

Post-APR Action Plan – Department of Information Systems

First Draft Reviewed by Chair __ Date: **Dean __ Date:** **Next YTR: 2028-2029**

Senior Administration Review Meeting Date: 06/24/2025 **Edits/Changes to Action Plan Due Date: 07/10/2025**

Attendees: Anupam Joshi, Jeffery Halverson, Peggy Re, Stephen Freeland, Rex Jarrett, Zhiyuan Chen, Kyle Pokorny and Colleen Rebeiro

Recommendation	Department Action	College Action	Provost's Office Action	Action Plan Update
UNDERGRADUATE CURRICULUM (items 2&3 also apply to Graduate Curriculum)				
Consider a holistic advising model supported by a full-time dedicated professional advising team following national best practice and standards NACADA (The Global Community for Academic Advising).	X	X		Given the changes happening at the College and campus level around advising and the complexity of career and course planning—particularly for students transferring from other programs or institutions—we will adopt a hybrid advising model at this time. The Undergraduate Program Director (UPD), Associate UPD, and Department Chair will collaborate with College advisors to transition pre-gateway students to College advising, ensuring a smooth and coordinated handoff. The teaching faculty will continue to advise students beyond the gateway point, allowing them to focus more effectively on both academic planning and career advising. This structure will be re-evaluated, including through student surveys, and revised if needed.
				By deadline: In Progress, beginning Summer 2025
				Responsible Agent: UPDs, Chair, Associated UPD for Advising, and College Advisers.

Post-APR Action Plan – Department of Information Systems

First Draft Reviewed by Chair __ Date: **Dean __ Date:** **Next YTR: 2028-2029**

Senior Administration Review Meeting Date: 06/24/2025 **Edits/Changes to Action Plan Due Date: 07/10/2025**

Attendees: Anupam Joshi, Jeffery Halverson, Peggy Re, Stephen Freeland, Rex Jarrett, Zhiyuan Chen, Kyle Pokorny and Colleen Rebeiro

Recommendation	Department Action	College Action	Provost's Office Action	Action Plan Update
Develop, adopt, monitor, and assess strategic directions, department organization, and capacity for academic programs, research, service, and external engagement outside the department at the College, University, and partners, including corporate and alumni.	X	X	X	The department will conduct strategic planning, which will include setting our goals and action plans for improving education, research, and community engagement. We will engage other UMBC units, alumni, and industry partners in the process. Given that our faculty and the department are already quite stretched, and the department has a very high student-to-faculty ratio, the strategic planning will maintain a balance between tasks and resources. New initiatives will be implemented if the necessary resources are provided. Given the interdisciplinary nature of our department, we are not only interested in developing new programs led by the Information Systems (IS) Department, but also in collaborating with other units across UMBC to create joint interdisciplinary programs. One potential opportunity is the creation of a master's program focused on Artificial Intelligence or Applied AI. However, a significant obstacle to realizing such initiatives is the current lack of institutional structures and incentives to support joint academic programs.
				By deadline: Ongoing
				Responsible Agent: Full Faculty, Dean, Chair from other units if joint programs are pursued, and the Provost's Office for the creation of new programs

Post-APR Action Plan – Department of Information Systems

First Draft Reviewed by Chair __ Date:

Dean __ Date:

Next YTR: 2028-2029

Senior Administration Review Meeting Date: 06/24/2025

Edits/Changes to Action Plan Due Date: 07/10/2025

Attendees: Anupam Joshi, Jeffery Halverson, Peggy Re, Stephen Freeland, Rex Jarrett, Zhiyuan Chen, Kyle Pokorny and Colleen Rebeiro

Recommendation	Department Action	College Action	Provost's Office Action	Action Plan Update
Consider deepening relationships with area employers in undergraduate and MPS degree programs for work-based learning, curricular design, and assessment informed by employers, student career outcomes, and intentional pipelines to employers.	X	X	X	We have already begun seeking feedback from the IS Advisory Board regarding curriculum mapping for the Business Technology Administration (BTA) program. Moving forward, we plan to take the following steps: • The Undergraduate Program Directors (UPDs) will incorporate a new data dimension focused on employability as part of our ongoing curriculum mapping and improvement efforts. They will also seek input from employers, including members of the advisory board. • The Assistant Director of Marketing will work with the Career Center to conduct a survey of recent graduates to collect data on career outcomes and gather feedback related to the curriculum. • Teaching Faculty advising students will participate in these activities, as they are the 'go-to' people in career advising for our students. • UPDs and staff will collaborate with the Career Center to design industry-specific events and workshops focused on skill development, professional preparation, and enhancing the program's visibility at career fairs. Faculty will participate in these events.

