University College Dublin

Strategy 2015-2020

Information and Communication Studies (from 1 September 2015)

(School of Information and Library Studies)

3rd February 2015

SECTION 1: INCREASE THE QUALITY, QUANTITY AND IMPACT OF OUR RESEARCH, SCHOLARSHIP AND INNOVATION (REQUIRED)

KEY STRATEGIC OBJECTIVES

Research in the School

There is a strong commitment to conducting and fostering research in the School of Information and Library Studies (SILS). All academic staff are research active. Academic staff are engaged in a broad spectrum of conceptual, theoretical and empirical research activities, including externally funded projects.

A further significant body of applied research is also undertaken for capstone projects and individual dissertations by postgraduate students on the MLIS and MSc programmes listed in the previous section. The PhD has grown significantly from an initial one or two to a current total of six doctoral students.

Recent and Ongoing Changes in the School

The school has recently hired two five-year contract academic staff, who will support expansion into HCI and digital curation. This expansion is further supported by the development of a new conversion Masters degree which will enable students to convert their previous Diploma or Masters degrees in the school to an MSc in Digital Curation.

A wider upcoming change for the school will be the renaming and rebranding of the school to include the field of Communication. While the school already includes some research in the area of Communication, the renaming of the school will broaden the research remit for this area and extend scope for teaching in this area for the school and university.

One of the central proposals to support the expansion of programmes and research in the School is the hiring of a new Professor of Information and Communication. The previous Professor retired in May 2014, and recruiting a new Professor in place is central to expansion of the School into Information and Communication, supporting the new research and teaching developments in the school and positioning the school in the national and international research dialogues.

Funding

Individual staff are encouraged to seek support from any source, including the IRC, ERC and Horizon 2020, as are students. Because staff are involved in a range of interdisciplinary projects, potential funding sources outside the school are diverse. Internal funding opportunities within the school have created opportunities for staff to initiate new small projects to foster research development, e.g., HW Wilson staff research funding over a three year period. There are also school requests to potential funding agencies for research posts and studentships.

Quality and Quantity of Research Work

The School has offered education and training in librarianship since 1928 and has been the only accredited programme until last year. At present, there is a Library and Information Science programme based in Northern Ireland, as well as one at Dublin Business School. In both cases, these programmes offer specialised subject degrees, whereas our school offers a broader scope MLIS and other relevant MSc programmes, which supports (and is informed by) a similarly broad research agenda.

The research output of the school reflects this broader subject inclusion, as well as current research theme developments in the field. Research output is interdisciplinary and international, with major international refereed journals - often the "blue chip" publications for the field. The tradition of quality in research and publication suggests that the school is well equipped to expand its research activity and to expand its international reputation.

Impact of Research

The research strategy of the school is driven by the needs of the subject, the resources available in Dublin, and the talent of staff. This is consistent with faculty of Human Sciences and University College Dublin research strategy and can help the College realise its research objectives in respect of research topics covered by LIS. Research in the School has led to invitation to participate in three current COST proposals, research collaborations with colleagues in the UK, mainland Europe and North America, publications in high impact peer reviewed international journals, participation in international conferences, and international professional organisations such as the iSchool consortium. Within UCD, the School maintains close research links with both the Business School and the School of Computer Science.

Core Areas of Research

The following core areas have been identified as critical points of research within the worldwide discipline of Library and Information Science, where SILS staff have a significant involvement and established record and can make a substantial contribution to the development of the subject. The school is seeking to expand its activities in these areas and into the new area of Communication. The school will also seek funding to sustain research and ancillary activities, such as dissemination through conferences and extension of the work through postgraduate and post-doctoral research.

- Communications in contemporary society
- Content management, including social media and Web publishing
- Socially constructed information, including computer-mediated spaces, information literacy, information creation, and social interaction and communication of groups and individuals with information
- Digitally recorded culture and heritage management

The LIS field is fast moving and often develops new areas of research activity. Developing a Communication pathway will help expand our research themes.

