OVERVIEW

1. Describe the academic program, including the program’s history, academic offerings, curricular focus, and organizational structure. In addition, comment briefly on the program's accomplishments, faculty, and research.

Program’s History

The School of Library and Information Studies (SLIS) was founded at Florida State University as the School of Library Training and Service in 1947. A comprehensive history of the School through 1997 can be found in Transitions: The Informal History of a School in Celebration of its 50th Anniversary 1947-1997 by Mary Alice Hunt. The educational programs in the School have their origins in the 1920’s in the development of undergraduate library science courses by Miss Louise Richardson, the campus librarian. Doak S. Campbell created the School of Library Training and Service (SOLTAS) with a graduate program during the 1946-1947 academic year with an officially recognized opening in January 1948, which “sought to join the ranks of the thirty-six accredited library schools.”

The first master’s degree was awarded in July 1948 to Bessie Miller Daughtry. By October 1949, there were 20 graduate students and 50 undergraduate students. The program offered extension courses in Miami, Pensacola, and Ft. Myers. On April 17, 1952, Dean Shores received word that the American Library Association had accredited the Library School. In 1960 the Bachelor’s degree was discontinued and the School temporarily became an all-graduate program. In 1965 the School added an advanced master’s (now the Specialist degree) to its offerings; the School established the Information Studies Ph.D. program in 1969. In 1968 SOLTAS became the School of Library Science. The doctoral program was the first in the field in the southeast. In the Summer of 1971, three Ph.D. degrees were awarded to Donald D. Foos, John S. Goodall, and Lawrence A. Miller. In 1981 the School of Library Science became the School of Library and Information Studies. Prior to 1997 the School offered extension courses throughout Florida. In 1998 the School added an undergraduate degree in Information Studies and began to offer courses online in both the undergraduate and graduate programs. In 2002 Dean Jane Robbins decided to change the name of the undergraduate degree major from information studies to information technology. Students first entered the undergraduate IT program in Fall 2005. In January 2006, The School became the College of Information. In 2009, the College of Information merged with the College Communication to form the College of
Communication and Information (CCI) and the name was changed to the School of Library and Information Studies. SLIS is one of three schools that make up CCI; the other two schools are the School of Communication and the School of Communication Science & Disorders.

In its history the School of Library and Information Studies has had five deans and two directors.

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<tr>
<th>Deans</th>
<th>Dates</th>
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<tr>
<td>Louis Shores</td>
<td>1947-1969</td>
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<td>Harold Goldstein</td>
<td>1969-1985</td>
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<td>Jane B. Robbins</td>
<td>1994-2004</td>
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<td>Lawrence Dennis</td>
<td>2004-2009</td>
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<table>
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<tr>
<th>Directors</th>
<th>Dates</th>
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<tr>
<td>Corrine Jörgensen</td>
<td>2009-2012</td>
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<td>Kathleen Burnett</td>
<td>2012-present</td>
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Currently, the School offers the Bachelor of Science in Information Technology (BS IN IT) with majors in Information Technology, and Information and Communication Technology; the Master of Science in Information Technology (MSIT); the Master of Science and the Master of Arts in Library and Information Studies (MS/MA LIS); Specialist in Library and Information Studies (SP LIS); and the Ph.D. in Library and Information Studies (Ph.D. LIS). These programs share a curricular focus on preparation for information careers, including, but not limited to, careers in information technology, information science, and librarianship.

SLIS is one of three schools within the College of Communication and Information (CCI), the other two including the School of Communication and the School of Communication Science and Disorders, and was formed in July 2010 through a merger of the then College of Communication and the College of Information. The executive officer of CCI is founding Dean Larry Dennis. Currently, CCI has two associate deans, one for academic programs, and one for finance and outreach. The Dean is advised by the Dean’s Advisory Committee, which consists of one faculty member and the director from each school. An Academic Affairs Committee, comprised of two faculty elected by each school is charged with oversight of academic programs and curricula.
The Director of SLIS reports to the Dean of CCI. Corinne Jorgensen was the founding Director (2010-2012). Kathleen Burnett currently serves as Interim Director (2012-present). Linda Swaine, SLIS Director of Assessment and Articulation, and Lynne Hinnant, SLIS Director of Academic Programs, report to the Interim Director.

