KENT STATE UNIVERSITY
CERTIFICATION OF CURRICULUM PROPOSAL

Preparation Date **2-Mar-16**   Curriculum Bulletin _____

Effective Date   **Fall 2017**   Approved by EPC _____

Department	**School of Library and Information Science**
College	**CI - Communication and Information**
Degree	**MS - Master of Science**
Program Name	**Knowledge Management** Program Banner Code **KM**
Concentration(s)	Concentration(s) Banner Code(s)
Proposal	**Establish program**

Description of proposal:

This proposal seeks to establish a major in Knowledge Management in the Master of Science offered in the School of Library and Information science

Does proposed revision change program's total credit hours? ☒ Yes ☐ No

Current total credit hours: **42**   Proposed total credit hours **36-39**

Describe impact on other programs, policies or procedures (e.g., duplication issues; enrollment and staffing considerations; need; audience; prerequisites; teacher education licensure):

There is no impact on other programs. This program currently exists as a concentration under the major in Information Architecture and Knowledge Management.

Units consulted (other departments, programs or campuses affected by this proposal):

College of Business, School of Communication Studies, School of Digital Sciences.

REQUIRED ENDORSEMENTS

(signature)
_____   03 / 02 / 2016
Department Chair / School Director

_____   ___ / ___ / ___
Campus Dean (for Regional Campuses proposals)

(signature)
_____   4 / 13 / 2016
College Dean (or designee)

_____   ___ / ___ / ___
Dean of Graduate Studies (for graduate proposals)

_____   ___ / ___ / ___
Senior Vice President for Academic Affairs or Provost (or designee)

Full Proposal
to Establish
Master of Science in Knowledge Management

Prepared by
The School of Library and Information Science
Kent State University
September, 2016

Contents

Introduction

The proposal seeks approval for the establishment of a new major in Knowledge Management in the Master of Science, offered in the School of Library and Information Science (SLIS) at Kent State University. The proposed major, Knowledge Management, currently exists as a concentration within the existing Master of Science under the Information Architecture and Knowledge Management (IAKM) major.

The phrase "knowledge management" has been in use since 1990, but its theories, principles and tasks have been in use for far longer.[1] Since its establishment within the Master of Science program in fall 2001, the knowledge management concentration and discipline in general has become more clearly defined and independent. The use of "knowledge management" as the major is still supported as it was when it was introduced as a concentration at Kent State. Koenig uses bibliometric research to establish the continued growth in the discipline and allied professions. Research shows that in the business literature alone, more than 12,000 article titles included the phrase "knowledge management" or abbreviation KM.

Although the term has been used in different contexts, according to Girard and Girard[2] there is an agreement in the definitions found in the literature that Knowledge Management is the systematic process and strategy for creating, sharing, finding, organizing, using and managing the knowledge and information of an organization. As a discipline, it promotes an integrated approach to the creation, capture, organization, access and use of an organization's information assets. These assets include structured databases, textual information such as policy and procedure documents, and most importantly, the tacit knowledge and expertise resident in the heads of individual employees. More recently, KM is driving the adoption of tools that enable organizations to work at the semantic level, as part of the Semantic Web.

The Master of Science is the appropriate degree for a major in Knowledge Management, which places an emphasis on the professional preparation of its graduates and focuses on scholarship, research, and assessment, drawing both from qualitative and quantitative methodologies.

When the Master of Science in IAKM was first launched, it was meant to serve as an incubator for programs that shared foundational principles and interdisciplinary ties across library and information science, business, communications, and computer science. Three points on a spectrum of areas that lay at the intersection of information and technology were identified and curriculum was built with a strong core across the previously listed disciplines. From the start, there were foundational similarities, but the career paths were unique. Students were expected to share not only core courses, but to also gain an understanding of their program partners by taking electives in each area. This curricular structure was

---

[1] Koenig, M. E. (2012, May 04). What is KM? Knowledge Management Explained. Retrieved September 23, 2016, from http://www.kmworld.com/Articles/Editorial/What-Is-.../What-is-KM-Knowledge-Management-Explained-82405.aspx

[2] Girard, J.P., and Girard, J.L.. (2015). Defining knowledge management: Toward an applied compendium. *Online Journal of Applied Knowledge Management*, 3(1), 1-20

created to educate professionals who could serve as liaisons between the technology experts, managers, and clients in an organization. The core supported the development of IAKM graduates for that role. The electives and concentration requirements helped them to focus on their specific career paths.

The three concentrations eventually collapsed to two: knowledge management and user experience design. Health informatics found its home in IAKM in 2011 because it, too, shared the cross-disciplinary foundations. Over time, the needs of students in each area diverged from the others highlighting the need for focused curricular development to support the needs of our students, and future professionals. Graduates are still able to serve their liaison role, but without the need for a heavy transdisciplinary core.

Establishing a new Major in Knowledge Management will allow the program to determine its own core courses and electives. Another key goal of this proposal is for the students to receive the appropriate credentials necessary for their careers with a degree that reflects their education and also to provide clarity to potential employers about the skills and competencies of the graduates of these programs.

The proposed M.S.-KM includes minor curricular changes and a decrease of the minimum requirement for completion to a total of 36 credit hours from 42.

The program is supportive of adult learners and includes pathways to degree completion and course offerings that allow students to focus one course at a time and allow them to complete the program in two years.

The Master of Science in IAKM is currently offered in an online format. Approval for online delivery of the Master in Science was completed in Fall 2010. The proposed new major will continue to be offered online.

1. Academic Quality

The Knowledge Management program will be administered by the School of Library and Information Science in the College of Communication and Information. The School has a faculty member appointed as the Graduate Coordinator and will continue the assignment of a full-time faculty member in knowledge management as a program coordinator. At SLIS, graduate coordinators are overcseeing admissions, academic progress, graduation clearance, and application of graduate studies policies across all programs. Program coordinator responsibilities include, recruiting for and marketing of the program, recruiting instructors, overseeing curriculum needs and monitoring curricular changes, and convening program advisory board meetings.

The School engages with students, alumni, employers, and other constituents to assist in maintaining a quality program aligned with the University, College, and School missions to serve all stakeholders.

The program is subject to the Kent State University Graduate Studies policies and procedures in regards to admission requirements, academic standards, and graduate faculty membership.