Key Strategic Objectives:
- Conduct and foster high quality, pure and applied research in Information Science
- Contribute to policy formulation at international, national and faculty levels on theoretical and professional information issues
- Provide academic leadership in the broad subject area of Information Science

SPECIFIC ACTIONS

- **For next year (academic session 2015/16)**
- Hire new Professor of Information and Communication
- Rename and reposition the School in expanded research pathways
- Continue to invest in existing and new research threads
- Embed new research strands alongside existing research strands
- Continue to seek external funding to support cutting edge research
- Roll out new MSc programme in Digital Curation, 2015-2016

- **Over the subsequent 4 years**
- Expansion of the school's research areas
- Continue to invest in existing and new research threads
- Develop Communication research thread
- Embed new research strands alongside existing research strands
- Develop a stable core of permanent faculty
- Attract additional faculty with expertise in communications
- Anticipate growth in registration and employment opportunities for our graduates

SECTION 2: PROVIDE AN EDUCATIONAL EXPERIENCE THAT DEFINES INTERNATIONAL BEST PRACTICE

KEY STRATEGIC OBJECTIVES

The UCD School of Information & Library Studies has a unique role in the Irish Republic, in that it is the only school offering undergraduate education in Information and Social Computing, and Library Studies, and one of only two institutions providing professional taught- and research-based postgraduate programmes in these areas. We are committed to the fulfilment of Strategic Objective 2 as set out in the institutional strategy, through the pursuit and attainment of the following key objectives:

1. The School will continue to develop and extend our range of dynamic, research- and practice-led undergraduate and postgraduate taught programmes in Information, Communications, Social Media, and Digital Curation to meet and exceed the highest standards internationally, and to foster the holistic development of students.

2. We will provide internationally recognised, and accredited where possible, research- and practice-led taught programmes that will equip students for successful careers and leadership roles in the Information and Digital professions, including Information Management, Digital Curation, Information Systems Design, UX / user experience and Information Architecture

3. We plan to re-brand our undergraduate BA and BSocSc programmes as "Information and Communication" to reflect the overall rebranding of the School. We will review programme structure, and revise and upgrade existing modules to ensure subject relevancy. In addition, we will explore new modules in Information and Communications that could be brought online to create an attractive and modern offering for students entering UCD.

4. We plan to develop new postgraduate programmes in Communications, tentatively titled Digital Culture and Society (MA) and Media and Communications (MSc), to reflect the School's re-branding and expansion in this area.

5. We will promote and develop innovative technology-enhanced and flexible learning opportunities, which align with curriculum objectives, meet student needs, and foster the development and enhancement of essential digital literacy and learning skills in students.

6. We will provide a holistic educational experience that supports the development and enhancement of generic and transferable skills, attributes and competencies, including critical and creative thinking, collaboration and teamwork, reflective learning and practice, project management, personal and professional development, and self-efficacy.

7. We will engage with employers, practitioners and professional associations to develop and implement modules, top-up qualifications and other learning opportunities, designed to support the growing need for continuing professional development (CPD) in the information professions, including the areas of Information Management, Digital Curation, Information System Design, and Information Architecture.

8. We will continue to position and promote the School as one of the leading international destinations for international students wishing to study Information and Communication based subjects at undergraduate and postgraduate level.

9. We will continue to facilitate the development of future research leaders within our student cohort, through the provision of opportunities for students to collaborate closely with academic staff on designated research projects.

10. We will endeavour to foster deeper engagement among our undergraduate and postgraduate student cohorts through the enhancement of our vibrant School community, which is conducive to interaction, collaborative learning and creates a greater sense of belonging to the discipline. Amongst other effects, this will encourage greater numbers of undergraduate Stage 1 students to select Information & Social Computing as their major in Stage 2, and to continue the positive trend in this direction.

11. We acknowledge the busy lives led by students at both undergraduate and postgraduate level, and in addition to our part-time postgraduate programmes, we will endeavour to design and deliver flexible distance-learning programmes in a technology-enhanced environment that cater to the needs of various student groups, and offer a holistic and rewarding educational experience that is on a par with our on-campus programmes.

