

BOV ANNUAL MEETING - iSCHOOL

SEPTEMBER 22nd, 23rd - 2014

● AGENDA

TIMES	ACTIVITIES
8:30-9:00	● B ● R ● E ● A ● K ● F ● A ● S ● T ●
9:00-9:15	Welcome - Al Maye
9:15-10:35	Presentations & Updates -
10:35-10:50	● B ● R ● E ● A ● K ●
10:50-11:30	Introductions of New Faculty
11:30-12:00	Preparing for Breakouts, Reflection
12:00-1:00	● L ● U ● N ● C ● H ●
1:00-2:30	Environmental Scan - Gallery Walk - Group Insights
2:30-3:30	Strengths, Problems, Opportunities, Threats
3:30-3:45	● B ● R ● E ● A ● K ●
3:45-5:20	Exploring a Programmatic Shift
5:20-5:30	Closing/Adjourn/Reception

● ROLES

- ★ Alumni Adjuncts
- ★ BOV
- ★ Faculty
- ★ IAC members
- ★ Phd. Students
- ★ Elliance
- ★ Senior Staff
- ★ Staff
- ★ Dean
- ★ Vice Provost
- ★ Dir. of Admin.
- ★ Constituent Relations
- ★ i3 Project Director

● RULES

- ▶ Show up - be present
- ▶ Listen for patterns & themes
- ▶ Make the conversation as real as possible
- ▶ Be open about your ideas, thoughts & misgivings
- ▶ Ask questions to push the conversation
- ▶ Stay strategic - not implementing today
- ▶ Give voice to info in reports

● OUTCOMES

- To connect with each other, share updates, meet new faculty
- To bring together what we know in order to envision & select the most impactful opportunities that will help us arrive at our desired future state
- To measure the changing landscape and the context of the field, to explore potential programmatic responses
- To continue to interpret priorities & vision through work with Elliance → over next 5 years



WELCOME

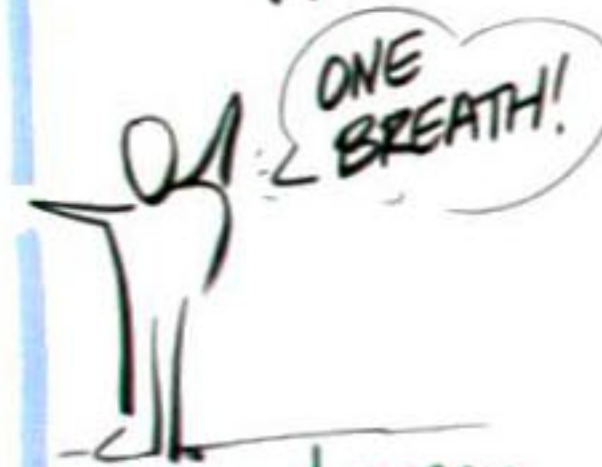
Good Morning!

Al Moyé

- Statement of BRAND

INTRODUCTIONS

- Name and relationship/affiliation to school



Ron Larsen

last major mtg...
a WATERSHE moment...

PHASE 2

What we know,
what we've learned,
new trajectory

Pat Beeson

Pat Gallagher

lots of
TATS.

VISION

RON LARSEN

iSchools Consortium

2003

2008

2014

21 members

55 members

4 CONTINENTS

#1 in
LIBRARY &
INFO SCIENCES

#7
HP SURVEY
INFO SECURITY

ENROLLMENT

- MSIS

- MLIS

less than
150 students

- Telecommunication
Networking

- Ph.D

OVERALL

Significant
number of
Chinese students,
Indian students

undergraduate
program growing
steadily, domestic
students

Traditional areas
are FLAT or
DECLINING

JOB
POSTING
TRENDS

Workforce demand
Workforce surplus

1.3 mil jobs in areas
we teach over 10 YEARS

* Information-related EDUCATION *

More expansive
ROLES based on
Bureau of LABOR STATS.

We have
the CAPACITY

undergraduate

masters
programs

doctoral

strategic
hiring
of new fac

Diversity
i3

Identity

Facilities



Feedback from Library science students?



Are thinking realistically.

- an evolution
- recruit students who are open to
non-traditional careers

MARTIN WEISS

UPDATE on RESEARCH

Research
Funding

1.5-2.5 mill
RANGE



21% are
FUNDED

- NSF - NIH - OTHER
FED

- CORPORATE
IP Rights
ISSUES

Engineering,
mathematics,
Comp Sci...

to WATCH

CISE, ENG
contracting
a BIT

RESEARCH ≠ FUNDED RESEARCH



130 SCHOLARLY-
Items per YEAR

NEW HIRES

PRODUCTIVE
RESEARCHERS

BOB PERKOSKI

- Low end of course credit requirements
- Project-based WORK... corporations, organizations



PROJECT TEAMS

- Riverhands
- Mazda
- business plan
- VC opp.

