

**UNIVERSITY OF PUERTO RICO, RIO PIEDRAS CAMPUS  
GRADUATE SCHOOL OF INFORMATION SCIENCES  
AND TECHNOLOGIES**



**Strategic Plan to Address the Key Challenges  
2011/2012 to 2015/2016**

<b>Standard</b>	<b>General Objectives</b>	<b>Steps taken and to be pursued</b>	<b>Responsibility</b>	<b>Calendar</b>	<b>Evaluation</b>	<b>Achievements and Areas needing Attention</b>
<b><i>Standard I: Vision, Mission, Goals and Objectives</i></b>	Analyze the external and internal forces having an impact on the Program, in order to maintain responsiveness to social, educational, and industrial needs.	From 2011 to 2014 the Strategic Plan has been revised in faculty retreats, and the task will be continued.	Director and Faculty members will revise annually the School's Strategic Plan.	From 2011-on	Changes proposed resulting from evaluation and planning at annual retreats.	After the implementation of the updated curriculum in August 2011, it is continuously revised and updated, principally the course syllabi.



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<b>Standard II: Curriculum</b>	Provide a dynamic curriculum that will respond to the constant changes of a global and technological society.	<p>Monitor the implementation of the updated curriculum, approved in April 2011, and implemented in August 2011, to identify strengths and limitations.</p> <p>Revise the post-graduate certificates and offer, at least, two of the six post graduate certificates during this period.</p>	Director, Curriculum Committee members and Faculty	<p>January 2012- on</p> <p>January 2012 on</p>	<p>Assess first and subsequent exposures of students to the program through the course electronic questionnaires, and results from the Seminar on Knowledge Application (Capstone)</p> <p>Dates each certificate was offered and results of students' evaluations</p>	<p>Students fulfilling requirements of the program evidence the master's program goal achievement.</p> <p>The Knowledge Management area of Emphasis needs attention.</p> <p>The School Library Certificate and the Archival and Document Management continue to be offered successfully. Demand for the Master's program increases and a high percentage of students from the two post-bachelor's certificate enter the Master's program. In addition, changes in the Teachers State Certification requires the Master's degree.</p>

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<b>Standard II: Curriculum (continued)</b>	Revise curriculum with two areas of emphasis: Library and Information Science and Knowledge Management.		Director and Faculty members	August 2011- January 2014		The updated curriculum was accepted in April 2011, and started to be implemented in August 2011. Evidence shows lesser demand for the Knowledge management area of emphasis. Evaluate the Knowledge Management area of emphasis to explore agreements and establish a more aggressive recruitment efforts.
	The initiative of the <a href="#">online Master's program</a> as indicated in Objective 22.	A proposal for the Master's program with distance education modality was submitted on 2014 to University channels.	Director and Faculty assigned	Expected to be implemented in 2016.	Almost all course modules have been completed and implemented, using the Moodle platform.	After University channels approval, to monitor, observe and evaluate development during the first semester, and consider results at the faculty retreat.

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<b>Standard II: Curriculum (continued)</b>		Continue to work on a Distance Education Master's degree project for the region and marketing strategies.	Director and Faculty assigned	After proposal approval in 2016.		The draft of the distance education master's program proposal was submitted in 2014, to the University channels, for approval. The Office of the Dean of Graduate Studies and Research has already submitted their recommendations. The School awaits for the recommendations from the Dean of Academic Affairs to continue with the process.
	Institute a formal Continuing Education and Professional program through traditional means and distance education.	Design and offer a continuing education and professional development program every semester	Director and Faculty assigned	August 2011 - on	Number of workshops and events offered to professional in the field and their level of satisfaction.	In August 2011 the School participated in the <a href="#">IFLA 77<sup>th</sup> Congress</a> and students as well as alumni and faculty were benefitted with the pre-conferences workshops and seminars held at different institutions inland. More than 2,500 information professionals from the world attended the Congress in Puerto Rico.