SPECIFIC ACTIONS

● **For Next Year (academic session 2015/16)**

To attain these objectives, in 2015-2016, we will:

> ● Carry out an in-depth survey of employers in the information industry, including both public and private organisations, to identify the skills, competencies and knowledge required by graduates to successfully navigate the job market, and review our programme curricula to ensure that we are meeting those requirements
> ● Review and modify our graduate attributes for our undergraduate and postgraduate programmes to reflect up-to-date personal, academic, and professional requirements for students
> ● Introduce a new full- and part-time MSc in Digital Curation, the first programme of its kind in Ireland
> ● Introduce a new postgraduate "top-up" professional certificate in Digital Curation for graduates of our MLIS programme (and other postgraduate programmes) who wish to develop or enhance their skills in this area.
> ● Seek professional accreditation for our existing MSc in Information Systems, as well as our new MSc in Digital Curation
> ● Seek re-accreditation of our professional MLIS and GDLIS programmes from the Library Association of Ireland
> ● Introduce new undergraduate and postgraduate modules in the areas of Digital Curation, Computer Mediated Communication, Research Data Management, Social Studies of Technology and Quantitative Data Analysis
> ● Seek to establish a partnership with NCAD, and the UCD Schools of Architecture and Computer Science & Informatics to develop a new MA in Interaction Design, which will focus on the design, evaluation and theoretical understanding of the impact of technology designs which spans across the schools' expertise.
> ● Increase our School's commitment to technology-enhanced learning by rolling out a newly-designed suite of e-tutorials within a number of our undergraduate and postgraduate modules.
> ● Increase our School's commitment to technology-based learning by rolling out further online and e-learning based modules for undergraduates and postgraduates.

- **Over the subsequent 4 years**
    - Seek to develop 2-3 new Masters-level programmes in the areas of Information, Social Media & Computing and Communications
    - Facilitate technology-enhanced learning through the establishment of a digital virtual lab to provide students the opportunity to practice activities and use tools associated with Digital Curation, HCI and other modules
    - Ensure programme and module excellence through the establishment of a Strategy Board composed of leading academics and practitioners, which will convene annually to discuss the programmes, changes in industry and academia, and how best the programmes can reflect those changes
    - Seek opportunities for student internships within information organisations, to provide work experience, enhance hands-on skill development, and consolidate the links between theory and practice. Specific domains for internships will be media organisations, charity and social policy groups, and Library/Archives organisations. Alumni will be used to source these internships, thus strengthening ties between the School and professionals in the field.
    - Develop and implement a fully online offering of at least one of our postgraduate programmes to cater for students with flexible learning needs.
    - Investigate the development of student support facilities such as a digital learning lab and a physical lab in which students can investigate new uses of technology applied to information and communication.

SECTION 3: CONSOLIDATE AND STRENGTHEN OUR DISCIPLINES

KEY STRATEGIC OBJECTIVES

The School of Information and Library Studies is the focus for information science in Ireland, with particular strengths in social studies of information and technology, information architecture, social information behaviour, and user centred design. As a prominent participant in the iSchool consortium, it also has international visibility with substantial research links in Europe and North America. Additional staff recruitment will provide depth in the fields of Information and Social Computing, particularly in social studies of information and technology, theories of information, information behavior, user centred design, information architecture, and interactive media. This consolidation will be lead by a newly recruited Professor of Information and Communication, who will also help integrate the existing strengths of the School with new developments in the overlap of Information and Communication. New programmes in Digital Curation will make the School a market leader in Ireland and the United Kingdom.

SPECIFIC ACTIONS

- **For Next Year (academic session 2015/16)**
    - Recruit a new Professor of Information and Communication
    - Offer an MSc and Professional Certificate in Digital Curation
    - Continue participation in existing COST networks and iSchool activities (such as the annual iSchool conference).
- **Over the subsequent 4 years**
    - Transform existing core funded contract posts to permanent posts to support further contributions to the field.
    - Develop concrete procedures for recruiting excellent international students for information and communication.

SECTION 4: CONDUCT STRONG INTERDISCIPLINARY RESEARCH AND EDUCATION IN IMPORTANT AREAS OF NATIONAL AND GLOBAL NEED

KEY STRATEGIC OBJECTIVES

The LIS field is multi- and interdisciplinary in itself, and is characterized by a high use of theories, research methods and techniques from other disciplines, as is natural for a field concerned with all human knowledge. Individual staff members can and have forged and fostered formal and informal links with other disciplines, and the department has recruited staff with expertise in other fields (e.g., computer science) to develop aspects of the LIS field.