IN PROGRESS...

- Wiser simulation Center
- Google Glass theatre project
- Studio 721

Things are DIFFERENT

PLACEMENT DATA

- MLB? Interface Designer? wouldn't have happened 10 YEARS AGO
- THE WORLD HAS OPENED UP... to the undergraduate PROGRAM...

WE NEED TO BE BROADER, DEEPER

- Q Does faculty time spent on teaching compare favorably to research?
- A more YES, no hard numbers.

- Q Feeder program to Masters?
- A no, not a big feeder

- Q Reaching outside for entrepreneurial opportunities?
- A larger university initiative a lot going on - expertise on BOARD

IN PITTSBURGH

venture capitalist synergies

Can we track student career goals?

ENTREPRENEURSHIP IS NOW ON THE RADAR

ANGEL INVESTOR FUND?? NOT YET

DROPPING ENROLLMENT

new opportunities
info securities

PILOTING TRACKS

STUDENTS WANT TO FINISH IN A YEAR

+ large numbers from CHINA

new classes
double programs

SUMMER ENROLLMENT

+ 14 U.S. students
graduate students
5 courses to attract part-timers

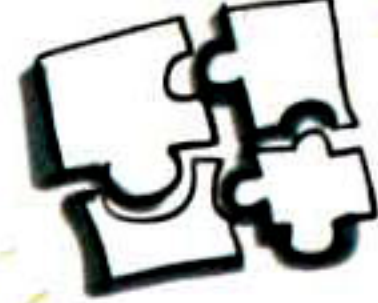
Big Data, analytics

working with teams

TWO PRONG STRATEGY

PETER BRUSILOVSKY

PUSH ON CONNECTIONS TO INDUSTRY



significant progress on faculty salaries...

OPENING SALARIES NOW MUCH HIGHER

2 failed searches led to conversation

DAVID TIPPER

ENROLLMENT DOWN

majority from India

- US are part-timers

GETTING JOBS HERE

GROUPWORK CULTURE?

- tradition in Telecom

CURRICULAR

- online courses in security

PART OF A LARGER STRATEGY

ED RESEARCH

- standards in

BETTER COLLAB

- with industry
- IP problems

NEED creative WAYS to ENGAGE INDUSTRY ~ FACULTY...

SHELIA CORRALL

US 15%-20% DOWN...

UNIVERSAL trend

★ NEED TO PRESENT STUDENTS AS HAVING **BROADER SKILLSET** ★

PROGRAM DEVELOPMENT...

Small Courses

Summer Courses

INCREMENTAL.....

"EMBEDDED LIBRARIAN"

DATA MANAGEMENT, Curation + Science

reduce courses?

online?

on campus

offer once a YEAR?

BROADER TITLE?

competitor schools already doing this

UP TO 48 CREDITS

MORE TIME IN PROGRAM...

IMMERSIVE EXPERIENCE

SUMMER INTERNSHIPS

EMPLOYMENT

Q. Baby Boomers retiring?

A. Built into Bureau of Labor Statistics

Q. To what extent are you being held back? Barriers?

A. Finding time to re-engineer as you are delivering program

Cutting WOOD with a SHARP AXE?

H'S BEEN HARD TO TRAVEL BETWEEN FLOORS

SANDY BRANDON

RECORD NUMBER of students PRESENTED

LAST YEAR.....

LARGE amount in GEAs,

will have to re-arrange teaching assignments

ESL for Chinese students

NEED TO BE FLEXIBLE

WHAT are WE GOING TO DO?

AND STOP DOING?

K-12 onslaught of interest for JOBS

NEW FACULTY

DAVID THAW

- iSCHOOL / LAW
- practiced in DC, cybersecurity, compliance

HOW DO WE MAINTAIN SECURE DATA?

private sector

universities

govt

WHY?

PEOPLE AREN'T LOCKING THE FRONT DOOR

WHAT ARE LAWS, RULES, REGULATIONS

IN PLACE?

train students to make risk management DECISIONS

need the DATA

PERFECT TOPIC... for iSCHOOL

IS LOSING a CEO a PENALTY?

ERIC HATLEBACK

- Visiting Research Assoc. Professor
- U of Wisconsin, W. Mich U, Pitt (HPS)
- JOINT → SEI/CERT

THE SCIENCE of SECURITY

NIST workshop on STANDARDS

JOURNAL

Situational Awareness of Digital Threats

MANUSCRIPTS

PHILOSOPHY

HOW DO SCIENTISTS justify

inferences assumptions, principles

HISTORY

WHAT CAN HISTORY TELL US

CRIMIC REASONING EXAMPLE

PILOTING NEW SPACE

field placements

SERVICES LIBRARY

WHAT JUSTIFIES THE USE of PRINCIPLES?