The School has undergone several changes in governance structure since the 2010 merger. As of Fall 2012, four Program Chairs oversee the academic programs.

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<th>Degree Program</th>
<th>2013 Chair</th>
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<tr>
<td>BS IN IT</td>
<td>Mia Lustria, Associate Professor</td>
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<tr>
<td>MS-IT</td>
<td>Lorri Mon, Associate Professor</td>
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<tr>
<td>MS/MA LIS</td>
<td>Michelle Kazmer, Associate Professor</td>
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<tr>
<td>Ph.D.</td>
<td>Melissa Gross, Professor</td>
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Three standing committees (Promotion and Tenure, Faculty Evaluation and Review, and Merit Review) are elected by the full-time faculty. The SLIS Academic Affairs Committee is currently one of four ad hoc committees that oversee SLIS policy and decisions making. This committee is charged with oversight of academic programs and curriculum. Its membership includes the four program chairs, two additional faculty members (one tenure line who serves as chair, and one non-tenure line), and undergraduate and graduate student services staff. The Interim Director, Director of Assessment and Articulation, and Director of Academic Programs serve as ex-officio members.

SLIS is Florida’s iSchool (http://ischools.org). Among the founding members of the iCaucus, SLIS is passionately engaged in making vital connections between people and information. The MS/MA degree program received full renewal of accreditation from the American Library Association in January 2013, and is ranked 13th overall nationally. SLIS ranks first in the nation in school library media, and 11th in digital libraries.

The SLIS faculty include 6 professors, 8 associate professors, 6 assistant professors, 1 senior research associate, 8 associate ins, 1 university librarian and 1 associate university librarian. Dr. Charles McClure is a Frances Eppes Professor, the first to be appointed at Florida State University.
All tenure line faculty are active researchers, with publication and citation records that rank them among the top in the information field. SLIS houses two research institutes and one center, including: Institute for Scientific Information and Communication (Dr. Greg Riccardi, Director), Institute for Information Use Management and Policy (Dr. Charles McClure, Director), and the Center for Partnerships in Library Media (Dr. Nancy Everhart, Director). Dr. Paul F. Marty and Dr. Jonathan Adams (School of Communication) are currently developing a business plan for an FSU Collaboratory, which will include an information makerspace and support collaborative, interdisciplinary research and development.

2. Analyze the strengths and weaknesses of the program.

The primary strength of SLIS is its personnel. The faculty and staff have demonstrated that they are committed to the success of the School and its resilience in the face of economic challenges, declining enrollments, and administrative instability. The faculty are well-respected nationally and internationally, both within the field and across disciplines. Although relatively small in number, they are productive researchers, successful in obtaining research funding significant for the social sciences, diverse in their interests and research paradigms, interdisciplinary, and collaborative. A second strength is that entrepreneurialism and innovation are core values of SLIS. SLIS faculty are committed to forwarding President Barron’s Big Ideas and the Top 25 initiative. We are ranked first in the nation in School Library Media, fifth in Youth Services, eleventh in Digital Libraries, and thirteenth overall.

SLIS currently faces significant challenges, including decreased administrative capacity and insufficient staffing to support its mission and goals. Several of our programs meet areas of need identified by the state and nation, but insufficient funding limits our ability to respond to these needs. For example, CCI is unable to support the three-year upgrade cycle established to ensure that SLIS faculty have access to computer upgrades necessary to stay current with technological advancements. SLIS also relies on CCI for technology support staffing, and has experienced significant issues with the quality and responsiveness of this support since the merger. Graduate enrollments have been declining over the past five years, but SLIS does not have sufficient resources to staff a position to meaningfully address this need. We have identified job placement satisfaction as a significant component in graduate enrollment decline, but we do not have sufficient resources to staff a position to meet this need. Although SLIS has been successful in obtaining research funding in the past, the Research Coordinator position
that supported this area prior to the merger was returned in a University budget cut. Meanwhile, federal funding has become increasingly competitive as a result of the economic downturn. Faculty, including the directors of the SLIS institutes and center, question the return on investment in seeking external funding in the current situation.