The school's interdisciplinary research focus is strongly embedded in issues of national and international significance. Given the focus in Ireland on new information and communications technologies, the School, through its research on the social and individual dimension of both information and information technologies, can make an important contribution to national strategies. The School is also contributing to the development of 'big data' initiatives in Ireland, in conjunction with other Schools in the University.

The school is frequently identified as a desirable research location by researchers at other institutions, with researchers visiting to conduct research as postdoctoral researchers and as scholars. Researchers within the school have collaborated with external scholars to produce comparative publications with international significance.

International speakers are welcomed to the school as a means of expanding international research connections and project collaboration. Visiting national and international speakers not only deepen our links in the field, but also serve an educational purpose, giving public lectures as well as class talks within modules in the school.

SPECIFIC ACTIONS

For Next Year (academic session 2015/16)

- Continue interdisciplinary research
- Contribute to 'big data' initiatives
- Increase staff involvement in COST Actions
- Involve staff in Horizon 2020
- Develop a research speaker seminar series.

Over the subsequent 4 years

- Involve staff school-wide in Horizon 2020 projects
- Support staff submitting to ERC grant schemes.

SECTION 5: ATTRACT AND RETAIN AN EXCELLENT AND DIVERSE COHORT OF STUDENTS, FACULTY AND STAFF

KEY STRATEGIC OBJECTIVES (MAX 800 WORDS)

The School will identify new programmes for postgraduate students and reconfigure existing postgraduate programmes to increase the attractiveness of the School for student recruitment. Recruitment will continue to target students from India and China for MSc in Information Systems, and students from North America for MLIS and MSc in Digital Curation. This will ensure a diverse cohort of students at postgraduate level.

Current staff already span a number of different cultural backgrounds, which makes the School a more comfortable experience for both EU and non-EU students.

New postgraduate programmes and increased postgraduate registrations will produce sufficient new income to enable additional staff hiring. The School will identify research topics for which staff have overlapping areas of expertise; the critical mass will increase the effectiveness of research projects, and make the School more attractive as a participant in EU Horizon 2020 bids. The additional funding will enable the recruitment of high quality staff, and enable existing staff to obtain promotions.

In general, the School will also support research initiatives by aligning teaching, research and administration responsibilities as closely as possible. All academic staff are currently research active; staff will continue to be encouraged to recruit additional PhD students. These students will enhance the research environment in the School and will also enable high quality tutorials at undergraduate level, which will not only improve the undergraduate experience but will also provide role models for undergraduates to continue on with postgraduate programmes.

More than half of the core funded academic staff are employed on contract basis (4.0 out of 7.5). This half percentage is not in line with good HR practice; the School will transform these positions into full-time positions. A percentage of teaching is currently carried out by occasional lecturers; such lecturers provide expertise of specific areas that are best provided by experts in their professional fields whose normal employment requires them to be up to date with best practice. Such lecturers provide significant benefits for professional programmes. Continued employment of such occasional lecturers will ensure highest standards for professional programmes.

The current temporary .5 administrative position, which focuses on marketing postgraduate programmes (and improving the visibility of the School via social media platforms), will be extended to support the increase in postgraduate programmes and non-EU recruitment.

There is currently no Professor in place, as the previous Professor resigned in 2014. In order to provide leadership for the transformation of the School from Information and Library Studies to Information and Communication, the School will recruit a new Professor of Information and Communication to continue the existing programme and research initiatives, and develop additional ones in the overlapping fields of Information and Communication.

SPECIFIC ACTIONS

- **For Next Year (academic session 2015/16)**
    - Offer two new postgraduate programmes: MSc in Digital Curation and Professional Certificate in Digital Curation. These will attract a significant number of professionals and new entrants who wish to obtain a qualification in Digital Curation. The Professional Certificate, designed for those with existing postgraduate qualifications, will be particularly attractive to professionals currently in the workplace.
    - The existing MSc in Information Systems will be reconfigured to strengthen its focus on interaction design and user interface issues, drawing also on links with the National College of Art and Design, to strengthen this offering and focus on employer needs.
    - Recruit a new Professor of Information and Communication with international visibility, to support development of international research links, and assist in the recruitment of international students for postgraduate programmes by raising the international recognition of the School.
    - Extend the existing .5 contract administrative post for an additional three years, with a focus on marketing postgraduate programmes (and improving the visibility of the School via social media platforms). This will support the increase in postgraduate programmes and non-EU recruitment.
    - Investigate the development of a director of student studies administrative position. This sole responsibility of this staff member would be to grow opportunities for students through internships and job fair could fast-track our students to innovative information careers in Ireland. Further, students could benefit from the ability to seek advice from a career services administrator, who could assist students with CV and interview preparation.
    - Investigate the development of a research and funded projects support administrative position. This position would be charged with assisting academic staff with obtaining and managing large

