Student Retention. Work with UNT to identify and alert students who are underperforming, and provide support or additional advising to these students.	2023-2027	Chair, Associate Chair, Faculty, Instructors	Ongoing	student retention rate	x	x	x	x	x
IV.4 Student Retention. Work with UNT to help students in financial crisis; Explore the	2023-2027	Chair, Associate Chair	Ongoing: will discuss with COI	student retention rate	x	x	x	x	X

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possibility of establishing financial aid, or an emergency fund, within the Department to assist students.			for the possibilities						
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Tasks	Timeline	Responsibility	Status for FY23	DIS Measures	FY23	FY24	FY25	FY26	FY27
IV.5 Scholarship. Establish new and maintain current student scholarship funds; review and update scholarship information on department website; recognize and/or award outstanding students	2023-2027	Scholarships and Awards Committee, Chair	Ongoing	Percentages of students receiving awards	x	x	x	x	X
IV.6 Fellowship. Continue to review, revise and implement graduate fellowship awards, including the process for awarding fellows Tuition Benefit Program (TBP) funds	2023-2027	Ph.D. Committee, Chair	Ongoing	Completed or not, number of awards	x	x	x	x	X
IV.7 Student events. Hold student-oriented events such as program orienting, department open house, and brown bags to communicate with and engage students.	2023-2027	Chair, Program Directors, Faculty	Ongoing	Number of events held by the department and/or program, number of participants of the events	x	x	x	x	X
IV. 8 Student Organizations. Support and assist students to establish and/or maintain related organizations and hold student events for enhancing learning experience and career opportunities.	2023-2027	Chair, Faculty Advisor, Staff, Faculty, Student	Ongoing	Number of student events, number of participants	x	x	x	x	X
IV. 9 Student Services. Collaborate with the University and the College to provide student services; Review and revise methods for orienting students to DIS, COI, and UNT student resources and activities.	2023-2027	Chair, Faculty, Staff	Ongoing	Completed or not	x	x	x	x	X
IV.10 Student Mentoring and Advising. Respond promptly to students' needs in course advising, degree plans, recommendation letters, and others; Ensure Ph.D. students to have advisors/mentors to work on research.	2023-2027	Chair, Faculty, Staff, COI Advisors	Ongoing	Completed or not	x	x	x	x	X

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IV. 11 Career Service and Support. Collaborate with UNT and COI to connect students with employers and alumni through related events.	2023-2027	Chair, Faculty, Staff	Ongoing	Number of related events	x	x	x	x	X
IV.12 Career Development. Encourage students to engage in professional networking through presentations and participation in professional conferences and meetings. Continue to expand the DIS network of professional, teaching, and research practitioners to mentor and advise students, including through the College of Information's mentorship program.	2023-2027	Faculty	Ongoing	Number of students received Department travel awards	x	x	x	x	X
IV.13 Student Feedback. Gather student input to help program faculty better understand the perspectives and needs of students.	2023-2027	Chair, Program Directors, faculty	Ongoing: may have a town hall meeting with students; faculty review SPOT comments.	Completed or not	x	x	x	x	X
IV. 14 Student Success. Collect and write student stories and publish them on DIS and/or COI websites or newsletters		Chair, Program Directors, Faculty, staff	Ongoing	Number of news reports/stories on students					

V: Administration, Finances and Resources

Goal

Achieve excellence in administration and financial services as well as resources allocation and management.

Objectives

1. Align department services, standards, policies and procedures with those at the College and University level.
2. Identify and implement possible improvements that will manage costs, improve services and result in operations that remain efficient.
3. Provide services, resources, and support needed to foster an environment of teaching and research excellence.
4. Plan and implement strategic deployment of resources for future developments.
5. Respond to service requests in a prioritized and expeditious manner.

Governance Tasks	Timeline	Responsibility	Status for FY23	DIS Measures	FY23	FY24	FY25	FY26	FY27
V.1 Review and evaluate DIS governance and decision-making processes, especially: Role, function, and procedures of committees and the relationship of DIS committees to COI committees.	2023-2027	Committee on Committees, Chair, Executive Committee	Ongoing	Complete: Yes or No		X	x	x	x
V.2 Review and ensure that DIS staff is appropriate in size and skill set to serve student and faculty bodies.	2023-2027	Chair	Ongoing: will discuss with COI to add staff positions	Complete: Yes or No	x	X	x	x	x
V.3 Review and improve efficiency and effectiveness of DIS office operations. Encourage and support staff professional development and applying new technologies for office operations.	2023-2027	Chair, Executive Committee, Staff	Ongoing	Complete: Yes or No	x	X	x	x	x
V.4 Openness and transparency. Keep faculty and staff informed. Important business should be determined/voted by Faculty following IS bylaws	2023-2027	Chair	Ongoing	Number of council meetings and approved voting items	x	X	x	x	x

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Relationships Tasks	Timeline	Responsibility	Status for FY23	DIS Measures	FY23	FY24	FY25	FY26	FY27
V.5 Cultivate and promote the engagement of DIS faculty and staff with colleagues in the information professions; Support collaborations with business, government, educational, cultural organizations, and local communities.	2023-2027	Chair, Executive Committee	Ongoing	Percentages or number of DIS faculty serving in professional appointments.	x	x	x	x	x
V.6 Review strategies for planning and coordinating non-academic activities and events on and off campus for purposes of recruiting potential students, socializing students into the profession, encouraging interactions among classmates, and building future alumni loyalties.	2023-2027	Chair, Program and Cohort Directors, Staff	Ongoing	Percentages of students and faculty participating in non-academic events.	x	x	x	x	x

Faculty & Student Support Tasks	Timeline	Responsibility	Status for FY23	DIS Measures	FY23	FY24	FY25	FY26	FY27
V.7 Review the financial support for faculty to hire student assistants to help teaching, research, service, and administration.	2023-2027	Chair, Staff	Ongoing	Number of student employees	x	x	x	x	x
V.8 Review and revise the policy for equitable funding of faculty and staff to participate in scholarly and professional conferences.	2023-2027	Chair, Executive Committee	Ongoing	Complete: Yes or No	x	x	x	x	x
V.9 Review faculty salary compensation, program by program, compared to units in COI, UNT, and external IS programs and determine the role, if any, of compensation in retention	2023-2027	Chair, Executive Committee, Program Directors	Ongoing	Complete: Yes or No	x	x	x	x	x
V.10 Review staff compensation	2023-2027	Chair, Executive	Ongoing	Complete: Yes or		x	x	x	x

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compared to units in COI, UNT, and external IS programs and determine the role, if any, of compensation in retention		Committee,		No					
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Budget and Resources Tasks	Timeline	Responsibility	Status for FY23	DIS Measures	FY23	FY24	FY25	FY26	FY27
V.11 Review DIS budget, income, and expenses and make appropriate decisions on hiring and expenses based on budget situations.	2023-2027	Chair, Budget staff	Ongoing	Complete: Yes or No	x	x	x	x	x
V.12 Evaluate cost effectiveness of OSTF giving the funding allocation change	2023-2027	Chair, Budget staff	Ongoing	Complete: Yes or No	x	x	x	x	x
V.13 Review and assess the needs for physical resources, including new construction, renovation, space allocation, and signage.	2023-2027	External Affairs & Physical Resources Committee, Chair, Program Directors	To conduct a survey of faculty and staff on resources.	Complete: Yes or No	x	x	x	x	x
V.14 Assess the effectiveness of the technical support process provided through the central COI technical support office	2023-2027	Chair, Executive Committee, External Affairs & Physical Resources Committee	Ongoing	Complete: Yes or No	x	x	x	x	x