THE MECHANISTIC APPROACH

NEED FOR UNIFIED HUB

NORA MATTERN

- iSchool / University Library System
- archival studies, recovery of public records

DIGITAL SCHOLARSHIP

digital tools, methods, authorship, stewardship

RECORDS, LAWS

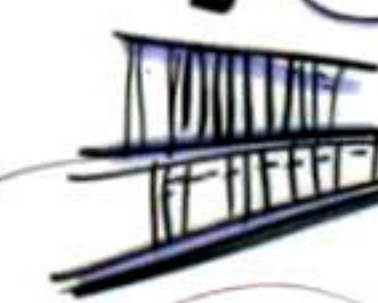
private

public

IN LINE w/ PEER INSTITUTIONS

AND WHAT academic libraries have ALWAYS DONE

BUT IT IS NEW



PILOTING NEW SPACE

field placements

SERVICES LIBRARY

AMELIA ACKER

- LIS, archives, IS track
- developing new courses

MOBILE PHONES TRANSFORMING the WAY we KEEP RECORDS



PARTICIPATORY SENSING COMPONENTS on PHONES

collect & leverage DATA



DESCRIPTION



MACRO

MEZZO

MICRO

HISTORY of the TEXT MESSAGE

DIGITAL RECEIPTS PRESENTATIONS

META-DATA

WALLETS



LEGAL DOCUMENT?

OBAMA'S BLACKBERRY

THE iSCHOOL at PITT CONTEXT MAP

● SOCIETAL TRENDS

Govt Orgs not yet recognizing value of skills + Perspectives iSchool has to offer

Reliance / Dependence on computer/mobile technology

● SOCIO-ECONOMIC FACTORS

Need for financial aid (enough @ \$15?)
Imbalance between graduation rates + job availability

● UNIVERSITY CLIMATE

New Chancellor

\$ TALKS

admin vs. faculty tensions
communication issues

conservative

federal + state regulations/laws
Legal issues (e.g. IP)

● TRENDS in HIGHER ED

↑ online education

integration / convergence

agrees + needs
cross-pollination among
both universities

300,000
100,000
PITTSBURGH

● TECHNOLOGY FACTORS

Social media
- student expectations

Mobile, personal computing devices
Cyber security concerns
Moore's Law: bigger (storage), faster, cheaper

● STUDENT CHARACTERISTICS

DECLINING US STUDENTS

EXPANDING INTERNATIONAL STUDENTS

● UNCERTAINTIES

MYTHS &
BUZZ WORDS
Funding uncertainty

THE iSCHOOL at PITT CONTEXT MAP

● SOCIETAL TRENDS

Democratisation of data + info

Explosion of data
Personalised medicine: share your genome

Diminished interest in education

Skill Refresh of faculty
from low enrollment areas
to higher priority areas.

● SOCIO-ECONOMIC FACTORS

THE ECONOMIC COST/BENEFIT ANALYSIS
DIVERSITY

● UNIVERSITY CLIMATE

- faculty involvement in mentoring
- University priorities?
- collaboration across campus/cmv
- industry engagement
- IP issues

● TRENDS in HIGHER ED

high cost

absence of state funding/
federal funding

globalization/distance
learning

● TECHNOLOGY FACTORS

- Technology cost going down
- Ubiquitous sensors
- Curriculum up-to-date with technology

● STUDENT CHARACTERISTICS

- full-time working professionals
- talent gap in new employees
- increase STEM recruitment
- students: tech in classroom/attention span/personal responsibility

● UNCERTAINTIES

- international factors (VISAs/exchange rates)
- international conflict
- new ranking systems
- change in demographics (US population)

THE iSCHOOL at PITT

● SOCIETAL TRENDS

Perceptions of Libraries among...

Privacy concerns

● SOCIO-ECONOMIC FACTORS

Cost of Higher Ed,
Revenue/student
= flat for 25 yrs (NYT)
9/21/14

● UNIVERSITY CLIMATE

-\$

Conservative for
ENTREPRENEURS

Tuition-driven
Risk averse
New leadership
Professional Masters = self-funded

● TRENDS in HIGHER ED

PRICE SENSITIVITY

QUALIFICATION INFLATION

INCREASED PRICE of H.Ed.

MANY GRADS with NO JOBS

● TECHNOLOGY FACTORS

Libraries have done "big data" for 100 yrs.

Ubiquitous Connectivity Devices
(Mobile/Wireless)

SECURITY needs!