external funding would increase the likelihood of obtaining large grants for research, helping establish UCD as a major player in EU research funding.

- **Over the subsequent 4 years**
  - If the School receives approval to rename itself as the School of Information and Communication, the School will develop new postgraduate programmes in Communication, tentatively titled Digital Culture and Society (MA) and Media and Communications (MSc). These are programmes that are successfully being offered in the UK and US, and would provide a potential draw for non-EU students and complement our existing range of postgraduate programmes.
  - Research clusters will be developed to enable more effective research and interest from researchers building consortia for Horizon 2020 bids.
  - Research clusters will be used to attract new PhD students; these students will also be able to provider tutorial assistance for undergraduate and postgraduate modules and so improve the learning environment for students.
  - Transform existing core funded academic contract posts to permanent posts.
  - Increase North American recruitment via a funded recruitment strategy via tangible objectives.

SECTION 6: BUILD OUR ENGAGEMENT, LOCALLY, NATIONALLY AND INTERNATIONALLY

KEY STRATEGIC OBJECTIVES

The school has strong ties to the LIS community locally, nationally, and internationally. Staff have maintained a presence at events and research and education forums and groups on local, national and international levels, taking part not only as participants but as leaders.

Areas for improvement locally include greater linking with UCD Libraries archives and repositories. Although individual instructors have long liaised with library staff, an enhanced connection is desirable. Some work has been done to highlight connections with archival and repository connections with regard to mapping digital heritage; however, the school would like to develop these connections for fuller collaborative research efforts.

Staff are strongly affiliated with other schools nationally and internationally in our field and in related fields. Staff also have research links with various government entities, and have participated in doctoral thesis supervision for the professional DGov at UCD. Links have been developed with national and international researchers who have networked and collaborated on research and/or visited the school to give talks over the years. The school wishes to sustain these linkages, while developing new connections with researchers in emerging and related fields, including Communication.

The School aims to be the primary facilitator of public discourse in Ireland on issues related to Information and Communication, and a key contributor to international discourse. We aim to influence policy-making at national level on topics of importance where the School has in-house expertise, and to be the first port of call for consultation by governmental institutions, charities and policy groups - for example, we will contribute to the shaping of the national agenda on a Digital Strategy for Ireland, through consultation and commentary, and participation in committees and working groups where possible. We plan to be the first port of call for media outlets seeking commentary and expert opinion on issues related to Information and Communication, helping to boost the media profile of the University and the School globally. We aim to be prominently involved in engaging future generations on global issues related to Information and Communication, through school programmes, visits, demonstrations, participation in Summer Schools and attendance at undergraduate and career fairs. Furthermore, we will employ multiple media platforms, including video, blogs and social media sites, to promote the research projects and interests of the School, and present them in a way that will facilitate public engagement with complex topics. We will seek to establish funded and non-funded research collaborations with public agencies to identify topics of important social and public interest that can be explored by both research staff and postgraduate students on our programmes.

SPECIFIC ACTIONS

For Next Year (academic session 2015/16)
- Continue the school's strong presence in research and education forums, groups, associations, and events.
- Continue to attract scholars with high level reputations to the university to facilitate research conversations within the school as well as with existing and potential partners outside the school.
- We will offer short programmes at the UCD Summer School in 2015 and 2016
- Our staff will continue and extend their involvement in external committees and task forces, contributing to national and international agendas on relevant issues
- We will revamp our website to include engaging short presentations on staff research topics
- Investigate the development of formal internship opportunities or studies in the Dublin area.