3. What are the program's academic and organizational short and long-term goals and what plans are in place for reaching them? Evaluate the program's progress towards the stated goals. Cite the program's strategic plan, if applicable.

In the three years following the merger—with much of then College of Information’s administrative capacity shifted to CCI—the majority of planning was executed at the College level. However in Fall 2011, in preparation for an American Library Association (ALA) Accreditation, SLIS’s then Director Dr. Corinne Jorgensen and Dr. Lynne Hinnant guided the SLIS faculty through a semester-long strategic planning process. The planning process culminated in December 2011 with the identification of the following three Action Plans:

1. Clarify with the Dean the School’s existing organizational structure, relative to the College of Communication and Information, based on the 2 tentative organizational charts recently created at the request of the School’s faculty members.

2. Increase the School’s administrative capacity by creating, funding and staffing the following new positions: Associate Director; Assistant Director in charge of Graduate Programs; Assistant Director in charge of Undergraduate Programs (to be filled by the current Director of Undergraduate Programs); Research Coordinator (with Ph.D. or comparable degree); and Instructional Designer. If any of these positions are filled with existing faculty or staff, their current positions need to be retained by the school and filled.

3. Increase the School’s technical capacity by creating, funding and staffing the following positions: Online Information Technology Specialist and Webmaster; Technical Services Coordinator (including server management); Student Technology Support Position(s). If any of these positions are filled with existing faculty or staff, their current positions need to be retained by the school and filled.

As of the end of Spring 2012, Action Plan 1 was completed with the finalization of both the CCI and SLIS organizational charts. Action Plans 2 and 3 are in the process of being addressed,
beginning in August 2012 with the appointment of Dr. Kathy Burnett as Interim Director. We began a search for a permanent director in earnest immediately following the appointment of Dr. Burnett as interim, voting on a final candidate list of 4 respected academics in the information fields in March (including Dr. Burnett), however, the Dean has yet to appoint a new director. The faculty believes that it is necessary to permanently address these administrative and technical capacity issues if SLIS is to continue to produce high quality research, service and teaching.

In the Spring of 2013, SLIS began a second round of strategic planning with 2 day-long faculty, staff and stakeholder retreats, resulting in the following four academic and organizational goals:

1. **Excellence**—SLIS will demonstrate excellence in scholarship, teaching, and collaborative partnerships.

2. **Infrastructure**—SLIS will have a state-of-the-art infrastructure to fully support scholarship, teaching, and collaborative partnerships.

3. **Information Entrepreneurship**—SLIS will be an environment that fosters information entrepreneurship.

4. **Financial Resources**—SLIS will have ample and sustainable financial resources to support excellence in our mission.

To date, the following activity has occurred in support of achieving these goals:

**Goal 1: Excellence**—SLIS will demonstrate excellence in scholarship, teaching, and collaborative partnerships.

**Objective 1: SLIS will increase efforts to be recognized for excellence in scholarship.**

**Actions**

1. Increase efforts to publicize – Hire a full time publicity person for SLIS activities by August 31, 2013. This summer, SLIS hired Glenn Rainey to assist with outreach and recruitment activities, specifically targeting potential students for our new Master’s of Science in Information Technology (MS-IT).
2. Establish a procedure for assisting faculty in marketing and promoting SLIS at conferences by Spring 2014. SLIS’s ad hoc Development, Outreach and Recruitment (DOR) committee, working with Mr. Rainey, has taken on this task and is scheduled to produce needed materials by the end of the Fall 2013 semester.

3. Every faculty has “Florida’s iSchool” in their signature file by the Fall 2013 semester. It is our understanding that faculty and staff have gladly complied with this request.

