December 15, 2015

MEMORANDUM

TO: Brian Butler  
   Dean, College of Information Studies

FROM: Elizabeth Beise  
      Associate Provost for Academic Planning and Programs

SUBJECT: Proposal to Modify the Master of Information Management - Strategic Management Specialization (PCC log no. 15015)

The proposal to modify the Master of Information Management, Strategic Management Specialization, has been administratively approved. A copy of the proposal is attached.

The change is effective Spring 2016. Please ensure that the change is fully described in all relevant descriptive materials.

MDC/  
Enclosure

cc: Andrew Harris, Chair, Senate PCC Committee  
    Barbara Gill, Office of Enrollment Management  
    Reka Montfort, University Senate  
    Erin Taylor, Division of Information Technology  
    Pam Phillips, Institutional Research, Planning & Assessment  
    Anne Turkos, University Archives  
    Linda Yokoi, Office of the Registrar  
    Alex Chen, Graduate School  
    Ann Weeks, College of Information Studies
THE UNIVERSITY OF MARYLAND, COLLEGE PARK
PROGRAM/CURRICULUM/UNIT PROPOSAL

- Please email the rest of the proposal as an MSWord attachment to pcc-submissions@umd.edu.
- Please submit the signed form to the Office of the Associate Provost for Academic Planning and Programs, 1119 Main Administration Building, Campus.

College/School:
Please also add College/School Unit Code-First 8 digits: 01203500
Unit Codes can be found at: https://hypprod.umd.edu/Html_Reports/units.htm

Department/Program:
Please also add Department/Program Unit Code-Last 7 digits: 1350101

Type of Action (choose one):
X Curriculum change (including informal specializations)  □ New academic degree/award program
□ Curriculum change for an LEP Program  □ New Professional Studies award iteration
□ Renaming of program or formal Area of Concentration  □ New Minor
□ Addition/deletion of formal Area of Concentration  □ Request to create an online version of an existing program
□ Suspend/delete program

Italics indicate that the proposed program action must be presented to the full University Senate for consideration.

Summary of Proposed Action:
The College of Information Studies (Maryland’s iSchool) plans to seek to modify the Strategic Management (SM) specialization, one of the MIM program’s management-focused specializations, to reflect the addition of a course requirement (INFM700), as well as an incremental refinement to the list of specialization electives.

Departmental/Unit Contact Person for Proposal:

APPROVAL SIGNATURES - Please print name, sign, and date. Use additional lines for multi-unit programs.
1. Department Committee Chair

2. Department Chair

3. College/School PCC Chair

4. Dean

5. Dean of the Graduate School (if required)

6. Chair, Senate PCC

7. University Senate Chair (if required)

8. Senior Vice President & Provost

12/9/15
12/4/2015
12/15/2015
PROPOSAL FOR
MODIFICATION OF SPECIALIZATION (INFORMAL)
UNIVERSITY OF MARYLAND AT COLLEGE PARK, MARYLAND
STRATEGIC MANAGEMENT SPECIALIZATION FOR
MASTERS OF INFORMATION MANAGEMENT DEGREE

COLLEGE OF INFORMATION STUDIES
DEAN JENNIFER PREECE

SPECIALIZATION STRATEGIC MANAGEMENT OF INFORMATION
FOR DEGREE PROGRAM MASTER OF INFORMATION MANAGEMENT

Proposed Initiation Date: SPRING 2016
I. ABSTRACT

The Master of Information Management (MIM) degree program at the College of Information Studies (iSchool) offers informal specializations to help students identify ways of combining MIM electives to prepare for different careers. These informal specializations, which reflect domains of information management expertise, serve as pathways through the available elective courses.

The Strategic Management (SM) specialization, one of the MIM program’s management-oriented specializations, focuses on managerial, administrative, and organizational aspects of information management. The coursework in the SM specialization is designed to provide a strong understanding of the role of information management, leadership, technology, and information in the operation of organizations. This track prepares students for such positions as: project manager, information systems consultant, business analyst, and chief information officer (CIO).

This proposal modifies the informal Strategic Management (SM) specialization to reflect an addition to the SM curriculum of the required course in the technology aspect of the information management (Information Management and Technologies) and an incremental refinement to the list of the earlier offered SM electives. The proposed changes are summarized in Table 1.