The goals of the KM Master's degree will enable students to realize goals of knowledge management: (1) capturing knowledge by creating or enhancing knowledge repositories; (2) improving knowledge access by educating personnel in its methods and by facilitating processes of knowledge transfer between and among individuals and organizations; (3) enhancing the knowledge environment and infrastructure by facilitating and rewarding knowledge creation, transfer and use, and by promoting a culture of knowledge sharing; and (4) managing knowledge as an asset so as to maximize efficiency and productivity, and to cope with risk. The objectives of KM include: fostering knowledge leadership; fostering innovation; building intellectual capital, by locating and extruding existing knowledge, converting tacit and procedural knowledge into explicit knowledge, and recovering lost knowledge; enhancing decision-making by locating, collecting and sharing expertise from and among organizational members; strengthening the organization's and its personnel's ability to learn, grow, change and share new skills and knowledge; tapping or creating, developing, and sustaining communities of practice with an interest in best practices; and fostering competitive, business and social intelligence.

Curriculum

The current KM concentration includes the following:

- 6 hours of major core
- 21 hours of knowledge management required courses
- 9-12 hours of electives
- 3-6 hours of final requirement

The proposed major in Knowledge Management curriculum includes:

- 18 hours of major core
- 15 hours of electives
- 3-6 hours of final requirement

The changes to the KM curriculum are minor and include:

- Decrease the minimum required program credit hours from 42 to 36
- Establishment of KM 60304 – The Information and Knowledge Economy
- Establishment of KM 66092 Master's Internship as a final requirement option
- Establishment of KM 66198 – Master's Research Paper in Knowledge Management as a final requirement option
- Decrease the number of required (core) credit hours from 27 to 18 and increase elective credit hours from 9-12 to 15 to allow students the flexibility to focus on an area of study

Four options are available for students to fulfil their final program requirement: Master's Project, Master's Internship, Master's Research Paper, and Thesis.

The currently existing Master's Project in Knowledge Management (now KM 66098) as a final requirement option gives students the opportunity to integrate their knowledge from their courses, but in a shorter research option than the thesis. The Master's Project requires no less than 150 hours of

5

work on a finite project and a report accompanying the project upon submission. Projects are generally done in conjunction with a knowledge organization and under the joined supervision of a knowledge professional and a faculty advisor. The project gives students a chance to solve a specific problem in the form of a discrete project that usually results in a deliverable such as a database, intranet site, or business case. The project direction is determined in conjunction with the needs of the organization and research into current best theory and practice to complete the project.

The Master's Internship in Knowledge Management (KM 66092) as a final requirement option will give students the opportunity to apply their knowledge from their courses in the field, spending no less than 150 hours of work at a knowledge organization under the supervision of a knowledge professional and guidance of a faculty advisor. Students consult with the advisor to identify an appropriate internship site, and students, supervisor, and advisor agree on the internship objectives. Once the internship is approved by the advisor, each internship student is supervised by an experienced knowledge management professional, under the guidance of their faculty internship advisor to ensure internship objectives are achieved.

The Master's Research Paper in Knowledge Management (KM 66198) as a final requirement gives students the ability to conduct research that is more action-oriented and on a smaller scale than that required by a thesis. This option gives students the opportunity to integrate their knowledge from their courses into a research paper. Students choosing this option are less likely to continue their education to the doctoral level than those pursuing the thesis option. The deliverable for the Research Paper is an academic research paper and may also include a report targeted to an organization if the research is conducted with a specific site. Several organizations require that knowledge managers conduct research and assessment using various methodologies. This option allows students to gain experience in designing and completing research and target organization that do not require continuation to doctoral studies.

In the KM major, the thesis option is reserved for those students who intend to pursue a research career or a doctorate. Career paths in government, higher education, and large consulting firms such as Deloitte and Ernst & Young require that students can conduct various types of research. These organizations also hire professionals with doctorates in related fields. Conducting research through a thesis can provide graduates the experience to help them establish a path towards a doctorate and high-level management positions. The School of Library and Information Science (SLIS) has full-time tenured and tenure-track faculty with diverse research agendas and the ability to support students in their research in their theses. SLIS faculty have been supporting KM student theses since the first student to graduate in 2004. KM students pursuing theses have been interested in research that is well-supported in the knowledge organization, knowledge representation, and organizational management and culture areas.

Students pursuing a research option for their final requirement will be advised to complete a graduate-level research methods course or demonstrate previous knowledge of designing and conducting research.

CURRENT		PROPOSED	
Knowledge Management Concentration of Master of Science in IAKM		*Knowledge Management Major in Master of Science*	
Minimum of 42 credit hours		**Minimum of 36 credit hours**	
Core (6 hours)		**Core (18 hours)**	
Elective	3		
IAKM 60002 – Knowledge Organization Structures, Systems and Services	3	LIS 60636 – Knowledge Organization Structures, Systems and Services	3
Required KM Concentration (21 hours)			
ECON 62015 – Economics of Information	3	KM 60304 – The Information and Knowledge Economy	3
IAKM 60301 – Foundational Principles of Knowledge Management	3	KM 60301 – Foundational Principles of Knowledge Management	3
IAKM 60303 – Knowledge Assessment and Evaluation	3	KM 60303 – Knowledge Assessment and Evaluation	3
IAKM 60305 – Communities of Practice	3	KM 60305 – Communities of Practice	3
IAKM 60307 – Organizational Learning	3	KM 60307 – Organizational Learning	3
IAKM 60302 – Foundations of Document Management	3	moved to electives, KM 60315	
IAKM 60306 – Organizational Culture Assessment	3	moved to electives, KM 60316	
Electives (12 hours), choose from:		**Electives (15 hours), choose from:**	
IAKM 60310 – Intellectual Capital Management	3	KM 60310 – Intellectual Capital Management	3
IAKM 60311 – Business Process Management	3	KM 60311 – Business Process Management	3
IAKM 60312 – Business Intelligence – Competitive Intelligence	3	KM 60312 – Business Intelligence – Competitive Intelligence	3
		KM 60315 – Foundations of Document Management (moved from core)	3
		KM 60316 – Organizational Culture Assessment (moved from core)	3
KM 60340 - Business Narrative and Storytelling	3	KM 60340 - Business Narrative and Storytelling	3
KM 60370 - Semantic Analysis Methods and Technologies	3	KM 60370 - Semantic Analysis Methods and Technologies	3

7

IAKM 60691 – Seminar in IAKM	1-3	KM 60691 – Seminar in Knowledge Management	1-3
IAKM 60692 – Practicum	2-3		
IAKM 60792 – Internship	1-3	KM 60792 – Elective Internship	1-3
IAKM 61095 – Special Topics in IAKM	1-3	KM 61095 – Special Topics in Knowledge Management	1-3
IAKM 61096 – Individual Investigation	1-3	KM 61096 – Individual Investigation in Knowledge Management	1-3
Electives: choose four elective courses whether in their own area of concentration or from any of the other concentrations; or approved courses from participating disciplines: BAD, COMM, CS, JMC and/or VCD.		All KM graduate courses may apply toward Electives. Up to 6 credit hours of HI, UXD, LIS courses may count as HI electives.	
Final Requirement (3-6 hours), choose one		**Final Requirement (3-6 hours), choose one**	
IAKM 61081 - Capstone Experience	3		
IAKM 61096 – Individual Investigation	3		
		KM 66092 Master's Internship in Knowledge Management	3
IAKM 61098 - Master's Project	3	KM 66098 - Master's Project In Knowledge Management	3
		KM 66198 - Master's Research Paper in Knowledge Management*	3
IAKM 61199 - Thesis I 6 (total)	6	KM 66199 - Thesis I 6 (total)*	6
TOTAL	**42**	**TOTAL**	**36-39**