● STUDENT CHARACTERISTICS

Need U.S.
International
Entrepreneurial
Tech Hand holding
Male/Female balance
LIS = 20/80 13/Tek = 80/20

*DOMINATED international students in MSIS & MIST
*NOT all students DO degrees TOGETHER, HIGH SALARIES
*STUDENTS WANT TO MAKE A DIFFERENCE!

● UNCERTAINTIES

SUPPLY/DEMAND LIS

THE iSCHOOL at PITT

CONTEXT MAP

● SOCIETAL TRENDS

- ⊛ LACK OF DOMESTIC MS STUDENTS

mobile platform info access
becomes preferred way to communicate, consume info

video is gaining "Story Telling"
important for businesses, individuals on multiple platforms

PRIVACY !!! vs. Social Media

● SOCIO-ECONOMIC FACTORS

disparity in access to Education - Growth
on-line learning - Decreasing Support for Master degrees from industry

● UNIVERSITY CLIMATE

⊛ interdisciplinary

Internal funding (lack thereof!)
Needs Open recruiting atmosphere
Faculty teaching load/research - Balance?

Non-competitive

~~IP Policy~~ IP Policy,
~~SOFTWARE INNOVATION~~ SOFTWARE INNOVATION

● TRENDS in HIGHER ED

REDUCTION FUNDING

INCREASE TUITION

FOREIGN STUDENTS
CONVERGENCE FIELDS

PhD is the new terminal degree
(Master's no longer relevant)

● STUDENT CHARACTERISTICS

⊛

Trouble with work/life balance due to "always on" tech (Students have less time)

- Bachelor students come into program too late
- Demographics are siloed in different programs
- PhD students interested in alternative career paths, beyond academia
- Diversity

Lack of clarity of IS vs CS...

● TECHNOLOGY FACTORS

Converging technologies in disciplines

- Cloud,
- multimedia (video)
- mobile

● UNCERTAINTIES

The word "library" + "librarian"
Geo-demographics of student body
What is the future of Master degree
Future of adult learning - support
- privacy policies

THE iSCHOOL at PITT CONTEXT MAP

● SOCIETAL TRENDS

ON-line education

Questioning Value of
Higher ed

MULTIPLE CAREERS

● SOCIO-ECONOMIC FACTORS

Reduced tuition assistance
Greater Loans Load
Value calculation of advanced
education
Diversity imbalance

● UNIVERSITY CLIMATE

Impact of Joint
Appointments

UNIVERSITY
LEADERSHIP
TRENDS
TURNOVER

Pittsburgh is
now a PLUS
STATURE OF
iSCHOOL ↑

ACADEMIC
(PROVOST) SUPPORT
OF INTERDISCIPLINARY
APPROACH

● TRENDS in HIGHER ED

INTERDISCIPLINARY WORK / Double
major

PUBLIC FUNDING

Deemphasis of Liberal Arts
Social Science

MORE COMPETITION FOR FEWER RESEARCH \$

● TECHNOLOGY FACTORS

Mobility/
Security

Assumptions of
Distance
Education

Ontologies &
Analytics

● STUDENT CHARACTERISTICS

- Greater International Students
- UNCERTAINTY of employable specialization
- RECRUITMENT OF THE
RIGHT STUDENTS - MLIS
MS → PHD
↓ JOB
- Diversity imbalances
- faculty
- department