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<p><b>Standard II: Curriculum (continued)</b></p>						<p>During 2011, 6 workshops were offered under the Program. Workshops were aligned with the School's Continuing Education Program.</p> <p>The School participates actively with the development of the Health Virtual Library of Puerto Rico project (Biblioteca Virtual en Salud de Puerto Rico) Community of Practice, in which a senior GSIST faculty Coordinates the Education Component; and, in so doing, has offered workshops to members of the Community of Practice, many of which are School alumni. The workshops were offered by members of the BIREME-VHL - <a href="#">Virtual Health Library of Puerto Rico</a> information specialists, and members of the Pan American Health Organization (PAHO)</p>

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<p><b>Standard II: Curriculum (continued)</b></p>						<p>The School offered six (6) workshops on the Continuing Education Program during the 1<sup>st</sup> Christmas Magic of the Book event. These were offered in alliance with the Department of Education's Library and Information Services Program at selected School premises to school librarians.</p> <p>Two (2) Special Bootcamps were offered, in 2013, by specialist from the Library of Congress on the RDA standard.</p> <p>Three (3) continuing education seminar-workshops were given to the alumni between 2013-2014.</p> <p>Although a special account was created to increase funds to support the program, all workshops were offered free of charge. Participation certificates were given as evidence of the continuing education experience.</p>

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<b>Standard II: Curriculum (continued)</b>	Provide an updated curriculum presenting the needs of all types of clients in a diverse society.	To continue the implementation and development of the updated curriculum launched in August 2011.	Director, Faculty and Curriculum Committee	August 2011-on	Observe results of students' course evaluations at the end of semesters.	Insert the diversity of clientele and equal access to information in courses and research endeavors.
		Continue to develop and strengthen the School Librarian Certificate onsite and through distance education.	Director, Faculty and Curriculum Committee	August 2011-on	Conduct studies and observe results. Conduct exit interviews to identify strengths and explore areas in need to be developed.	Since students from the School Librarian Certificate enter the master's program, evaluation was made in order to align the Certificate to the updated curriculum (2011). This action, as well as the Department of Education's requirement of the master's degree, has stimulated school librarians to pursue the Master's degree.



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<b>Standard II: Curriculum</b> <b>(continued)</b>		Study the need and the feasibility of establishing a doctoral program in Librar and Information Sciences.	Director, Curriculum Committee, Faculty and the Alumni Association	September 2014-on	Feedback from alumni in meetings held from 2013-2014.	Alumni meetings conducted during years 2013-2014 addressed this need. Surveys have evidenced a continued interest and request to the School to offer a doctoral program.
	Contribute to the improvement of the profession and information services in Puerto Rico, the Caribbean and Latin America, with a projection to the international community through advising and collaboration projects.	Revise the course syllabi aligned to the two new updated curriculum areas of emphasis (Library and Information Science & Knowledge Management) to ensure that multicultural and diverse clients with special needs are covered.	Director, Curriculum Committee, and Faculty involved in International Organizations	2010-on	Revise course syllabi	Explore possibilities to continue offering the distance education programs in the Caribbean as the ones offered in the Dominican Republic , at the Pontificia Universidad Católica Madre y Maestra, and in 2010 at the Pedro Henriquez Ureña National Library.  Efforts to continue offering different projects in the multicultural Caribbean must be exerted.

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<p><b>Standard II: Curriculum</b> <b>(continued)</b></p>		<p>Participate actively in ACURIL, ALA, IFLA and other Latin American information organizations, aligned to the University's Vision 2016</p>	<p>Director and Faculty involved in national and international organizations.</p>	<p>2011 - on</p>	<p>Success of the 77<sup>th</sup> Congress by official letters: IFLA and Tourism Co. of Puerto Rico</p>	<p>The 77th IFLA Congress was held in Puerto Rico in 13-18 August 2011, at the Puerto Rico Convention Center.</p> <p>The School is participating actively with ACURIL, ALA and IFLA. The Faculty and students participated in ACURIL conference held in Dominican Republic, June 2010; in Puerto Rico in 2011, in Tampa, Florida in 2012; in Petion-ville, Haiti in 2013; in Bahamas in 2014, and is participating actively in the Suriname Conference program, to be held in 2015.</p>