* Students pursuing a research paper or thesis option as their final requirement will receive action-oriented research coursework in the core courses, particularly, KM 60303 Knowledge Assessment and Evaluation. The paper and thesis will require more preparation in traditional research methods and approaches, so students will be guided towards courses such as the research course offered in the School of Library and Information Science – LIS 60050 Research and Assessment in Library and Information Science or, with faculty advisor consultation, other Kent State graduate coursework in research methodologies appropriate to their research study.

A copy of the Course Description Catalog is included in Appendix I.

The Knowledge Management major will be offered online as it has been since 2010. Courses are offered on a regularly scheduled rotation, allowing students to complete the program in two years.

Admissions and Graduation Criteria

The admission standards and procedures for the MS program at SLIS are in line with the general university admission policy. Regular admission is granted to applicants who have an undergraduate GPA of 3.0 or higher or another master's degree with a graduate GPA of 3.0 or higher. In addition to the application, prospective students must submit official transcripts, a resume, a statement of purpose, and three letters of reference. For the proposed new major, applicants who do not meet the minimum GPA requirement must take the Graduate Record Exam (GRE) and submit a Statement of Exception to be considered for conditional admission.

Additionally, SLIS admission standards and procedures are periodically reviewed by the Admissions and Awards Committee. Changes in standards must be approved by the Faculty Advisory Committee and the University.

At the end of each semester, a listing of all students with a GPA below 3.0 and students who received a B- or below in any course or U in any is generated. In addition, a list of students with conditional admission status is also generated. The Graduate Coordinator reviews these reports and prepares a Student Achievement Evaluation Report at the end of each semester, which is sent to the student and their academic advisor with recommendations for improvement.

At the completion of the program, for each student a graduation clearance audit is performed to ensure all program requirements are met. Students must achieve a cumulative GPA of 3.0 or above, successfully complete all core requirements (with a grade of C or above), successfully complete the required number of electives, selected in consultation with their advisor, and complete one of the four options for the final requirement.

Faculty

The Knowledge management curriculum draws upon expertise from different areas of the field, and resulted from a review of the field which involved consultation with major external thought leaders, as well as private and public sector organizations considered leaders in the discipline. In 2010 the revised curriculum was approved by SLIS and was further validated by the Knowledge Management Education Forum (kmef.iwiki.kent.edu) – an open forum of more than 100 thought leaders in the field.

To support the needs of the program, the concentration in knowledge management has operated through a model that relies on a small faculty dedicated to the creation of quality curriculum at the leading edge of education in the nascent discipline. The endowed Goodyear Professor position allows one full-time faculty to focus on research, program development, and significant external relationships, making contributions that benefit the students and the field. This position was vacated in May 2015 and the School is currently in the process of hiring a new person who is a leader who will combine the strengths of this established program with a vision for advancement of the discipline and the development of new leaders in professional practice. The addition of qualified part-time faculty from practice enables a creative and collaborative environment, not unlike the ideal professional environment in knowledge management. Students interact with this rich, supportive environment through their classes and advising.

Currently, support for student success in knowledge management includes:

- 1 full-time faculty position, dedicated to the development of the program, teaching, research, connections with external constituents, and the advising of students in knowledge management. A search for this position is currently underway.
- 11 part-time faculty members who are top-working professionals teaching courses that will provide the skills for success in employment
- Associated faculty in the School of Library and Information Science who teach courses, advise students for their program of study and career paths, and guide students on final projects
- Associated faculty and staff who support students in application and admission processes, program progress, and graduation clearance

The addition of full-time faculty will be considered as growth warrants to maintain a high-level of student support. In addition, there are other full-time faculty within the School who teach required courses, serve on or chair Thesis committees of KM students, supervise KM Master's Research Papers and Projects, interact with KM students in their elective courses, and many serve as their academic advisors. For example, Dr. Marcia Zeng, a renowned research in the area of knowledge organization, has developed and teaches the required Knowledge Organization Systems and Structures course. Other SLIS faculty working with KM students include:

- Emad Khazraee, PhD
- Lala Hajibayova, PhD
- Miriam Matteson, PhD
- Athena Salaba, PhD
- Marcia Zeng, PhD

The following table provides some basic information about the current full –time and part-time instructors teaching and supporting the Knowledge Management curriculum. A copy of all faculty Curriculum Vitae is included in Appendix II.

Name	Positon	Degree	Started teaching at SLIS	KM Courses taught
Bairatchnyi, Iouri	PT instructor	PhD in Linguistics	Spring 2011	IAKM 60306 Organizational Culture
Davis, Harold (Keith)	PT instructor	MS-IAKM	Spring 2015	IAKM 60305 (was 60313) Communities of Practice
Dolan, Sean	PT instructor	MLIS & MS-IAKM	Spring 2016	IAKM 60370 Semantic Analysis Methods
Fernandez, Nicole	PT instructor	MS in Mathematics and Statistics	Spring 2012	IAKM 61095 ST: Organizational Network Analysis

Hajibayova, Lala	Assistant Professor	Ph.D. in Information Science	Fall 2016	IAKM 61098 Master's Project advisor
Khazraee, Emad	Assistant Professor	Ph.D. in Information Studies	Summer 2016	IAKM 61098 Master's Project advisor
Lewis, John	PT instructor	Ed.D. in Educational Psychology and Technology	Fall 2012	IAKM 60307 Organizational Learning
Matteson, Miriam	Associate Professor	Ph.D. in Information Studies	Spring 2016	IAKM 61098 Master's Project advisor
Moon, Brian	PT instructor	MS in Sociology	Fall 2012	IAKM 60340 Business Narrative and Storytelling
Morris, Edwin	PT instructor	MS-IAKM	Summer 2015	IAKM 60301 Foundational Principles of Knowledge Management
Rao, Anand	PT Instructor	MBA	Fall 2015	IAKM 60302 Foundations of Document and Records Management
Robinson, William	PT instructor	MLIS & MBA	Fall 2008	IAKM 60312 Business Intelligence – Competitive Intelligence
Salaba, Athena	Associate Professor	Ph.D. in Library and Information Studies	Spring 2016	IAKM 61098 Master's Project advisor
Wierman, Brian	PT instructor	MBA & MA in National Security Studies/International Relations	Fall 2015	IAKM 60303 Knowledge Assessment and Evaluation
Zeng, Marcia	Professor	PhD in Information Sciences	Spring 2004	IAKM 60002 Knowledge Organization Structures, Systems and Services; IAKM 61098 Master's project and IAKM 61199 Thesis advisor

Note: Courses listed reflect current course numbering under the IAKM prefix and number. Faculty will continue teaching the equivalent course under the KM prefix and number.