● UNCERTAINTIES

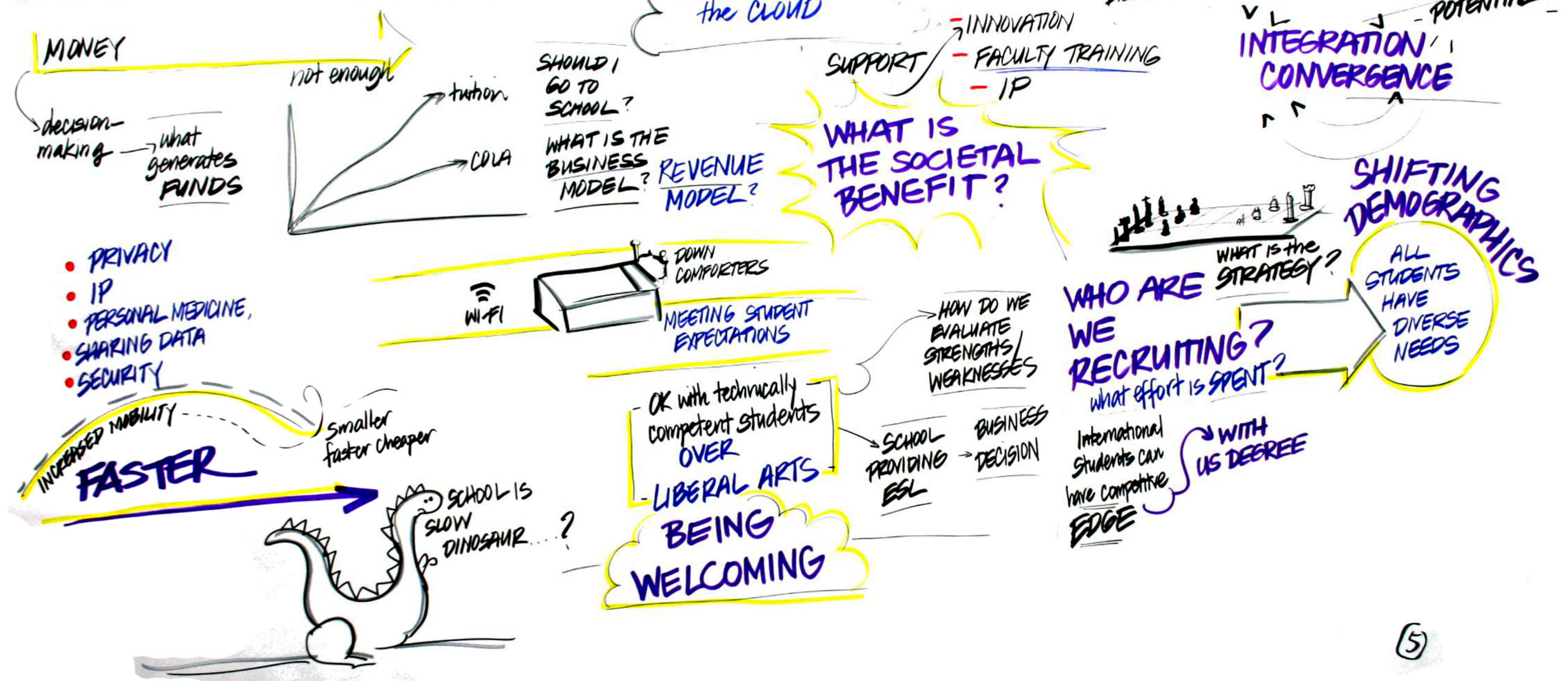
PUBLIC FUNDING / POLITICAL

FUTURE OF PUBLISHING / WHAT IS A
LIBRARY?

SUPPLY of qualified candidates
may not fulfill Demand

FUTURE OF RESEARCH \$ PUBLIC OR PRIVATE

WHAT DID WE NOTICE?



SPOT MATRIX iSCHOOL at PITT

STRENGTHS

- + Quality of research, ^{mobile, cybersecurity}
- + 20% HIT rate
- + Gender equity + support
- + self-awareness
- + professional, ethical
- + FACULTY DIVERSITY
- + Emergent VISION
- + public, school, museum libraries

- + Alumnae
- + security certifications
- + Students who get jobs
- + Dean's support from Vice-Provost
- + new Chancellor
- + International students
- + Entrepreneurial spirit
- + Collaboration with SEI campus, Pittsburgh
- + We HAVE a LIS program, not an engineering school

+ medical school

PROBLEMS

- complacent about strengths, research
- The word "LIBRARIAN" need to redefine
- Not clear how pieces fit together
- need for stronger graduate students → leverage from CS, CMU
- program is constrained

- programs not welcoming to students w/ FT jobs
- collaboration - 3 different silos ^{only a personal initiative}
- grad program is zero sum game
- no jobs in Telecom
- recruiting vs. working w/ students here now
- research, curriculum does not overlap

OPPORTUNITIES

- 3 REDEFINE the LIBRARIAN PROMOTE
- 19 INTERNAL + CULTURE
- 19 DEFINE VALUE WHO WE ARE DO
- 3 OPPORTUNITIES HOW 3 SILOS WILL WORK TOGETHER
- 3 INVESTIGATE EXPANDED PROGRAM
- 1 HOW CAN BUILDING BECOME ICONIC + SUPPORT SYNERGIES
- 2 ALIGNING ENGAGEMENT
- 7 TRADITION DEFINE THE FIELD
- 3 BIG DATA OPPORTUNITIES
- 3 GROW CHANCELLOR AS ADVOCATE STRATEGICALLY
- 3 FACULTY PEER LEARNING

10 EVEN STRONGER FACULTY

LEARNING ECOLOGY one of 1st in US

THREATS

- ⚡ VISA situations, dependence on foreign enrollment
- ⚡ lack of education on mental issues

- ⚡ failure to distinguish school from other parts of university
- ⚡ MONEY driven education
- ⚡ if we don't get on top of assessment, it will be forced on us
- ⚡ "This building is TERRIBLE"