<table>
<thead>
<tr>
<th>Current Specialization Courses</th>
<th>Proposed Specialization Courses</th>
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<tbody>
<tr>
<td><strong>Foundations of Strategic Information Management</strong></td>
<td><strong>Advanced Information Management</strong></td>
</tr>
<tr>
<td>• INFM 620 Introduction to Strategic Information Management</td>
<td>• INFM 620 Introduction to Strategic Information Management</td>
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<tr>
<td><strong>Advanced Information Management</strong></td>
<td><strong>Information</strong></td>
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<tr>
<td>• INST 611 Privacy and Security in a Networked World</td>
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<tr>
<td>• INST 612 Information Policy</td>
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<tr>
<td>• INST 621 Managing Digital Innovations in Organizations</td>
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<td>• INST 660 21st Century Leadership</td>
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<td>• INST 706 Project Management</td>
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<td>• INST 714 Information for Decision-Making</td>
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<td>• INST 728 Information Professionals as Change Agents</td>
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<tr>
<td>• Other courses from Public Affairs (PUAF) or the Business School (BMGT) with permission</td>
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<tr>
<td><strong>Information</strong></td>
<td>• INFM 700 Information</td>
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### Table 1: Proposed Changes to Strategic Management Specialization Courses

<table>
<thead>
<tr>
<th>Strategic Management Electives</th>
<th>Architecture</th>
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<tbody>
<tr>
<td>- INFM 700 Information Architecture</td>
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<tr>
<td>- INST 701 Introduction to Research Methods</td>
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<tr>
<td>- INST 702 Advanced Usability Testing</td>
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<td>- INFM 714 Principles of Competitive Intelligence</td>
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<tr>
<td>- INFM 757 Organizational and Business Process Modeling</td>
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<tr>
<td>- INFM 732 Information Audits and Environmental Scans</td>
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<td>- INST 610 Information Ethics</td>
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<td>- INST 630 Programming for the Information Professional</td>
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<td>- INST 631 Fundamentals of HCI</td>
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<td>- INST 715 Knowledge Management</td>
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<tr>
<td>- INST 716 Information, Technology, and Society</td>
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<tr>
<td>- LBSC 680 Principles of Records and Information Management</td>
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<tr>
<td>- LBSC 682 Management of Electronic Records and Information</td>
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<tr>
<td>- LBSC 735 Legal Issues in Managing Information</td>
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<tr>
<td>- Other LBSC, INFM and INST courses</td>
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<tr>
<td>- INFM 711 Financial Management of Information Projects</td>
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<tr>
<td>- INFM 714 Principles of Competitive Intelligence</td>
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## II. OVERVIEW and RATIONALE

The Master of Information Management (MIM) degree program at the College of Information Studies (iSchool) offers informal specializations to help students identify ways of combining MIM electives to prepare for different careers. These informal specializations, which reflect domains of information management expertise, serve as pathways through the available elective courses.

The Strategic Management (SM) specialization is one of the guides offered to help students within the Master of Information Management (MIM) degree program within
the College of Information Studies (iSchool). It focuses on managerial, administrative, and organizational aspects of information management. The coursework in the SM specialization is designed to provide students with a strong understanding of the role of information and technology in the management and operation of organizations, as well as the role a strategies management plays in the process of achieving organizational goals and objectives. This track prepares students for such positions as: project manager, information systems consultant, business analyst, and chief information officer.

The SM specialization introduces core information management concepts, including an effective structure of information collection, processing, and dissemination to one or more organizational audiences as well as an organization of control over that structure. It provides a comprehensive overview of project management; covers the concepts and techniques for planning and execution of projects including developing work breakdown structure, estimating costs, managing risks, scheduling, staff and resource allocation, team building, communication, tracking, control and other aspects of successful project completion; teaches effective strategies to facilitate sustainable change in complex organizational and institutional settings.

Through the recommended coursework, students gain hands-on experience with various information management practices enabling organizations to build and sustain long-term competitive advantage based on effective management techniques, strategies, and innovation. In assignments, projects, and activities, students practice working with these techniques and strategies to create an information and management environment that would be sustaining for efficient information dissemination, sharing, and use inside an organization.

According to current program statistics, approximately 23% of students in the MIM degree program have followed the Strategic Management (SM) specialization since fall 2013, and approximately 30% of fall 2015 applicants have indicated that they are planning to follow the SM specialization if admitted into the program.