Post-APR Action Plan – Department of Information Systems

First Draft Reviewed by Chair __ Date:

Dean __ Date:

Next YTR: 2028-2029

Senior Administration Review Meeting Date: 06/24/2025

Edits/Changes to Action Plan Due Date: 07/10/2025

Attendees: Anupam Joshi, Jeffery Halverson, Peggy Re, Stephen Freeland, Rex Jarrett, Zhiyuan Chen, Kyle Pokorny and Colleen Rebeiro

Recommendation	Department Action	College Action	Provost's Office Action	Action Plan Update
Contd..... Consider deepening relationships with area employers in undergraduate and MPS degree programs for work-based learning, curricular design, and assessment informed by employers, student career outcomes, and intentional pipelines to employers.	X	X	X	- IS faculty will explore collaboration with industry partners, including projects where faculty provide bridge training to align students' current skill sets with the needs of industry partners, followed by placing students as interns within those companies. - IS faculty will also be encouraged to update their curriculum to reflect employer needs, particularly in response to the potential impact of Generative AI. - The Department will work with OIA and the College to build and grow relationships with local employers.
				By deadline: Initial plan by the end of year 1 and ongoing
				Responsible Agent: UPDs, Assistant Director of Marketing, Full Faculty

Post-APR Action Plan – Department of Information Systems

First Draft Reviewed by Chair __ **Date:** **Dean** __ **Date:** **Next YTR:** 2028-2029

Senior Administration Review Meeting Date: 06/24/2025 **Edits/Changes to Action Plan Due Date:** 07/10/2025

Attendees: Anupam Joshi, Jeffery Halverson, Peggy Re, Stephen Freeland, Rex Jarrett, Zhiyuan Chen, Kyle Pokorny and Colleen Rebeiro

Recommendation	Department Action	College Action	Provost's Office Action	Action Plan Update
GRADUATE CURRICULUM				
Reconsider the approach to commitments for PhD applicants and current students. Consider an improved matching process between PhD students and advisors to ensure stability in funding, which supports the Department's growing research mission.	X			For our HCC PhD program, this recommendation is already implemented, due to the relatively small number of PhD students (about 15) that facilitates a matching process to faculty mentors early on. Regarding the IS PhD program, the number of PhD students is much higher (about 90), and implementing this recommendation is a challenge. GPDs with input from the full faculty will develop a plan to improve the matching process between PhD students and faculty advisors, ensuring better alignment of research interests and mentoring relationships. We plan to contact all admitted PhD students without an advisor during their first year and help them identify one. Additionally, the increase in TA lines will help address concerns around funding stability for PhD students.
				By deadline: End of Year 1
				Responsible Agent: GPDs and Full Faculty

Post-APR Action Plan – Department of Information Systems

First Draft Reviewed by Chair __ Date: **Dean __ Date:** **Next YTR: 2028-2029**

Senior Administration Review Meeting Date: 06/24/2025 **Edits/Changes to Action Plan Due Date: 07/10/2025**

Attendees: Anupam Joshi, Jeffery Halverson, Peggy Re, Stephen Freeland, Rex Jarrett, Zhiyuan Chen, Kyle Pokorny and Colleen Rebeiro