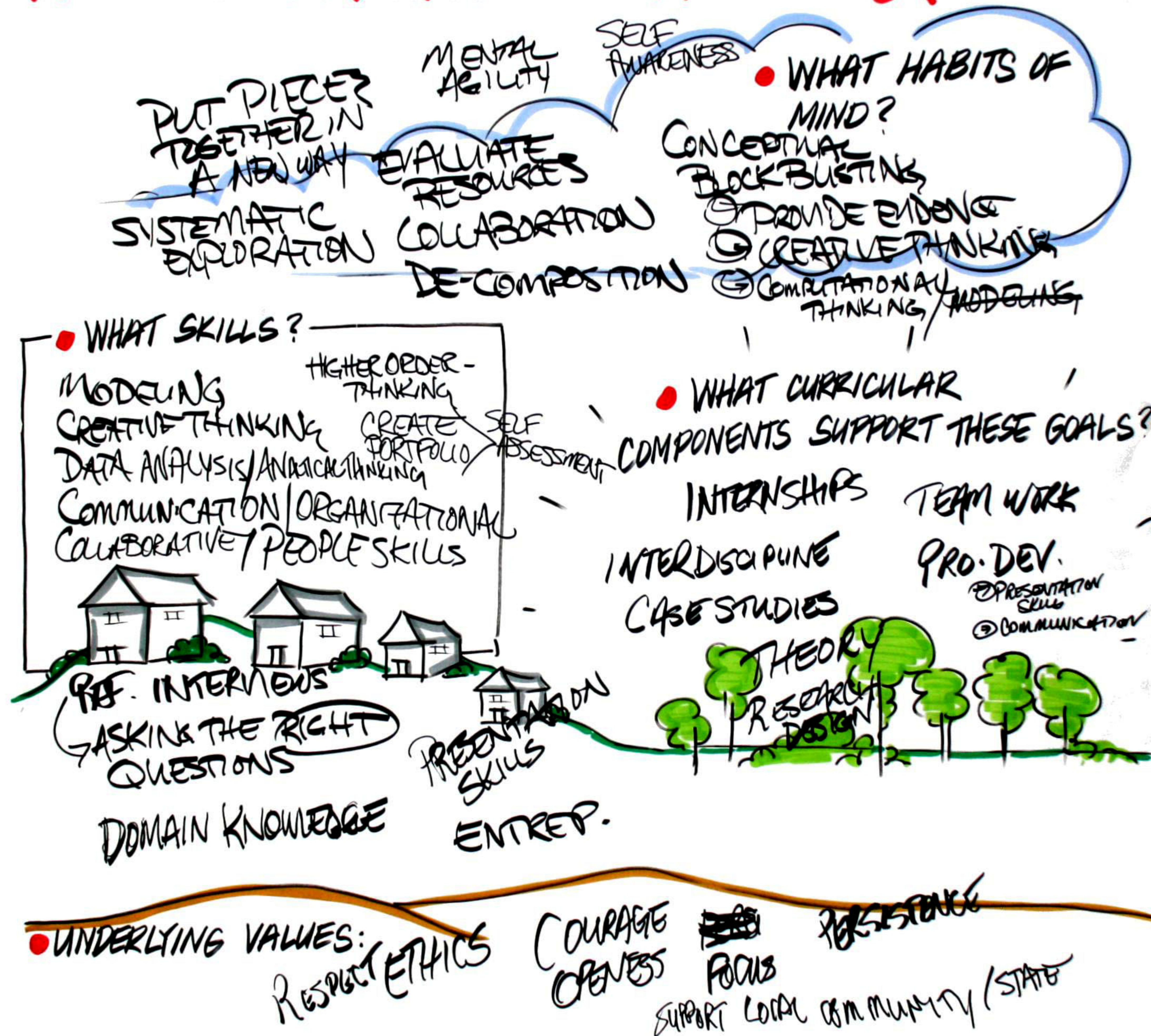
CURRENT/INTERNAL

FUTURE/EXTERNAL

WHAT DO WE WANT FOR STUDENTS AS THEY GRADUATE FROM the SIS?



WHAT DO WE WANT FOR STUDENTS AS THEY GRADUATE FROM THE SIS?



WHAT DO WE WANT FOR STUDENTS AS THEY GRADUATE FROM the SIS?

? Foundational principles



• WHAT SKILLS?

- Project management
- Team work
- Critical thinking
- Continuous learning
- Tech skills
- Analytical
- Quantitative skill
- Domain depth
- Comms/Interpersonal
- Leadership
- Political
- Coding



• WHAT CURRICULAR (Intra + Extra) COMPONENTS SUPPORT THESE GOALS?