Over the subsequent 4 years

- Expand participation in research events and groups to include further research area development in the school and the field, as well as further interdisciplinary conferences and events locally, nationally, and internationally.
- Enhance the school's engagement with local, national and international collaborators.

SECTION 7: DEVELOP AND STRENGTHEN OUR UNIVERSITY COMMUNITY

KEY STRATEGIC OBJECTIVES

The School will continue to engage with our alumni, both through an Alumni Association, as well as through the various professional bodies in Ireland that have a strong affiliation with the School. We will continue to encourage student associations, at both undergraduate and postgraduate levels, to support the student experience while students are obtaining their degrees. Decisions regarding future developments in the School will be made on the basis of inclusive dialogue among staff within the School, and input will be sought from both stakeholders outside the University (including stakeholders for School programmes), current students within programmes, and recent graduates. Social media platforms (e.g., Facebook, Linkedin, Twitter) as well as traditional electronic resources (email discussion and distribution lists) will be used to facilitate and enhance communication amongst all these groups. Intellectual links with other units in the University will also be maintained (e.g., CITO in the School of Business) to enhance the collegial experience.

The School will maintain close links with undergraduate students registered for School subjects through a student representatives, and will encourage students to organise activities through the InfoSoc University student group.

SPECIFIC ACTIONS

- **For Next Year (academic session 2015/16)**
  - Provide continued support for Alumni association and for student groups (both undergraduate and postgraduate). The School will aim to hold four alumni events each year:
    - A meet & greet with staff & new students
    - John Dean Alumni Event
    - A careers seminar in Spring
    - presentation of Capstone students to alumni.
  These events will also engage our International students with alumni.

  - Conduct a survey of students who have obtained postgraduate degrees, to evaluate effectiveness of existing programmes and modules within programmes.
  - Use existing social media platforms (facebook, twitter) to communicate with alumni about current activities in the School
  - Seek to involve alumni in current programmes (guest lectures, evaluation of Capstone projects)
- **Over the subsequent 4 years**
  - Development closer links with stakeholders (professional organisations, companies who employ graduates from our programmes) by consulting them about curricula reform, developing intern programmes, asking them to participate in postgraduate programmes by giving guest lectures or evaluating Capstone projects.
  - Host any meetings that stakeholder groups (especially professional bodies) are interested in organising for their members.

SECTION 8: FURTHER DEVELOP WORLD-CLASS FACILITIES TO SUPPORT THE VISION

KEY STRATEGIC OBJECTIVES

The growing student numbers in our undergraduate and postgraduate programmes, as demand for places in our existing programmes increases, and new Information and Communications programmes are brought online, mean that the School's current facilities require expansion and upgrading, in order to provide an excellent educational experience for all students, which can compete with best practices nationally and internationally. In particular, our plans for online, distance-learning programmes will require a re-appraisal of the resources currently available in the university, and an audit of what will be needed, in terms of hardware, software, and staff training.

- The School will continue to seek external funding and sponsorship opportunities for the development and installation of advanced technological facilities to support teaching, learning, and research

- We will explore the possibility of partnerships and collaborations with other Schools, Centres and Institutions, to develop cutting-edge technological facilities in support of teaching, learning, and research

- We will endeavour to make optimum use of existing university facilities to support teaching, learning and research, through staff training and collaboration with other university units.

SPECIFIC ACTIONS

- **For Next Year (academic session 2015/16)**
    - We will carry out an audit of our current resource needs and gaps, and map against best practice internationally to establish the areas where development and innovation are required
    - We will undertake staff training in the technologies that are currently available in UCD for teaching, learning and research, to ensure that we optimise our use of the existing resource base and teaching spaces in the university
    - We will continue to promote our in-house innovation area to students as a space for collaboration, discussion, project development and teamwork
    - We will explore the possibility of targeted Alumni donations for specific projects through the activities of the School's Alumni Association
    - We will investigate potential funding opportunities for the installation of a digital virtual lab to provide students the opportunity to practice activities and use tools associated with Digital Curation, HCI, Communications and other modules, within a learning environment
    - Recruit a new Professor of Information and Communication with sufficient international visibility to enhance the position of the School, enable recruitment of high caliber academic staff and support the development of international research networks
- **Over the subsequent 4 years**
    - We will explore the potential of sponsorship from external Information Organisations to help support the development of world class, technology-enhanced teaching, learning and research facilities in the School.
    - Develop space within the school for students to gather, in which they can make informal ties with classmates, plan information society events, work on group projects and have access to computing to complete assignments.