4. Improve rankings in US News and World Report within 5 years.

https://docs.google.com/document/d/1K5NoDMRboP9JLUGHL31jkkkFvrQr0wMUXIqeJkf29rl/edit

Objective 2: SLIS will attract and retain high quality students and faculty.

Actions
1. Establish a recruitment plan for faculty by Spring 2014. For the sixth year in a row, SLIS has hired quality academics in the role of assistant professor. SLIS has identified three areas of curricular need within information technology (networks, games and simulations, and mobile application development) and will continue to identify areas for research development in Spring 2014. As a long-term measure of attainment of this objective, SLIS will strive to ensure that at least 80% of assistant professor hires will achieve tenure (tenure assures quality).

2. Establish a recruitment plan for students by Spring 2014. Early this fall, Mr. Rainey produced a recruitment plan and, working with the DOR committee, has begun implementing the proposed strategy.

3. Establish a retention measure for faculty by Spring 2014.

4. Establish a retention plan for students by Spring 2014.

Objective 3: SLIS will offer high quality innovative and responsive curricula.

Actions
1. Define and operationalize the concept of innovative curricula by Spring 2014. The four academic program chairs (BSIT, MSIT, MLIS and Ph.D.) are in the process of revising and developing progressive program goals to measure the existing curricula.

2. Conduct annual surveys to determine the degree to which the curricula meet the needs of graduates as they enter the profession. The next administration of this survey will be Spring 2014.

3. Conduct an annual survey of prospective employers to determine the degree to which our graduate hires were prepared for the job description. The next administration of this survey will be Spring 2014.

4. Continue every semester chats with director. These have been increased to occurring at least twice a semester and are conducted online to reach the greatest number of students.

5. Institute annual faculty award for innovation within our school to be awarded at fall convocation starting 2014. SLIS’s ad hoc Academic Affairs Committee (AAC) will take on this task beginning Spring 2014.

Objective 4: SLIS will conduct high quality research.

Actions

1. Hire a research coordinator by August 31, 2013. Due to budgetary constraints, the School is currently not pursuing this position; however a support position in this area was recently hired at the College level.

2. Determine school-wide percentage of refereed journal articles in top-ranked publications. SLIS’s ad hoc Scholarship Development Committee (SDC) will take on this task beginning Spring 2014.

3. Determine amount of money received from, or number of, externally funded projects in the entire school. The SDC will produce an annual report summarizing these (and the previous item’s) results by the end of Spring 2014.

4. Convene a panel of expert researchers every three years to assess the quality of our school’s research, beginning 2015.
Objective 5: SLIS will engage in collaborative partnerships that benefit faculty, students, staff and employers.

**Actions**

1. Define and operationalize the concept of collaborative partnership by Spring 2014. Dr. Paul Marty, in his capacity leading SLIS’s Collaboratory effort, in conjunction with the SDC, will take on this task, as well as the additional tasks listed under this objective, beginning Spring 2014.

2. Develop a list of what collaborative partnerships exist in SLIS. This fall, CCI hosted a research “speed dating” lunch, including faculty members of the FSU community, to provide an opportunity for faculty to learn about each other's research interests.

3. Determine procedures that identify benefits of the collaborative partnerships for each of participants by Spring 2014.

4. Develop a system of rewards and incentives to promote collaborative partnerships by Spring 2014.

Goal 2: Infrastructure--SLIS will have a state-of-the-art infrastructure to fully support scholarship, teaching, and collaborative partnerships.

Objective 1: SLIS will continuously review and analyze its current infrastructure.

**Actions**

1. Create an ad hoc Technical Services Committee (TSC) by Fall 2013 that liaises with faculty and IT staff. This committee has already met several times this semester.

2. Liaison with CCI IT staff to determine current status of technical infrastructure. The TSC includes several members of the CCI IT staff. The TSC will collect data during 2014, resulting in a status report by the end of the Fall 2014 semester.