The knowledge management program offers opportunities for real-world experience whether through guided projects within courses or through capstone experiences. Students have four options for their final requirement: the master's project, master's paper, master's internship, or thesis, depending on the student's career goals. Because of extensive faculty networks, students are able to connect with professionals and organizations to gain experience while completing their degrees.

Faculty have been actively engaged in knowledge management conferences and events, including KM World, the European Conference on Knowledge Management, The European Conference on Intellectual Capital, the Annual International Deming Research Seminar, the International Conference on Knowledge Management, and the International Conference on Intellectual Capital, Knowledge Management and Organizational Learning.

Other Support

The program receives support from the Office of Continuing and Distance Education (OCDE), the College of Communication and Information, and the School in the form of instructional design and building and maintaining courses in Blackboard.

The Knowledge Management program currently exists as a concentration, so it will not require the regular start-up financial or resource courses required of new programs.

In 2013, Kent State's Knowledge Management Symposium uncovered the need for a center of excellence where faculty, practitioners and students can work together to solve knowledge management problems. In addition, Kent State University's knowledge management curriculum served as a model for the Association for Image and Information Management's Framework of Standards for Knowledge management.

Because of the breadth of the curriculum, knowledge management has affinity with many programs at Kent State University, but has close relationships with the School of Digital Sciences and the College of Business.

2. Program Need

Knowledge Management is significantly distinct that students and employers are increasingly interested in a unique program focusing in knowledge management.

The skills and tools required to manage a knowledge organization build upon, but are different from, those required to manage an industrial-era organization. These new skills and tools are found in the domain of Knowledge Management (KM). KM organizations of all types, in all sectors of the economy, face a growing need for knowledge management professionals. In fact, knowledge organizations are created and sustained by KM professionals working side by side with corporate executives, business and subject matter experts. A knowledge organization works smarter at the organizational, the community and the individual level because KM professionals envision and strategically manage the organization's knowledge, design knowledge architectures and build technologies that enable the organization to work smarter, and facilitate KM on a daily basis. Kent State is taking a leadership role in developing standards and competencies that define the field. Students learn best practices from their fellow students, many of whom are also professionals working in KM, and through courses or internships they get real-world, practical experience.

While the IAKM degree with a Knowledge Management concentration (KM) is one of the oldest established KM programs in the United States, the establishment of a clearly defined Master of Science in Knowledge Management will enhance the stature of the degree and bring it into alignment with the current state of the discipline. Many students entering the program today undertake or have been appointed to knowledge management roles and responsibilities. They come to the Kent State University degree program to learn what they need to know to succeed in their new roles. The Kent State University program is aligned with the needs of private and public sector and nonprofit organizations, including government and military, as evidenced by the University's support for the Knowledge

Management Education Forum. Graduates have been employed by the Federal Reserve Bank of Cleveland, NASA Glenn Research Center, Cleveland Clinic, Progressive and Hewlett Packard.

Enrollment History

The current Knowledge Management concentration has seen some decrease in admissions and enrollment. This is in part due to the fact that we did not actively recruit new students in this area until the new full-time faculty coordinator is in place. What is also significant is that the User Experience Design concentration that has received independent recruitment efforts has seen a large increase in both admissions and enrollment. Having and being able to recruit for distinct Master of Science programs in Knowledge Management will increase the visibility of the programs, will allow for independent curriculum design, and will be much more attractive to potential students but also to employers.

For each semester in the chart below, the total number of Knowledge Management student enrollments are indicated. Information is based on the Kent State University Institutional Research 15th Day Student Enrollment Report.

MAJOR	SUB_MAJOR	Fall 2012	Spring 2013	Fall 2013	Spring 2014	Fall 2014	Spring 2015	Fall 2015	Spring 2016
IAKM		9	7	7	5	3	1	3	3
IAKM	KNMN	35	38	35	36	32	28	22	20

Interest in the knowledge management major continues to increase.

The most compelling evidence of the need for this change is the continued need for KM professionals and the continued lack of a large number of degree programs in KM at the graduate and undergraduate level. Kent State University's program maintains an edge as a groundbreaking and stable program that has led efforts in disciplinary and curricular development such as the Knowledge Management Education Forum (KMEF) and the Knowledge Sciences Symposium. While a few programs have developed with KM curriculum, such as the program at Columbia, they are programs carving out niches in KM-related domains. The Kent State program has a history of providing a broad foundation under the KM umbrella and is poised to develop niches under that umbrella where SLIS has particular KM-related strengths, such as in the data science and knowledge organization and representation areas. Graduates of the KM program have already been completing final projects and research in these areas and then turning those experiences into career paths. Creating a major will provide the room for further development in these particular areas of existing faculty expertise.

In addition, allied professional associations continue to maintain special interest groups and divisions in knowledge management. One particular group, the Association of Information and Image Management, an internationally recognized standards development organization, is working to establish national standards for knowledge organizations, for knowledge management professionals, and for knowledge management education programs. Our previous full time and current part time faculty members are participating in this effort. The national and international standards effort is an indication of the market for knowledge management professionals, and of the maturity of the discipline and its importance to

the 21st century knowledge economy. The ability to confer a Master of Science in Knowledge Management in 2017 will put the university in a leading role, nationally and internationally.

The change from a concentration which grants a general degree in Information Architecture and Knowledge Management to a Master of Science in Knowledge Management will send a clear signal of the scientific and management-level rigor. The change also may address any questions from potential international students, their supporting organizations and governments and potential partners. From the start of the Master of Science, there has been great interest from international students, due in part because of how much more advanced international communities are in knowledge management initiatives at various levels. Offering KM as a major will provide additional opportunities to international students, supported by their governments, who wish to pursue a graduate degree in Knowledge Management.

Job Outlook for Knowledge Management

Knowledge management professionals do not exist in distinct departments within organizations, but are embedded in practice across organizations. This lack of clear boundaries is good for the development of the practice, but less so for the understanding of knowledge management as a profession. Until professionals within certain sectors, such as the U.S. Government, develop a job series, collecting job outlook data must rely on the next best data. Management analysts share characteristics with knowledge management professionals and can be used as a case for job outlook.