Recommendation	Department Action	College Action	Provost's Office Action	Action Plan Update
RESEARCH				
Continue to expand relationships with other campus units, alumni, and employers to partner in maintaining momentum in interdisciplinary research and employer-aligned education.	X	X		The Research Committee, with input from the full faculty, will develop a plan to strengthen interdisciplinary research. This may include initiatives such as inviting industry partners and faculty from other academic units to participate in departmental colloquia, as well as including external partners in department-sponsored research events. Actions related to employer-aligned education are outlined in the actions addressing undergraduate and graduate curriculum. The department will also leverage support provided by the College and the VP for Research and Creative Achievement.
				By deadline: Initial plan by the end of year 1 and ongoing
				Responsible Agent: Full Faculty

Post-APR Action Plan – Department of Information Systems

First Draft Reviewed by Chair __ **Date:** **Dean** __ **Date:** **Next YTR:** 2028-2029

Senior Administration Review Meeting Date: 06/24/2025 **Edits/Changes to Action Plan Due Date:** 07/10/2025

Attendees: Anupam Joshi, Jeffery Halverson, Peggy Re, Stephen Freeland, Rex Jarrett, Zhiyuan Chen, Kyle Pokorny and Colleen Rebeiro

Recommendation	Department Action	College Action	Provost's Office Action	Action Plan Update
----------------	-------------------	----------------	-------------------------	--------------------

RESOURCES AND PERSONNEL

Align student enrollment, teaching, service, and research with resources, especially faculty lines, teaching assistantships, and facility space. This may be done through an increase in resource allocation, including TAs, faculty lines, and research infrastructure, from the College and University; managing growth to avoid outpacing available resources; and seeking more fundraising and engagement to develop alternative resources for faculty, students, and staff.	X	X	X	TA Budget: The department recognizes the need for additional TA lines to address increased enrollment and to help resolve the ongoing funding challenges faced by PhD students. The current number of TA lines was established without accounting for significant changes in enrollment. While increased funding has been given in the last two years for TA lines by the College, it is not adequate. The department will request more TA lines be allocated to the department as resources become available. Increasing the TA budget will provide a solution to a number of related problems. ● Increase the number of PhD students (since they work as GAs) ● Provide financial security to existing PhD students ● Offer better financial terms to new PhD admits, and become competitive with other institutions (move from the 2+1 years of funding to 5 years of funding) ● The more TAs available to faculty, the more time faculty can dedicate to other tasks (proposal writing, new course creation, etc.) Additionally, we will enhance TA training and allow senior TAs to teach courses when appropriate.
--	----------	----------	----------	--

Post-APR Action Plan – Department of Information Systems

First Draft Reviewed by Chair __ Date: Dean __ Date: Next YTR: 2028-2029

Senior Administration Review Meeting Date: 06/24/2025 Edits/Changes to Action Plan Due Date: 07/10/2025

Attendees: Anupam Joshi, Jeffery Halverson, Peggy Re, Stephen Freeland, Rex Jarrett, Zhiyuan Chen, Kyle Pokorny and Colleen Rebeiro

Recommendation	Department Action	College Action	Provost's Office Action	Action Plan Update
Contd.... Align student enrollment, teaching, service, and research with resources, especially faculty lines, teaching assistantships, and facility space. This may be done through an increase in resource allocation, including TAs, faculty lines, and research infrastructure, from the College and University; managing growth to avoid outpacing available resources; and seeking more fundraising and engagement to develop alternative resources for faculty, students, and staff.	X	X	X	Faculty Lines: To further improve instructional capacity, the department will request additional faculty lines. This would help reduce the high student-to-faculty ratio and decrease the department's reliance on adjunct instructors, who currently teach approximately half of the courses. To better manage enrollment growth and support long-term sustainability, the department will implement the following strategies: ● Enrollment Management: For graduate programs, the current objective is to stabilize enrollment by streamlining the admissions process and improving yield—such as by hosting information sessions for admitted students. ● Diversifying the Applicant Pool: The department will continue efforts to diversify the applicant pool, which currently relies heavily on students from a single country. Strategies include developing accelerated pathway programs between IS graduate programs and local liberal arts colleges and partnering with the Center for Global Engagement to enhance recruitment efforts in a broader range of regions. ● Fundraising Efforts: IS faculty will support the Office of Institutional Advancement (OIA) in enhancing fundraising activities, particularly through alumni engagement and collaboration with the advisory board. These efforts will be overseen by the department chair and the assistant director of marketing.