- Group projects
- Professional development
- Presentations
- Internships + field projects + Placements
- Involvement in student orgs. + profess assoc.
- Research project
- Writing
- Global exemplars



- ## • UNDERLYING VALUES:
- Commitment to excellence
 - Realistic determination
 - Global awareness
 - Commitment to diversity
 - Integrity

WHAT DO WE WANT FOR STUDENTS AS THEY GRADUATE FROM THE SIS?



WHAT CURRICULAR COMPONENTS SUPPORT THESE GOALS?

- Group Project based assignments / work
 - Student self-assessment
 - Paper presentations
 - Discussion / interpersonal engagement
 - research papers
 - formative assessment
 - Programming Projects
 - lab work
-

UNDERLYING VALUES:

- Human Mind + Info Tech = more powerful together
- Unfiltered / open access to information
- Privacy - individual rights

- Recognition of individual / group contributions

- Information Ethics

Core Ethical Principles:

- Autonomy
- Beneficence
- Non-maleficence
- Justice

WHAT DO WE WANT FOR STUDENTS AS THEY GRADUATE FROM THE SIS?



EXPLORING AN EXPANDED DEGREE

SEQUENCING, SEEKING RELATIONSHIPS

SUCCESS FACTORS,
RESOURCES

Analyse Existing
Resources, etc.

Benchmarking/
Competitive
Analysis

Identify potential
partners to co-
produce the
program

Target audience:
employers

Administrative
approval (&
funding)

Theoretical
Foundations

Research
Design

Ethics &
Values

Problem Solving/
Computational
Thinking

Info. Organization

Social Network
Analysis/
Info. Behavior

Statistics/
Analysis

Economics &
Business

Project/
Internships

Project
Mgt

Qualitative
Analysis

Data Curation

Data/Info
Life Cycle

Pathways in Info/
Case Study

Info Tech &
Networking

Professional
Development

Legal &
Regulatory

Entrepreneurism

Assistive
Technology

Startups
Created

Recognition of
Projects &
Research

Job
Placement



EXPLORING AN EXPANDED DEGREE

SEQUENCING, SEEKING RELATIONSHIPS

SUCCESS FACTORS,
RESOURCES

INTRO TO
DOMAIN

INFORMATION
TECHNOLOGY

INTRO TO
IT

ETHICS

DATA
ANALYTICS

CAPSTONE
COURSE
PORTFOLIO

INTRO TO
INFORMATION
IN
SOCIETY

OVERVIEW
APPLICATIONS

PUBLIC
POLICY

DATA
ORGANIZATION

ENTREPRENEURSHIP
COLLABORATIVE

CRITICAL
THINKING

OVERVIEW
LANGUAGES

LEGAL

DATA
CLASSIFICATION

BREAK
OUT
↓
DRILL
DOWN
INTO STREAMS

INTERNSHIP

CRITICAL
WRITING

CURATION
PRESERVATION
ACCESS

RESEARCH
METHODS

INFORMATION
SECURITY

CAPSTONE
PROJECT /
PORTFOLIO



EXPLORING AN EXPANDED DEGREE

SEQUENCING, SEEKING RELATIONSHIPS

SUCCESS FACTORS,
RESOURCES

Needs (Industry)
Assessment
Recruiting
Marketing

Name the
degree

Define core
curriculum

Define
Specializations/
minors

Build
curriculum

Pitt Profile

Faculty
buy-in

EXPLORING AN EXPANDED DEGREE

SEQUENCING, SEEKING RELATIONSHIPS

SUCCESS FACTORS,
RESOURCES

BUS
~~SE~~TEL
DES
ANALY.