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<b>Standard III: Faculty</b>	Maintain a faculty with solid academic preparation, renown for their knowledge areas and committed with the quality of teaching, research and publication.	The Faculty Development Plan is been revised with the newly approved <a href="#">certification #38</a> .	Director, Personnel, Committee, Faculty in general and administrative personnel.	Faculty search is being conducted for one new tenure-track faculty member to start in August 2015.		Interviews are being conducted in order to secure the best faculty member.
		To continue to obtain institutional commitment and external collaboration to support professional development activities for the Faculty.	Director and Faculty members		Number of professional development activities attended by Faculty like National and International conferences in ALA, ACURIL, IFLA, and those offered by the Center for Academic Excellence. Feedback from faculty members on these activities.	Faculty members have participated in the ACURIL Conferences held in June 2009-14 in the Caribbean region; in the 77 <sup>th</sup> IFLA Congress held in San Juan, PR, August 13-18, 2011; and in the mid-year conferences of ALISE Conferences 2009-2015.  The Chancellor approved to use funds, previously assigned to recruit a faculty member, to invite guest lecturers at the GSIST. The first one invited is Dr. Carol Tenopir, from the iSchool

						of U of Tennessee, who will visit the School on 5-6 March 2015 to offer two conferences open to the information professional community.
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<b>Standard III: Faculty (continued)</b>		<p>To provide research assistantship to each faculty member.</p> <p>To continue following the Faculty Research Plan.</p>	Director and Faculty, in attention to Certification number 38.		Increase the number of research and creative projects carried out by faculty ending up in research articles to be published.	<p>2-3 credit hours have been assigned to faculty members for the research endeavor. In addition, students research assistants have been assigned to each faculty member.</p> <p>Faculty members are participating actively in conferences presenting research endeavors both national and internationally.</p> <p>Faculty researches have increased due to individual efforts and through the Seminar on Knowledge Acquisition (Capstone).</p>

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<b>Standard III: Faculty (continued)</b>		Develop research projects linked to Faculty members and students to conduct collaborative research	Faculty and students	2011 - on	Collaborative research projects carried out by faculty and students in the Seminar on Knowledge Acquisition (Capstone)	Previously the master's program required thesis and research projects conducted by students and supervised by faculty members. With the updated curriculum (2011) the required thesis and research projects were eliminated. The curriculum has incorporated faculty research lines (according to the ALISE research scheme) and has instituted a 3 credit hour <a href="#">Seminar on Knowledge Application (Capstone)</a> . With this action students will collaborate and conduct research aligned to the faculty's research endeavor.

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<p><b>Standard III: Faculty</b></p> <p><b>(continued)</b></p>						<p>Since 2011, opportunity has been given to faculty with 3 credit hours for research and creative endeavors to publish in peer reviewed publications and presentation of creative projects. This action is being strengthened with the new lines of research identified by faculty members and the implementation of the Capstone strategy.</p> <p>The OERI, the School's research unit, has also been strengthened with more space and equipment to allow more complex research activities and better coordination.</p> <p>Additional support has been given to faculty assigning student research assistants to each faculty member.</p>

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<p><b>Standard III: Faculty (continued)</b></p>						<p>Dr. Carol Tenopir's visit in March 4-5, 2015, to deliver conferences, is an effort to guide and contribute to the School goal. One of the conferences is geared to identify sources for grants and institutions which support the research endeavor.</p> <p>Examples of research conducted by students (theses, research projects and outputs from Capstone), guided by faculty members, can be seen in the School's portal and exhibits of the work that appears in <a href="#"><i>Jornadas de Investigación</i></a> in 2011-2013.</p> <p>The School's electronic journal <i>Simbiosis</i> is a vehicle whereby students, faculty members and alumni will continue to present the works. Faculty will also pursue peer-</p>