To better help this percentage of MIM students benefit from the management focused course offerings within the iSchool, the MIM Program Committee, with approval from the iSchool’s Program, Curricula, and Courses Committee (PCC), worked with Faculty to modify the specific courses included in the guidelines for the Strategic Management specialization. The modified specialization makes better use of available in the program management and leadership courses to meet the specialization’s learning objectives (see Appendix A) and prepare students for successful careers in a management field.
III. COURSE CHANGES TO SPECIALIZATION

The Master of Information Management (MIM) degree (36 credits) requires students to successfully complete four required core courses (12 credits) and two project courses (an internship course and a capstone project course, 6 credits). The remaining 18 credits are designated as electives.

While students in the MIM program are free to satisfy the elective requirement however they choose, they are select (or design) a career-relevant specialization that provides them a depth of knowledge in one or more domains of information management expertise.

To help students benefit from the range of courses available within the iSchool (see Appendix C for course descriptions), the MIM program provides a variety of informal specializations (see Appendix B for the full list and descriptions). The specialization guidelines provide students additional information they use when selecting a set of electives that best meet their needs given their particular backgrounds, interests, and goals.

The Strategic Management (SM) specialization identifies one strategic information management course (3 credits), one course of information management and technologies (3 credits), and a set of specialty SM elective courses (9 credits). If completed, this set of five courses (15 credits) provides students with a solid foundation and depth of knowledge in the concepts, techniques, and tools used in this domain.

The SM specialization is specified in terms of:

- One course on Foundations of Strategic Information Management (3 credits) – focuses on describing the concept, principles and practices of strategic management of information resources (IR) within an enterprise; formulating IR strategy taking into account enterprise strategy and organizational capabilities; planning implementation of IR strategy as an appropriate portfolio of IR projects; describing the concepts, principles and practices of monitoring and evaluation of IR strategy.

- One course on Information Management Technologies (3 credits) – focuses on principles and techniques of information organization and architecture for the Web environment; structured description of digital resources, including data modeling techniques, metadata schemes, and user-oriented navigation systems. A central goal of the course is to enable students to equip themselves with (1) solid understanding of the principles that underlie sound information architecture in its context, and (2) awareness of and practice with procedures and tools for evaluating, planning, and implementing information architecture.

- A set of SM relevant elective courses (9 credits), which students choose based on their professional goals and interests.

The SM specialization includes the following modifications:

- Addition to the SM curriculum of the required course in information management and technologies:
  - INFM 700 – Information Architecture

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• Modifying the list of available Strategic Management electives:
  o INFM 711 – Financial Management of Information Projects
  o INFM 714 – Principles of Competitive Intelligence
  o INFM 732 – Information Audits and Environmental Scans
  o INFM 757 – Organizational and Business Process Modeling
  o INST 610 – Information Ethics
  o INST 611 – Privacy and Security in a Networked World
  o INST 612 – Information Policy
  o INST 621 – Managing Digital Innovations in Organizations
  o INST 660 – 21st Century Leadership
  o INST 706 – Project Management
  o INST 715 – Knowledge Management
  o LBSC 680 – Principles of Records and Information Management
  o LBSC 682 – Management of Electronic Records and Information
  o Other courses from Public Affairs (PUAF) or the Business School (BMGT) with permission

• The following new iSchool courses have been added to the list of available SM electives:
  o INST 611 – Privacy and Security in a Networked World. The course examines evolving conceptualization of privacy and security in light of technological developments of 21st century. It focuses on analysis of legal, ethical, design, and socially constructed challenges organizations and individuals face when developing privacy and security solutions. This course replaced the earlier taught INFM 722 Copyright, Privacy, and Security Issues in Digital Information course. INFM 722 was very broad and focused primarily on legal aspects; by removing the intellectual property/copyright components and significantly reducing the focus on policy, INST 611 is able to provide a deeper analysis of privacy and security research and its relationship to organizational management and design.
  o INFM 711 – Financial Management of Information Projects. The goal of this course is to develop students’ ability to use financial information and financial management techniques to assess the feasibility, viability, and likely impact of information management efforts. Through the readings, homework problems, case analyses, class discussions, and other activities students work on improving their understanding of the structure and meaning of common financial documents; the value and limitations of financial analysis techniques; and strategies for adapting standard approaches to the specific requirements of information management investments.