INTRO
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MIX
TEAM

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CAP 1

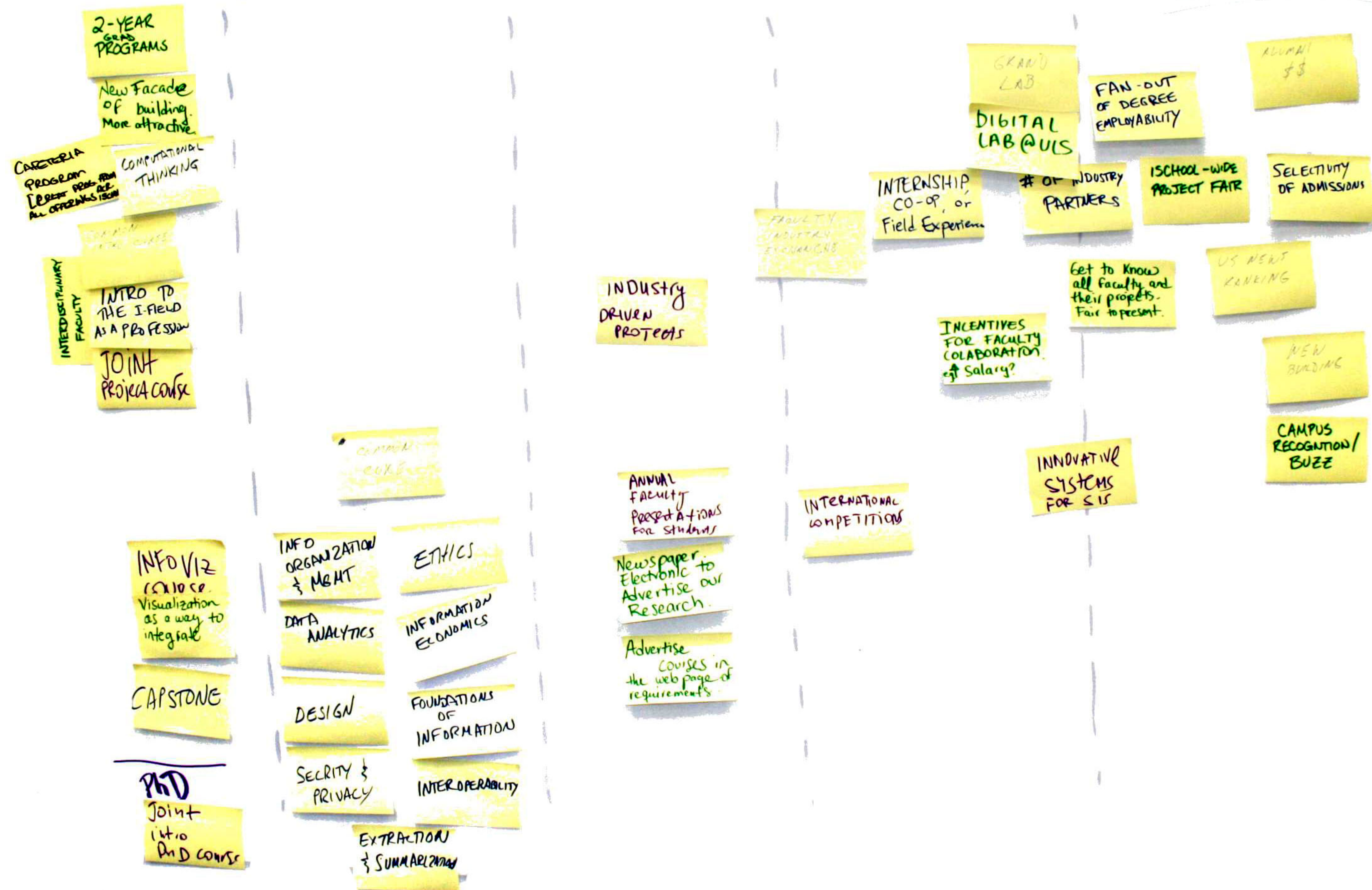
CAP 2

ELE

EXPLORING AN EXPANDED DEGREE

SEQUENCING, SEEKING RELATIONSHIPS

SUCCESS FACTORS, RESOURCES



WHAT TO CARRY FORWARD

re: Rethinking Program

Expand Under
Grad 3yr
Program

Expand Under
Grad 3yr
Program

Expanded UG program
with common core
has affordability built-in.
2-year grad degree desirable
but less affordable (?)

2 year
graduate
program

2 year
graduate
program

COLLABORATION

Bringing programs/
specializations
together at
one point in their studies

CROSS
Discipline
Projects

Boot
Camp
Common Core

Raising the
visibility of student
work (fairer.)

PORTFOLIO
PROJECTS
FAIR

"Collaboration"
came out
several times

2-3 Common
Courses

COMMON
INTRO
COURSE

One program with
different tracks

COMMON
COURSE

NEW DEGREE
INFO MANAGEMENT
48 credits

OK People
Good People + Information
Great People + Info + Technology

Nobody talked
about design &
human factors
(HCI)

Re Tool of
"Library" skills
definition to current
DATA TECHNOLOGIES/TECHS

Re Tool of
"Library" skills
definition to current
DATA TECHNOLOGIES/TECHS

Re Tool of
"Library" skills
definition to current
DATA TECHNOLOGIES/TECHS

Ethics - mentioned by all

Pitt Profile
↕↕↕
Employer needs
audit

All aimed at a
professional degree
vs. academic

WHAT PROBLEM
ARE WE SOLVING?

REVISED MISSION

The mission of the SIS is to support and advance the mission of the University through the discovery, development, management, dissemination and utilization of information as a resource, which is both the foundation upon which all human endeavors are built and the greatest driver of advancement and change in societies, states, organizations and our lives and our livelihoods in the future.