						reviewed journals to publish their work.
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<b>Standard III: Faculty</b> <b>(continued)</b>		Approval of 2 newly faculty positions, one on Digital Libraries and the other one on School Libraries described in the Faculty Development Plan.  A job opening announcement for recruitment of an additional faculty member for Digital Libraries and Collection Development was approved	Director and Personnel Committee	One new Faculty member was hired in 2011, and the other one in 2013.	Two new tenured track faculty member positions were selected.  One new tenure track faculty member is sought to start in August 2015	The opening for the approved faculty positions was announced on the newspaper, on ALISE web site, social media and other electronic bulletins. The Director and a Senior member of the Faculty attended the 2015 ALISE mid-year conference in Chicago, on January 2015. An announcement was posted in ALISE's member's listserv, the School's Portal, other international websites and social media. The faculty member to be recruited is expected to start in August 2015.  Only one position was announced at this Conference since an agreement with the Chancellor's Office allowed



						the School to use the funded position to invite lecturers and speakers on a regular basis while the School will still pursue the recruitment of an additional new faculty.
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<b>Standard IV: Students</b>	Develop a propitious environment that will attract candidates with the desired characteristics to ensure high levels of quality in the updated program.	Strengthen student services such as academic advising, job orientation and financial aid.	Director, Faculty members and Student Officer Affair.	2011 – on	Number of students requesting admittance to the program and the quality of students admitted.	<p>Since the School increased the points required to applicants, to be obtained in the Graduate Admittance Test from 450 to 500, the quality of students admitted to the Program has improved. Studies show this is one of the best predictors of academic success at the graduate level.</p> <p>The School admits less than 50% of applicants to its Master in Information Sciences (MIS).</p> <p>The number of foreign students in the program has increased from 4 to 9. This is mainly due to the student</p>

						assistantship provided by the Office of the Dean of Graduate Studies and Research (DEGI-Decanato de Estudios Graduados e Investigación).
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<b>Standard IV:</b> <b>Students</b> <b>(continued)</b>		To strengthen the program with faculty academic advising.		2014 - on	Evaluation forms have been developed as a follow-up to the process.	Faculty advising initiative was agreed upon in November 2014. The policy and procedures are included on the School's website.  The Advising initiative started with the newly Student's Learning Assessment Plan admitted in 2014, although other students may apply.
	To provide mechanisms for the students' participation in all aspects of the program, including formative and summative evaluation.	Continue the implementation of the Student's Learning Assessment Plan component in which students have a very active role participating in courses evaluation, focus	Director, the Admissions Committee, the Student's Learning Assessment Committee and Faculty members.	2008 - on	Student participating in courses evaluations, surveys and expressions in the students' professional portfolios.	The Student's Learning Assessment Plan has continued to be implemented at the School since 2008. Courses evaluations are being administrated electronically every semester. The <a href="#">professional portfolios</a> elaborated by graduates are required.

		groups, surveys and expressions in the Student's professional portfolios.				The information provided through Students Learning assessments is discussed with the Faculty to identify strengths and to improve identified limitations.
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<b>Standard IV: Students (continued)</b>	To stimulate students' involvement in professional associations and other continuing education activities related to the field, in Puerto Rico and in National and International levels.	Additional strategies for student involvement in professional association activities and other continuing education activities need to be developed and implemented.	Director, Faculty members.		Increase in the number of students participating in professional activities and continuing education activities.	The School has been providing funds needed by students to participate in IFLA 2011, ACURIL, International Law Association and ALA. Additional funds from Wilson Foundation and UNESCO were also available to support Student's participation in the events.
	To stimulate student research publications and creative work	Faculty needs to work on research articles including student's contribution resulting from the	Faculty and students in Capstone.	2011 - on	Number of articles published by faculty with student's collaboration.	Students and Faculty members have published articles based on thesis, research projects resulting from Capstone, in <i>Simbiosis</i> , as well as in peer-reviewed

		Seminar on Knowledge Application (Capstone).				journals. In addition, students are participating actively in the School's Research Forum, held every year, presenting research posters of work being conducted or concluded. Students have also participated in international conferences, like ACURIL, presenting their research projects.
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<b>Standard IV: Students (continued)</b>	Provide a variety of educational experiences through practicum that will allow students to apply theory into practice.	Provide areas for fieldwork in local libraries and information centers in Puerto Rico, USA, the Caribbean and Latin America.	Director / Faculty members coordinating fieldwork experiences and Officer of Student Affairs.	2008 - on	Number of students participating in fieldwork experiences and their evaluation.	Students have successfully conducted a practicum in several information units.