Objective 2: SLIS will explore its existing infrastructure needs and plan for the next five years.

**Actions**

1. SLIS will prepare a maintenance and development plan by Spring 2014, to include addressing last minute, as well as long term, needs. Although the preference in any
large organization is to manage resources for the long term, in order to remain an innovator in the information fields, SLIS must have a meaningful level of flexibility and agile responsiveness built into its resource allocation systems—including budgeting.

2. SLIS will implement procedures for communication of IT needs (Research, Teaching, Other) by Spring 2014. The TSC is currently in the process of creating two surveys to identify current and ongoing IT needs.

3. SLIS will determine and implement optimum levels of staff support, specifically in light of our new MSIT degree. It is exceedingly apparent to SLIS stakeholders that additional IT support in the form of staffing is quickly becoming imperative. Once the TSC identifies SLIS’s ongoing IT needs, we will have a better understanding of the actual number of additional staffing positions needed; however, our Fall 2013 budget analysis indicates that additional resources will need to be identified and obtained in order to take action.

Goal 3: Information Entrepreneurship--SLIS will be an environment that fosters information entrepreneurship.

Objective 1: SLIS will create an environment where faculty, staff, students, and alumni are able to develop innovative ideas for marketable products and services.

Action

SLIS will lead an initiative to create a Collaboratory to foster innovation across the University. Dr. Paul Marty is currently representing SLIS in this initiative.

Objective 2: SLIS will identify and market specializations that cut across degree programs and lead to paths of employment in the information professions.

Action

SLIS is in the process of clarifying existing programs of study and their relationships to market specializations within its undergraduate and graduate programs, while at the same time the academic program chairs, in conjunction with the DOR, are identifying forward-thinking careers that we should be preparing our students for and developing corresponding specializations.
Objective 3: SLIS will identify and market the expertise of its faculty, staff, students and alumni to promote interdisciplinary and collaborative partnerships that elevate the school’s profile.

Action
In addition to the aforementioned Fall 2013 CCI research “speed dating” lunch, Dr. Paul Marty, in conjunction with the SDC will take on this task beginning Spring 2014.

Goal 4: Financial Resources--SLIS will have ample and sustainable financial resources to support excellence in our mission.

Objective 1: SLIS will review and analyze its current and anticipated revenue and expenditures by July 15, 2013.

Actions
1. Inventory and organize existing sources of revenue and expenditures, include non-university resources, by Summer 2013. This has been completed.

2. Create a list of questions and metadata requirements (including existing constraints and Dean’s model) we want answered, verified and crosschecked with Dean’s office by Summer 2013. The majority of this has been completed.

3. Analyze and make projections for inclusion in financial plan by July 15, 2013. This has been completed and was presented to the SLIS faculty at our Fall 2013 retreat.

Objective 2: SLIS will explore and identify new options and resources for sustainability and growth over next five years by Spring 2014.

Actions
1. Examine models from other iSchools and campus units by the end of Fall 2013. A faculty retreat has been scheduled for January 17, 2014. An ad hoc Budget Crisis Committee has been formed to gather information, set the agenda for the retreat, and advise the Director regarding subsequent action.

2. Hold “new options for resources and virtual sustainability” focus groups of expert stakeholders by Spring 2014.
3. Analysis to establish parameters for future forecasting by end of Fall 2013 semester. SLIS’s Interim Director is working with the Dean, as well as with Ebrahim Randeree - newly appointed Associate Dean for Finance and Administration, to establish appropriate parameters.


Actions

1. Complete predictive analysis and develop alternative financial scenarios by March 1, 2014. The Interim Director, with the advice of the ad hoc Budget Crisis Committee and the support of various administration, staff and faculty at both the School and College levels, will be responsible for completing this and subsequent tasks.

2. Identify and implement plan components for prioritizations for stakeholders by April 1, 2014.

3. Develop a budget cycle that allows flexibility for changing revenues and ensures investment in sustainability and growth in the next five years by May 15, 2014.