Results from job search sites for "knowledge management" show more than 2500 jobs available nationwide across sectors and industries with titles such as:

- Knowledge Management Specialist
- Knowledge Management Analyst
- Sharepoint Specialist
- Business/Knowledge Management Analyst
- Coordinator of Knowledge Management
- Knowledge Management Content Manager
- Director, Knowledge Management
- Knowledge Management Senior Operations Analyst
- Knowledge Manager

The Bureau of Labor Statistics indicates that management analysts can expect a growth in employment of 14 percent from 2014 to 2024. This is a greater increase than average across all jobs. The median pay for management analysts was $80,880 per year, which is similar to salaries for KM positions posted to online job search sites.

Among the institutions that have hired our 36 graduates are:

- Progressive Insurance
- Federal Reserve Bank of Cleveland
- NASA Glenn Research Center

- Cleveland Clinic
- Hewlett Packard
- Deloitte
- OpenText

Prospective Growth in Knowledge Management

The Bureau of Labor Statistics[3] does not include information on knowledge management. According to the reports for employment of management analysts, most closely related category included in the Bureau of Labor Statics to knowledge management, "is projected to grow 14 percent from 2014 to 2024, much faster than the average for all occupations." It is expected that the strongest demand will be for the healthcare industry, where knowledge management analysts will be needed to navigate mandated changes in the practices of healthcare providers and insurance companies. Similarly, strong growth is expected "in smaller consulting companies that specialize in specific industries or types of business function, such as information technology or human resources: and government agencies looking to improve efficiencies. The global expansion of many organizations will also contribute to the growing demand for knowledge management analysts.

Although there was a decline in the number of new students the last few years for the health informatics and knowledge management concentrations, the user experience design has seen a significant and steady growth. This is partially due to concentrated efforts to grow the user experience design program nationally and the engagement with Everspring for the recruitment of students. This academic year, our concentrated efforts are focusing on the growth of health informatics and knowledge management programs.

There are different efforts focusing on the growth of knowledge management, both at national and international levels. International efforts include recruitment of students from India, working closely with the Kent State recruitment in India. There is an increased demand for knowledge management professionals there and we are currently launching a campaign to grow awareness of the field and the program. A new faculty member will be hired for the Goodyear Professor position, who will be responsible for the growth of the program, teaching, and strengthening connections with the industry in the private sector, non-profit organization, government, and the military. The program's existing alignment with the needs of both private and public sector organizations, including government and military, its part-time faculty, and renewed recruitment efforts position the Master of Science in Knowledge Management perfectly for the expected global growth in demand for knowledge management professionals.

The target admission goal for the proposed knowledge management major is 20 in an academic year for the first few years. Over the long term, as faculty members are added, the goal is to sustain 80-100 students.

---

[3] Bureau of Labor Statistics, U.S. Department of Labor, *Occupational Outlook Handbook, 2016-17 Edition*, Management Analysts, on the Internet at http://www.bls.gov/ooh/business-and-financial/management-analysts.htm (visited January 20, 2016).

3. Access and Retention of Underrepresented Groups

Since the establishment of the Master of Science in IAKM and the subsequent updates and additions of concentrations, the recruitment goals have been relatively broad in order to build a student body rather than targeting specific groups. Despite this generic approach we can still claim that 22 percent of our current students are minorities. In addition, 56 percent of our students are female, which matches the trend in graduate school, but not necessarily in the professional areas. Although the institutional data are not clear for 2012 and 2013 (5 of 11 new students and 9 of 10 new students respectively did not indicate their ethnicity), the trend shows a higher percentage of diversity among incoming KM students, also supported by the data on graduating students.

The School of Library and Information Science is undertaking an effort to recruit from colleges and universities in Ohio with traditionally high levels of minority enrollment such as Wilberforce, Central State, and Cleveland State University to increase awareness and interest in the programs available through the School including the Master of Science.

The following table shows a breakdown by ethnicity of New Enrolled KM graduate students:

MAJOR	MAJOR_CONC	ETHNICITY	2012	2013	2014	2015	2016
IAKM	KM	Asian					
IAKM	KM	African-American			1		
IAKM	KM	Foreign			1		
IAKM	KM	Hispanic			1		
IAKM	KM	Multi-Racial					1
IAKM	KM	Native American				1	
IAKM	KM	White	6	1	2	1	
IAKM	KM	Not Reported	5	9	2		

The table below, shows a breakdown of KM graduates by ethnicity:

MAJOR	MAJOR_CONC	ETHNICITY	2012	2013	2014	2015	2016
IAKM	KNMN	Asian					2
IAKM	KNMN	African-American		1		1	
IAKM	KNMN	Foreign		1			1
IAKM	KNMN	Hispanic				1	
IAKM	KNMN	Multi-Racial					
IAKM	KNMN	Native American				1	
IAKM	KNMN	White	2	5	7	11	5
IAKM	KNMN	Not Responded	1				1

Note that the numbers are not reported based on cohorts. Therefore, the two tables do not represent the same students. Data were extracted from the Kent State University Institutional Research reports.

The College of Communication and Information is adding two new staff members: a Student Recruiting Specialist and an Academic Diversity Outreach Coordinator. Both of these additions will greatly benefit our efforts to recruit and retain underrepresented student groups.

There is a strong advising component to all SLIS programs, including the existing Master of Science in IAKM program, and students receive excellent guidance from their faculty advisors in regards to their course of study as well as professional development. Such advising positively impacts retention and graduation.

4. Statewide Alternatives

Through the work in the Knowledge Management Education Forum (KMEF) since 2011, it has become apparent how rare a complete (more than one or two courses) and fully supported graduate program in knowledge management is, not only in the state, but also in the nation. Programs that were competitive have been dissolving due to lack of university support or because of poor decision making in the administration and offering of the program. One such program offered a cohort model. Before too long, when the cohorts were failing, those students already admitted at that school came to Kent State University for our online program with the flexibility to begin their study in any semester. The Kent State program is online so the location of the program is not as important for students.

The leadership of the knowledge management program in education across the country provides a strong position from which to offer the program and collaborate with external partners in civic, nonprofit, and corporate institutions. Such opportunities are among the reasons the knowledge management program receives support from the School and College.

Nationally, the majority of programs that are tagged as offering knowledge management programs by various academic degrees tools are programs in organizational management, leadership, and change, which although may employee knowledge management principles and skills, are not knowledge management programs. The American Library Association's database of accredited programs retrieves fifteen programs that have indicated that they offer knowledge management education. When visiting the individual program web pages, out of the fifteen, only Kent State offers a program with fully-developed curriculum in knowledge management. Others offer a few classes in their master's programs in library and information science (LIS) or information science/studies (IS) programs. Such examples include the program at Louisiana State University, the information economics for management specialization at the University of Michigan, a technology, information, and management specialization at Rutgers, and the data analytics and knowledge management specialization at Drexel. One program at the Dominican University, offers a Post-Bachelor's certificate in data and knowledge management. Knowledge management coursework is also offered in some Business programs. Another example is the Master of Science in Information and Knowledge Strategy program at the School of Professional Studies of Columbia University, focusing on digital products management and requiring three residencies in New York City.