Building on this understanding students will be able to:
• Assess the current situation in an organization, institution, or community and identify potential opportunities for implementing change (situation assessment
Articulate and evaluate the case for a change initiative (making the case for change)
Identify, select, and deploy the appropriate techniques for facilitating change in specific settings (change management technique awareness and selection)
Assess the risks associated with a proposed (or ongoing) change initiative and identify actionable steps that can be taken to mitigate those risks (risk assessment and mitigation)

IV. IMPACT

The proposed changes to the Strategic Management (SM) specialization minimally impact the MIM degree program and the iSchool, generally. These changes grew out of already existing in the program courses, arising when it became clear that the currently used specialization curriculum was not sufficient to cover the material. All of these course have been taught by a member of the Faculty approved to teach by the Graduate School. The only measurable impact of the course changes will be on advisors and MIM program staff who will need to field student questions regarding the change. No additional staff, resources, or facilities will be needed.

Student impact is also expected to be minimal. As informal guidelines, the SM specialization is not a constraining requirement. Students can complete the MIM program with any combination of program relevant electives. Whether they follow the existing guidelines or the modified ones, they still satisfy the requirements for the MIM degree.
APPENDIX A: Strategic Management Specialization Learning Objectives

The specialization is designed to help assemble a set of MIM electives in which students will:

- Use leadership skills to conceptualize and develop information programs and services, ensuring their integration in and responsiveness to the needs of the entire organization;
- Analyze the evolution of management practices over time;
- Determine the value of measurement applied to workforce and resource allocation, and apply appropriate scales of measurement to project and service milestones and completion;
- Apply the principles of financial management to short-term operations and to long-term strategic initiatives within the entire enterprise;
- Recognize innovation and the ways in which innovation and change are driven by the vision, mission, and goals of the entire enterprise;
- Apply professional and ethical practices, particularly in the context of evolving standards affecting information management and financial information systems;
- Implement the appropriate technological applications relating to the management of information programs and services;
- Describe the concept, principles, and practices of strategic management of information resources within an enterprise;
- Formulate information resource (IR) strategy taking into account enterprise strategy and organizational capabilities;
- Plan implementation of IR strategy as an appropriate portfolio of IR projects; describe the concepts, principles, and practices of monitoring and evaluation of IR strategy;
- Explain the role of finance, financial markets, financial institutions, and financial analysis in organizations and use this knowledge to select appropriate financial analyses to support decision-making about information management projects and investments.
APPENDIX B: Master in Information Management Program Overview

Program Description
The Master of Information Management (MIM) program prepares students to be leaders in the use of information and technology in an organization. Drawing from management, computer science, information systems, and information science, the MIM program provides students with the skills and knowledge to successfully meet users’ information needs, lead efforts to develop organizations' information management capabilities, develop and deploy emerging technologies, and manage high-value information resources.

The MIM program integrates elements of management, computing, and information science to address critical social, economic, legal, and policy challenges associated with supporting information use by individuals and organizations. Its goals include:

- Preparing professionals for leadership positions that bridge the gap between technology-oriented staff, functional personnel, and management.
- Addressing the growing need for skilled information professionals who can strategically manage information and technology assets to fulfill critical information needs in organizations.
- Providing leadership in the information management field through the study of ethical, political, social, and technical issues related to information management in modern society.
- Assisting organizations in the formation of information policies, development and application of information systems and services, and the use of information management technologies and methods.

The MIM curriculum consists of 36 credits (12 courses) of graduate-level coursework in information management and related subjects, including a balanced mix of required and elective courses.

All MIM students must complete four core courses, which provide a foundation of skills and knowledge related to information, technology, user analysis, and management. These courses allow students to determine which aspects of information management they find most interesting and useful. The MIM core courses cover such information management topics as information definition, information privacy and ethics, technology development and deployment concepts, management principles in organization, as well as efficient user design techniques and strategies.

The learning in the MIM program is not confined to the classroom. Most MIM courses involve substantial applied components in the form of individual and group projects, in-class exercises, and mini workshops. In addition to courses covering necessary information management theory, there are two project courses—a Capstone Project and internship—representing the zenith of the program’s practice-oriented focus.
After completing the MIM core courses, all students are required to complete a set of electives that provides depth of knowledge in one or more areas of information management expertise.

To help students satisfy their specialization requirement, the MIM program offers a variety of specialization guidelines. These guidelines provide students with examples of ways their MIM elective coursework can be organized to meet their educational and professional goals.