Post-APR Action Plan – Department of Information Systems

First Draft Reviewed by Chair __ Date:

Dean __ Date:

Next YTR: 2028-2029

Senior Administration Review Meeting Date: 06/24/2025

Edits/Changes to Action Plan Due Date: 07/10/2025

Attendees: Anupam Joshi, Jeffery Halverson, Peggy Re, Stephen Freeland, Rex Jarrett, Zhiyuan Chen, Kyle Pokorny and Colleen Rebeiro

Recommendation	Department Action	College Action	Provost's Office Action	Action Plan Update
Contd.... Align student enrollment, teaching, service, and research with resources, especially faculty lines, teaching assistantships, and facility space. This may be done through an increase in resource allocation, including TAs, faculty lines, and research infrastructure, from the College and University; managing growth to avoid outpacing available resources; and seeking more fundraising and engagement to develop alternative resources for faculty, students, and staff.	X	X	X	Research infrastructure: The research support infrastructure is in general, lacking in the university. The College is already working to improve pre- and post-award support. The department chair and research committee will work with DoIT and the Dean to support computing needs (e.g., GPUs) for IS faculty in research. The department chair and the dean will work with the Provost's Office to address the space shortage in the department. Currently, the department has nearly reached full capacity in terms of office/lab space, and future growth will require more space
				By deadline: Additional TA and faculty lines will be provided when resources become available. Enrollment targets will be set each year based on available resources. Other activities will continue throughout the years.
				Responsible Agent: Dean, CGE, OIA, Department Chair, GPDs, UPDs, Full Faculty, Provost's Office, DoIT.

Post-APR Action Plan – Department of Information Systems

First Draft Reviewed by Chair __ Date:

Dean __ Date:

Next YTR: 2028-2029

Senior Administration Review Meeting Date: 06/24/2025

Edits/Changes to Action Plan Due Date: 07/10/2025

Attendees: Anupam Joshi, Jeffery Halverson, Peggy Re, Stephen Freeland, Rex Jarrett, Zhiyuan Chen, Kyle Pokorny and Colleen Rebeiro

Recommendation	Department Action	College Action	Provost's Office Action	Action Plan Update
Offer more training and mentoring of TAs, adjunct faculty, and core faculty.	X	X		We have already begun addressing several of the identified issues. 1) The department will develop and implement a comprehensive TA training plan. This will include leveraging existing TA training programs offered by the College or other units, establishing a process for evaluating TA performance, and introducing a new departmental TA award to recognize excellence. 2) We will also continue the annual evaluation of adjunct faculty and collaborate with the Faculty Development Center (FDC) to strengthen adjunct training. For example, we will invite FDC staff to present their programs during adjunct orientation sessions. In addition, course leads will increase engagement with adjunct instructors to help ensure consistency across course sections. 3) To support faculty development and retention, a departmental committee—the Mentoring and Retention Roundtable—will propose strategies to improve mentoring for faculty. One such recommendation is for the department chair to hold regular mentoring meetings with mid-career faculty. In addition, the department will allocate funds, if available, to support faculty/staff participation in leadership training programs.
				By deadline: The TA training plan by the end of Year 2. Other activities will continue throughout the years.
				Responsible Agent: Chair, all Faculty, ECEP (who runs the college's training program), and FDC

Post-APR Action Plan – Department of Information Systems

First Draft Reviewed by Chair __ Date:

Dean __ Date:

Next YTR: 2028-2029

Senior Administration Review Meeting Date: 06/24/2025

Edits/Changes to Action Plan Due Date: 07/10/2025

Attendees: Anupam Joshi, Jeffery Halverson, Peggy Re, Stephen Freeland, Rex Jarrett, Zhiyuan Chen, Kyle Pokorny and Colleen Rebeiro

Approved (Initials and Date):

JBH 6/25/25

ZC 6/30/25

CPS 7/8/25

AO 7/8/25

SJF 7/9/25

RJ 7/10/25

JMvB 7/28/2025

Pre 7/28/2025