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<b>Standard V:</b>  <b>Administration and Financial Support</b>	Maintain and increase the quality of all aspects of the program including: <ul style="list-style-type: none"> <li>• Curriculum</li> <li>• Faculty</li> <li>• Students' services</li> </ul>	The Students Learning Assessment Plan Team is contributing to obtain the input of experiences from the students.	Director, the School's Student Learning Assessment Committee, the Officer of Students Affairs and Faculty.	2008 – on	Analysis at faculty retreats, assessment results and integration of recommendations for program improvements.	Since 2008/2009 two graduate students have been working with two faculty members to ensure that the program is continued effectively. The recently reinstated institutional Assessment Office provides support for all program assessment efforts.
	<ul style="list-style-type: none"> <li>• Resources and physical facilities</li> <li>• Administration and financial support.</li> </ul>	The unit must continue documenting the endeavor to evidence the quality of the experience.			Ongoing School's Student Learning Assessment process with diversity of strategies.	All aspects of the program are being assessed through the courses electronic surveys, including levels of satisfaction.  The areas of strength and weakness are discussed at the faculty retreats and strategies are identified and approved to improve performance.
	Recruitment of an Assistant Director and Administrative Officer are needed.	Request recruitment for these positions for next academic year.	Director	2015		A full-time Administrative Officer was recruited for this position but and after one year was designed for a different post at the University. In the meantime, a substitute is conducting the tasks.

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<p><b>Standard V:</b> <b>Administration and Financial Support</b>  (continued)</p>	<p>Obtain the necessary fiscal resources to assure the adequate functioning of the Program</p>	<p>Request the needed funds from the University authorities to cover the curricular and physical resources needs of the program.</p> <p>Submit proposals for external funding to different agencies.</p> <p>Develop new external service offerings through the Intramural Practice Plan.</p>	<p>Director and Faculty</p>	<p>2011 - on</p>	<p>Budget increment has been observed particularly from 2008 - on.</p>	<p>The School is recognized as a unique program within the University and thus far has been very successful in obtaining additional funds from the Campus Administration and from external funds to support its programs. Efforts must be strengthened since financial stress is a reality campus wide. Additional funds will be sought through grant writing and the provision of services to government and community.</p>
	<p>Ensure that job descriptions reflect the new professional profile of the School's new curriculum.</p>	<p>Continue the efforts to achieve an equal salary scale for the Faculty compared to that of the School of Planning.</p>	<p>Director and Faculty</p>			<p>Identify the differences and submit petition to the University channels.</p>

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<p><b>Standard V:</b></p> <p><b>Administration and Financial Support</b></p> <p>(continued)</p>	To enhance the public image of the School as it relates to the new updated curriculum.	Develop and implement a Public relations and Marketing Plan for the School	Director and special committee.	2015 - on	Image of the School identified in the media.	<p>Two faculty members have been assigned the responsibility to assist with the marketing activities of the School.</p> <p>New recruitment and marketing kit needs to be developed. A budget assignment will be sought for this need.</p>
	To strengthen efforts to stimulate work on joint projects with other faculties, educational institutions and professional associations to maintain the School's leadership in the field at the local and regional level, as well as to promote the School's visibility at the national and international level.	Identify options and strategies for new collaborative projects: Pursue the development of projects involving diverse academic units. Particularly with related units like the School of Communications and the Masters' Program on Cultural Affairs, and the School of Rehabilitation Counseling.	Director, faculty	2015 - on	Projects to be conducted with other academic units, educational Institutions and professional associations, in and outside Puerto Rico.	<p>Projects are being carried out with other faculties such as Institute of Caribbean Studies, Psychology Department, Natural Sciences, UPR Medical Sciences Campus. Agreements are being explored with Universidad Carlos III for doctoral studies as well as international comparative research endeavors. Meetings will be sought with the Master's Program in Cultural Affairs Administration, and the School of Rehabilitation Counseling, to coordinate and pursue cross listings of courses and collaborative research.</p>