The following pre-designed specializations are identified:

- **Community Analytics and Policy** specialization focuses on the nature of developing local data infrastructures designed to promote civic engagement at the community level and the roles that libraries can play in supporting that engagement; the nature of open data and information; the ability of the public to be informed about local issues through open government and data; the ways in which information professionals can serve as key community-based intermediaries between governments, the public, and local issues; the curation and management of digital assets, particularly datasets; the ability to create and foster data-driven communities of practice; and the role of the political process and information policy in shaping the development of community data.

- **Archives and Digital Curation** specialization focuses on the role of archivists, data curation managers and specialists, and other information professionals in contemporary society; linkages between analog and digital assets and how to manage diverse holdings and collection; the records life cycle from pre-creation activities through creation, use, preservation, and access; the intersection of legal, ethical, policy, and political sensitivities in managing analog and/or digital assets.

- **User Experience** specialization focuses on the design and implementation of user interfaces. It prepares individuals for positions such as UI/UX designer, usability analyst, and website developer.

- **Technology Development** specialization focuses on the development, implementation, and maintenance of systems in support of information management.

- **Data Analytics** specialization focuses on the skills needed to manipulate and mobilize data in order to support decision-making and organizational goals in a variety of sectors. This specialization prepares graduates for a variety of positions, such as data scientist, data analyst, or information analyst.

- **Strategic Management** specialization focuses on the managerial, administrative, and organizational aspects of information management.

- **Information Management Research** specialization focuses on conducting research that advances the state-of-the-art and state-of-the-practice in information technology and management. It prepares graduates for advanced study in information science doctoral programs and careers in cutting-edge corporate or entrepreneurial environments.

- MIM students who choose to design their own specializations prepare an individualized program plan. This option gives students the opportunity to
combine technical and managerial coursework to create a unique program of study customized to their interests and needs.

**MIM Program Core Courses**

**INFM 600 – Information Environments**
Graduate catalogue description: Role and function of information in organizations. Organizational environment and its influence on internal and external communication, organizational structure and management, organizational culture, information flow, organizational identity. Shared mental models and group decision making. Differences among types of organizations. Information policy.

This course explores various models and methodologies used to capture and deploy internal and external information and knowledge in a number of settings. Throughout the course, students analyze organizations in terms of information creation, flow, sharing, conservation, and application to problem solving. The course takes into account both internal and external influences on the management of information and knowledge. The course examines how information flows, and is managed, in online settings, and involves a number of examples of successful and unsuccessful online information management.

**INFM 603 – Information Technology and Organizational Context**
Graduate catalogue description: Application of communication and information technologies to support work processes, including technology-enhanced communication networks, computer-supported collaborative work, decision-support systems, interactive systems, and systems analysis. The course is also examines acquisition of information systems and their integration into the organization.

The first part of the course is designed to build a progressively richer understanding of how specific foundational capabilities are used together to both process information and create the user experience. Homework assignments are used to demonstrate mastery of specific technologies. In the part half of the course, class sessions will be devoted to more holistic consideration of how those capabilities are used together to support the activities of an organization. During this part of the semester, students complete a term project in which they demonstrate mastery of the integrated use of technologies that were mastered individually during the first half of the semester. By examining technologies first individually and then more holistically, students will have the opportunity to enrich their understanding of how specific technologies interact to help achieve the objectives of an organization.

**INFM 605 – Users and Use Context**
Users are not a generic group, but rather are specific individuals with particular needs and preferences. To be successful, information professionals must be able to understand users, the activities they perform, and the context in which activities are being performed. This course focuses on various user experience research methodologies for learning about users, use, and context. It prepares future information professionals on how to determine the most appropriate approach to gather and report data on the needs of users as part of a design process. In the course, students learn how to identify the strength and weaknesses of various methodologies typically used for gathering information from a diverse range of users with different needs and abilities, to articulate the strengths and weaknesses of the methodologies, as well as to determine which methodology is most suitable for specific types of data collection needs.

**INFM 612 – Management of Information Programs and Services**

Graduate catalogue Description: Administration of information programs, services, and projects, including the role of leadership in management; developing mission, vision, and goals; providing effective management for results; managing professionals; financial management; and professional conduct and ethical issues.

This course is an introduction to various aspects of management focusing on planning, organizing, leading and controlling management stages. The course covers such aspects as the evolution of management, innovative management for the changing world, management styles and leadership, managerial planning, goal setting and decision making. The course also focuses on designing adaptive organizations responding to change, global environment, diversity, and utilizing the appropriate technology to provide effective management for results in information programs and services.