As previously mentioned, the knowledge management major plans to continue to offer the Master of Science completely online. Despite the lack of comparable programs across the state, this online major at Kent State University will provide the opportunity to serve students across the State of Ohio and beyond, rather than just regional students.

5. External Support

SLIS has an endowed faculty position partially supported by The Goodyear Tire & Rubber Company. This Goodyear Professor works with students to help Goodyear with the assessment and evolution of its internal global knowledge activities and needs. In addition, organizations like Timken, the Federal Reserve Bank of Cleveland, and Westfield Insurance among others have connected with the program to hire students or to look for help with their new knowledge initiatives. Students have found many opportunities for projects from governmental organizations such as the Secret Service and National Academies of Science.

Memos of support from health organizations, businesses employing knowledge management professionals, and user experience designers and researchers are included in Appendix III.

School of Library and Information Science

MS in Knowledge Management Catalog Copy and Keywords

Catalog Copy

Information Architecture and Knowledge Management - M.S. print

Kent State University 2015 Catalog > College of Communication and Information > Graduate Programs > **Information Architecture and Knowledge Management - M.S.**

College

College of Communication and Information

Resources

- Program Requirements
- Academic Policies

Department

School of Library and Information Science

E-mail: slisinfo@kent.edu
Tel: 330-672-2782
Fax: 330-672-7965
Web: www.kent.edu/slis

Description

The Master of Science in Information Architecture and Knowledge Management consists of three concentrations: Health Informatics, Knowledge Management and User Experience Design.

Health Informatics is the science of evaluating, implementing, and utilizing technology to manage all information related to the patient care delivery process: clinical, financial, technological and enterprise-wide. Three major components comprise the health informatics discipline.The Information Systems component focuses on such issues as information systems analysis, design, implementation, management and leadership. The Informatics component is concerned with the study of structure, function and transfer of information, socio-technical aspects of health computing, and human-computer interaction. Lastly, the Information Technology component focuses on computer networks, database and systems administration, security, and programming. The field also draws contributions from

computer science, the clinical sciences, social and organizational influences and business practices. Health informatics professionals typically work in managerial, analytical, consultative and executive roles.

The skills and tools required to manage a knowledge organization build upon, but are different from, those required to manage an industrial-era organization. These new skills and tools are found in the emerging domain of **Knowledge Management** (KM). KM organizations of all types, in all sectors of the economy, face a growing need for knowledge management professionals. In fact, knowledge organizations are created and sustained by KM professionals working side by side with corporate executives, business and subject matter experts. A knowledge organization works smarter at the organizational, the community and the individual level because KM professionals envision and strategically manage the organization's knowledge, design knowledge architectures and build technologies that enable the organization to work smarter, and facilitate KM on a daily basis. Kent State is taking a leadership role in developing standards and competencies that define the field. Students learn best practices from their fellow students, many of whom are also professionals working in KM, and through courses or internships they get real-world, practical experience.

User Experience Designers engage in a variety of design activities that help produce aesthetic interfaces and also help organizations meet business goals. UXD addresses the structural, informational, psychological and emotional aspects of what makes a successful user interface, whether it's Web, mobile, tablet or any other device. At Kent State University, User Experience Design is thought of as a process where students learn, understand, imagine, evaluate and inform. The design team begins by gathering data/information about users, clients, the organizational culture, common tasks and work environments. After sufficient data/information is gathered, the team seeks to understand the context in which the project will be undertaken. This phase is the bridge between data collection and design. Design in the imagine phase involves brainstorming, iterative prototyping and critiquing. The design team needs to constantly evaluate their designs to see if they work in the real world. This may involve usability testing at Kent State's usability lab, eye tracking studies, paper prototyping or heuristic evaluations. The results of design must be communicated to appropriate audiences. This informing process involves giving presentations to clients and stakeholders, report writing and other forms of communication. Graduates of the program will come away with a solid understanding of usability, content strategy, information architecture and user research.

The Master of Science in Information Architecture and Knowledge Management can be part of a dual degree option with any other master's program, including the Master of Library and Information Science (M.L.I.S.).

Admission Requirements

Official transcript(s), three letters of recommendation, TOEFL or IELTS for international students, goal statement and resume. For more information about graduate admissions, please visit the Graduate Studieswebsite.

Graduation Requirements

A minimum of 36 credit hours is required for the Health Informatics and User Experience Design concentrations. A minimum of 42 credit hours is required for the Knowledge Management concentration. Program plans must be approved by faculty advisors. A three-course, 9-credit core is required of all students. Students in each concentration are encouraged to select elective courses from the other two concentrations.

Thesis/ Dissertation

To complete the Master of Science, students must submit one of these: A Thesis (6 credits), Master's Project (3 credits), Capstone Experience (3 credits) or Individual Investigation (3 credits). To be approved, an Individual Investigation must provide a synthesis of the student's coursework.

Information Architecture and Knowledge Management - M.S. Program Requirements

Kent State University 2015 Catalog > College of Communication and Information > Graduate Programs > Information Architecture and Knowledge Management - M.S. > **Information Architecture and Knowledge Management - M.S. Program Requirements**

CORE PROGRAM REQUIREMENTS (6 credits)			
Course		**Title**	**Credits**
IAKM	60002	Knowledge Organization Structures, Systems and Services	3
Elective			3
CONCENTRATION PROGRAM REQUIREMENTS (27-33 credits) *Choose one of the following concentrations*			
Health Informatics			
IAKM	60301	Foundational Principles of Knowledge Management	3
IAKM	60401	Health Informatics Management	3
IAKM	60402	Legal Issues in Health Informatics	3
IAKM	60403	Health Information Systems	3
IAKM	60410	Health Records Management	3
Electives: choose from the following four elective courses whether in their own area of concentration or from any of the other concentrations			12
IAKM	60411	Clinical Analytics (3)	
IAKM	60691	Seminar in Information Architecture and Knowledge Management (1-3)	
IAKM	61095	Special Topics in Information Architecture and Knowledge Management (1-3)	
Courses from other concentration or approved courses from participating disciplines: BAD, COMM, CS, JMC, VCD.			
Knowledge Management			
ECON	62015	Economics of Information	3