SECTION 9: ADOPT GOVERNANCE, BUDGETARY AND MANAGEMENT STRUCTURES WHICH ENABLE THE VISION

KEY STRATEGIC OBJECTIVES

1. In line with many professional library programmes throughout the world, registrations for the professional MLIS programme declined in recent years. The MLIS programme began a process of review which led to an increase in registrations in 2014-15, as compared with 2013-14. However, registrations are not expected to return to levels experienced previously, due to changes in the employment market. To address changes in the skills and expertise now in demand, as well as changes in information and communications technologies, a new MSc in Information Systems was introduced in 2013. In addition, with the increased dependence on digital resources has come a need to manage those resources, and this is being addressed through new programmes in Digital Curation, to be offered in 2015-16.

2. The School is seeking permission to rename itself School of Information and Communication, to enable provision of new postgraduate programmes and increased enrolment in undergraduate programmes in areas not previously offered in University College Dublin. The School will develop new programmes, such as MA in Digital Culture and Society and MSc in Media and Communications, which will complement existing postgraduate programmes.

3. The School will increase income through research grants, postgraduate programmes with non-EU students. In addition, new programmes will be supported through enhanced engagement with other parts of the University: School could grow through further engagement with

a) Archives in the School of History and Archives. Information/Library Schools in the UK, Europe, and North America have strong links between Archives and Information and Library programmes. This is especially relevant in the case of UCD, as the School launches a new MSc in Digital Curation. Archives graduate taught programmes and SILS programmes already exchange students amongst a number of modules.

b) Film in the School of English, Drama and Film. As the School moved to include Communication and Media, film would contribute to this focus.

c) NCAD. There are modules provided by the School of Visual Culture in NCAD that, if available in UCD, would enhance current and future programme offerings in the School. In addition, discussions are currently underway regarding modules SILS can offer for the new Interaction Design MA (recently approved in the NCAD).

Increased income will support additional staff employment; this will enable deeper coverage for both teaching responsibilities and administration tasks. It will also increase the critical mass for both enhanced research income and research output.

4. The School will recruit a new Professor of Information and Communication to provide long-term administrative leadership in the School's five year development plan.

SPECIFIC ACTIONS

- **For Next Year (academic session 2015/16)**
    - Approval has been achieved for two new postgraduate programmes: MSc in Digital Curation and Professional Diploma in Digital Curation. Intake expected to be EU students.
    - MSc in Information Systems will accept additional, largely non-EU, students
    - Increase in number of stage one students converting to a major in Information and Social Computing in stage two.
    - Recruit a new Professor of Information and Communication to provide long-term administrative leadership in the School's five year development plan.
- **Over the subsequent 4 years**
    - Increased income from two new postgraduate programmes will fund one additional post in year two. Additional income from all postgraduate programmes will fund a second post in year four.
    - Increased staff number will enable 1) overlapping areas of expertise, to avoid only one person being able to teach specific module content; 2) sufficient staff to rotate posts of administrative responsibility and 3) provide more time for staff to increase grant income and publication output.

- Postgraduate programmes will be monitored to ensure appropriate fit between module content and market demands.

SECTION 10: OVERCOME FINANCIAL, HUMAN RESOURCE MANAGEMENT AND OTHER EXTERNAL CONSTRAINTS

KEY STRATEGIC OBJECTIVES

School income will be increased, through the funds generated by additional postgraduate recruitment. Recruitment will be increased through the reconfiguration of existing programmes (especially the MLIS) and the establishment of new programmes (e.g., Digital Curation). Additional staff be recruited, and greater support for research initiatives will be supported. The additional staff, and additional income through successful research grants, will be used to further increase postgraduate recruitment for PhD students.

SPECIFIC ACTIONS

- **For Next Year (academic session 2015/16)**
    - introduce new postgraduate programmes and increase post-graduate registrations for existing programmes to generate additional income
- **Over the subsequent 4 years**
    - use increased income to recruit additional staff, thus enabling more income generation through research grants and postgraduate income