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<b>Standard V:</b> <b>Administra- -tion and Financial Support</b>  (continued)		Strengthen ties with colleagues from Universidad Carlos III de Madrid, Spain with a MOU (memorandum of understanding) for the doctoral studies level.				
		Continue to identify, develop and implement collaborative projects involving local and international partners.	Director. Faculty, students and alumni		Identify new community projects to be involved with.	The School is involved with the development of the Health Virtual Library of Puerto Rico project and its community of practice.  Faculty and students participate in professional activities and conferences sponsored by international, regional and national organizations, such as IFLA, ALA, ALISE, ASIST, ACURIL; and by local organizations, such as SBPR (Puerto Rico Librarians Association), ACURIL, Puerto Rico Chapter, ASEGRABCI (the School's alumni association), ABESPRI (School Librarians Association), and REFORMA, Puerto Rico Chapter.



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<b>Standard V:</b> <b>Administra- -tion and Financial Support</b>  (continued)						<p>The School is providing leadership and guidance to the Communities of Practice Initiative for the University of Puerto Rico Library System</p> <p>A set of community projects needs to be developed in various areas to provide practical experiences for our students. Also it will allow faculty to guide them in promoting information sciences as a viable career.</p>
		Develop twinning projects with the archives and museums.	Director and Faculty	2014 - on	Identify entities with which twinning and to conduct projects.	Conversations have been initiated to develop collaborative projects with the History and Anthropology Museum of the University of Puerto Rico and the Museum of Art of Puerto Rico.
		Develop a Library/ Archives/Museum Digital Institute	Director and Special Faculty	2015 - on	Conduct a survey to seek, demand and support for the project.	Document results from research conducted to proceed with the project.

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<b>Standard VI:</b>  <b>Physical Facilities and Resources</b>	Expand and improve its space and physical facilities.	Complete the remodeling process of the facilities including a video conferencing area and the revamping of the Technicians area.	Director and Administrative Assistant	2008 - on  2011	Additional space in use.	Remodeling of the videoconferencing area was completed in 2010 as well as the revamping of the technicians areas.  Creation of the Mac/PC Computer Lab
	Expand access to the School's physical facilities during the nights and on weekends.	Provide an independent access to the School's facilities for students, faculty and administrative personnel.	Director and Administrative Assistant	2015 - on	Access to the School when the José M. Library building is closed.	The need for an independent external access to the School is deemed of great importance. Also increased visibility needs to be achieved so that the School is more easily recognized within campus.
	Provide information and technology resources to comply with their academic and administrative responsibilities.	Continued support is needed for computer repair and updating of hardware and software:	Director, Faculty and administrative personnel	2015 - on	Sufficient and well maintained information technology and resources.	Institutional funds have been used to update the existing School's technology. New equipment and software have been acquired for the whole School, including administrative areas. Funds were provided in 2011 to develop a Mac environment for the School.

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<p><b>Standard VI:</b></p> <p><b>Physical Facilities and Resources</b></p> <p>(continued)</p>		<p>Develop a new Technology Plan to assure continuance and updating of technological facilities.</p> <p>Develop projects for the community through Intramural Practice Plan.</p>				<p>A new technology plan needs to be developed particularly with the proposed Master's with the distance education modality.</p> <p>Submit external proposals to obtain additional funds to update equipments and maintenance.</p>
	Work more closely with the GSIST Library to support its effective development.	The Joint Faculty/Library Committee will continue to work in improving library services and resources.	Director and Faculty/Library Committee	2008 - on	Student and Faculty evidence satisfaction with improved library services and resources but request more online services.	At the request of the Chancellor, a special report was submitted to ensure the development of the library services integrated to the School's curriculum, information and research needs in January 2012. The School is requesting, among other things, to increase library hours.

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<b><i>Standard VI:</i></b>  <b><i>Physical Facilities and Resources</i></b>  <b>(continued)</b>		Continue support for online courses, databases and virtual references.	Director and Faculty/Library Committee	2015 - on	Seek student's level of satisfaction with online services.	Monitor the online services to evidence support to distance education courses.