IAKM	60301	Foundational Principles of Knowledge Management	3
IAKM	60302	Foundations of Document Management	3
IAKM	60303	Knowledge Assessment and Evaluation	3
IAKM	60305	Communities of Practice	3
IAKM	60306	Organizational Culture Assessment	3
IAKM	60307	Organizational Learning	3
Electives: *choose four elective courses whether in their own area of concentration or from any of the other concentrations; or approved courses from participating disciplines: BAD, COMM, CS, JMC and/or VCD.*			12
User Experience Design			
IAKM	60101	Information Architecture I	3
IAKM	60102	Information and Visual Design	3
IAKM	60103	Researching the User Experience I	3
IAKM	60104	Usability I	3
IAKM	60105	Information Technologies	3
IAKM	60120	User Experience Design Principles and Concepts	3
IAKM	60121	User Experience Design in Practice	3
Electives: choose from the following: *two elective courses whether in their own area of concentration or from any of the other concentrations*			6
IAKM	60110	Content Management Systems (3)	
IAKM	60111	Online Branding (3)	
IAKM	60112	Information Architecture II (3)	
IAKM	60113	Researching the User Experience II (3)	
IAKM	60114	Usability II (3)	
IAKM	60691	Seminar in Information Architecture and Knowledge Management (1-3)	

IAKM	61095	Special Topics in Information Architecture and Knowledge Management (1-3)	
Courses from other concentration or approved courses from participating disciplines: BAD, COMM, CS, JMC, VCD.			
THESIS, MASTER'S PROJECT OR CAPSTONE EXPERIENCE REQUIREMENTS (3 or 6 credits)			
IAKM	61081	Capstone Experience	3
IAKM	61096	Individual Investigation in IAKM	3
IAKM	61098	Master's Project	3
IAKM	61199	Thesis I	6
		MINIMUM TOTAL	**36-42**

Certificates

Certificate programs are available for post-Bachelor's students who wish to focus in health informatics or knowledge management without pursuing the full Master of Science program. Each certificate program is a minimum of 18 credit hours with specific requirements. Please see the listing of certificates under the College of Communication and Information in this catalog for more information.

Knowledge Management - M.S.

Kent State University 2017 Catalog > College of Communication and Information > Graduate Programs > **Knowledge Management - M.S.**

College

College of Communication and Information

Resources

- Program Requirements
- Academic Policies

Department

School of Library and Information Science

E-mail: slisinfo@kent.edu
Tel: 330-672-2782
Fax: 330-672-7965
Web: www.kent.edu/slis

Description

The Master of Science in Knowledge Management (M.S.-KM) prepares knowledge professionals who can serve as leaders in all types of organizations who can assess and evaluate organizations on knowledge management principles including culture, learning, communities, and maturity. They will be able to build strategy for effective knowledge management for organizations.

The skills and tools required to manage a knowledge organization build upon, but are different from, those required to manage an industrial-era organization. These new skills and tools are found in the emerging domain of **Knowledge Management** (KM). KM organizations of all types, in all sectors of the economy, face a growing need for knowledge management professionals. In fact, knowledge organizations are created and sustained by KM professionals working side by side with corporate executives, business and subject matter experts. A knowledge organization works smarter at the organizational, the community and the individual level because KM professionals envision and strategically manage the organization's knowledge, design knowledge architectures and build technologies that enable the organization to work smarter, and facilitate KM on a daily basis. Kent State's leadership role in developing standards and competencies that define the field position this program to prepare knowledge management leaders. Students learn principles, values, assessment, and best practices from their instructors and fellow students, many of whom are also professionals working in KM. Through courses and internships, they get real-world, practical experience.

The Master of Science in Knowledge Management can be part of a dual degree option with any other master's program, including the Master of Library and Information Science (M.L.I.S.).

Admission Requirements

Official transcript(s), three letters of recommendation, GRE if total GPA is below 3.0 in highest completed degree, TOEFL for international students, goal statement, and a resume. In calculating the total GPA, all grades from all courses taken at relevant level (baccalaureate or master's) from all institutions are required. Prospective students should complete the application process no later than September 15 for spring admission, January 15 for summer admission and March 15 for fall admission. For further details on admission procedures and deadlines, prospective students should consult the school's website.

For more information about graduate admissions, please visit the Graduate Studies website.

Program Learning Outcomes

Upon completion of the program, students will be able to:

- Identify and apply principles of knowledge management in all types of organizations.
- Assess and evaluate organizations on knowledge management principles including, culture, learning, communities, and maturity.
- Build a strategy for effective knowledge management for individual organizations.

Graduation Requirements

A minimum of 36 credit hours is required. Program plans must be approved by faculty advisors. A six-course, 18-credit core is required of all students.

Thesis/ Dissertation

To complete the Master of Science, students must submit one of the following capstone experience options: Thesis (6 credits), Master's Project in KM (3 credits), Master's Research Paper (3 credits), or Master's Internship in KM (3 credits).

Knowledge Management - M.S. Program Requirements

Kent State University 2015 Catalog > College of Communication and Information > Graduate Programs > Knowledge Management - M.S. > **Knowledge Management - M.S. Program Requirements**

CORE PROGRAM REQUIREMENTS (18 credits)			
Course		**Title**	**Credits**
KM	60301	Foundational Principles of Knowledge Management	3
KM	60303	Knowledge Assessment and Evaluation	3
KM	60304	The Information and Knowledge Economy	3
KM	60305	Communities of Practice	3
KM	60307	Organizational Learning	3
LIS	60636	Knowledge Organization Structures, Systems and Services	3
Electives. Choose from: KM 60310 Intellectual Capital Management (3) KM 60311 Business Process Management (3) KM 60312 Business Intelligence – Competitive Intelligence (3) KM 60315 Foundations of Document Management (3)			12-15

KM 60316 Organizational Culture Assessment (3) KM 60340 Business Narrative and Storytelling (3) KM 60370 Semantic Analysis Methods and Technologies (3) KM 60691 Seminar in Knowledge Management (3) KM 60792 Elective Internship in Knowledge Management (3) KM 61095 Special Topics in Knowledge Management (3) KM 61096 Individual Investigation in Knowledge Management (3) *All KM graduate courses may apply toward electives. Up to 6 credit hours of HI, UXD, LIS courses may count as KM electives.*		

FINAL PROGRAM REQUIREMENTS (3 or 6 credits)			
KM	66092	Master's Internship in Knowledge Management (3) or	
KM	66098	Master's Project in Knowledge Management (3) or	3-6
KM	66198	Master's Research Paper in Knowledge Management (3) or	
KM	66199	Thesis I (6)	
		MINIMUM TOTAL	**36**

Certificates

A Web-Enabled E-Learning Knowledge Management certificate program is available for post-Bachelor's students who wish to focus in knowledge management without pursuing the full Master of Science in Knowledge Management program. The certificate program is a minimum of 18 credit hours with specific requirements. Please see the listing of certificates under the College of Communication and Information in this catalog for more information.

Knowledge Management Keywords

- Analysis
- Analytical Skills
- Analytical Tools
- Applications
- Applied
- Applied Business
- Architecture
- Assets
- Automated Categorization
- Automated Classification
- Automated Indexing
- Automated Profiling
- Automated Summarization
- Behavioral
- Business
- Business Administration
- Business Architecture
- Business Capability Modeling
- Business Intelligence
- Business Management
- Business Management Technology
- Business Narrative
- Business Planning
- Capital
- Certification
- Chief Information Officer
- Cio
- Cis
- Collaborative
- Commerce
- Communication
- Communication Skills
- Communications
- Communities Of Interest
- Communities Of Practice
- Competitive Intelligence
- Computer
- Computer Ethics
- Computer Information Systems
- Computer Information Systems (Cis)
- Computer Science
- Computer Technology
- Computers
- Concept Extraction
- Concept Maps
- Consultant
- Content Architecture
- Content Management
- Coordinating
- Creation
- Critical Thinking
- Critical-Thinking Skills
- Culture
- Data Mining
- Database
- Decision Making
- Deloitte
- Development
- Digital
- Digital Systems
- Diversity
- Document Design
- Document Management
- Ecommerce
- Economics
- Economics Of Information
- Editing
- Engineer
- Engineering
- Entrepreneur
- Environment
- Ernst & Young
- Executive
- Foundation
- Globalization
- Government
- Health Administration
- Health Care Administration
- Health Care Management
- Heuristics
- Homeland Security
- Hr
- Human Computer Interaction
- Human Resource
- Human Resources
- Ideas
- Implementation
- Industry
- Informatics
- Information
- Information Architecture
- Information Economy
- Information Literacy
- Information Management
- Information Technology
- Initiative
- Innovation
- Integration
- Intellectual Capital Management
- Intelligence
- Interactive Computing
- Interdisciplinary
- International
- International Business
- International Organization
- Internet
- Interpersonal Communication
- Inventory
- Inventory Management
- Investment
- Knowledge Acquisition
- Knowledge Architecture
- Knowledge Audits
- Knowledge Base
- Knowledge Bases
- Knowledge Economy
- Knowledge Engineering
- Knowledge Exchange
- Knowledge Life Cycle
- Knowledge Management
- Knowledge Maps
- Knowledge Markets
- Knowledge Processing

- Knowledge Retention
- Knowledge Transfer
- Knowledge Typologies
- Knowledgebase
- Kpmg
- Leader
- Leadership
- Learning Organizations
- Legal
- Library
- Library And Information Science
- Local Government
- Management
- Managing
- Markets
- Medical Informatics
- Microeconomic
- Microeconomics
- Mission
- Model
- Model Building
- Modeling
- Models
- Motivate
- Network
- Objectives
- Online
- Online Degree
- Online Degrees
- Online Masters
- Online Programs
- Open Working Environments
- Opportunities
- Opportunity Recognition
- Oral Communication Skills
- Organization
- Organizational Collaboration
- Organizational Communication
- Organizational Culture
- Organizational Knowledge
- Organizational Learning
- People
- Persuasion
- Planning
- Policy
- Politics
- Problem Solving
- Processes
- Productivity
- Professional
- Programming
- Project Management
- Psychology
- Public Communication
- Public Policy
- Records Management
- Regulation
- Regulations
- Resource Planning
- School Of Library And Information Science
- Semantic Analysis Technologies
- Slis
- Social Media
- Social Networks
- Software Engineer
- Standards
- Storytelling
- Strategic Information Management
- Strategy
- Structures
- System Analysis
- System Analyst
- System Consultant
- System Engineer
- System Engineering
- Systems
- Systems Analyst
- Systems Integration
- Target Audience
- Teamwork
- Tech
- Technology
- Text Analysis
- Total Quality Management
- Utilization
- Visualization
- Web
- Web Commerce
- Workforce Education
- Writing
- Written Communication Skills
- Xml

MS-Knowledge Management proposal

Appendix III: External Letters of Support

From: Stan Garfield <stangarfield@gmail.com>
Date: Saturday, April 16, 2016 at 3:45 PM
To: Athena Salaba <asalaba@kent.edu>
Cc: Thomas Froehlich <tfroehli@kent.edu>
Subject: Master's of Science degree in Knowledge Management at Kent State University

April 16, 2016

School of Library and Information Science
Attn: Professor Athena Salaba
Kent State University
P.O. Box 5190
Kent OH 44242-0001

Dear Dr. Salaba:

It is my understanding that you will be offering a separate Master's of Science degree in Knowledge Management (MS in KM), replacing the current Knowledge Management concentration within the Master's of Science in Information Architecture and Knowledge Management (MS in IAKM). As a leader in an organization that uses employees with skills and understanding in Knowledge Management, it is good to see that an educational institution such as yours will be producing Knowledge Management graduates needed for employment. We wish you success in this venture, and hope to see your graduates in our organization.

Sincerely yours,
Stan Garfield
Deloitte

From: Arthur <Arthur@organizationalzoo.com>
Date: Monday, April 18, 2016 at 7:49 PM
To: Athena Salaba <asalaba@kent.edu>
Subject: Investing in knowledge management education

April 19, 2016

School of Library and Information Science
Attn: Professor Athena Salaba
Kent State University
P.O. Box 5190
Kent OH 44242-0001

Dear Sirs,

My knowledge network informs me you are considering offering a Master of Knowledge Management as a separate Master's of Science degree. Please allow me to congratulate your team on implementing a great vision. This is excellent news for all of us involved in the development and practice of knowledge management and KM education. Application of

knowledge applies across all parts of organizations, so freeing the insights of knowledge informed practices to a wider audience and scope of education will add credibility and impact to the graduates and the university. For too long, too many universities have treated Knowledge Management as a subset of other degrees, such as your concentration of KM within the Master's of Science in Information Architecture and Knowledge Management (MS in IAKM). As Edward de Bono stated, this is *"Excellent, but not enough".*

As the former Global Knowledge Director of an international organization that leveraged knowledge to drive innovation and stimulate value creation, we were constantly internally educating our own employees with skills and understanding of Knowledge Management. We needed to do this because they did not have a robust comprehension of knowledge creation and transfer when entering the workforce. In parallel to my knowledge consultancy practice over the past 10 years, I have been involved in embedding KM insights into a range of other courses such as MBA and Master of Project Management to widen the understanding of KM. Although this has paid dividends in the employability and career performance of our graduates, deepening their knowledge with a specialist degree would provide better results. Adding a specific KM course is a good evolution of this philosophy, which I am sure will be beneficial to students, learning facilitators, employers and of course your University. I am excited that an educational institution such as yours will be producing Knowledge Management graduates so needed to increase the performance in all marketplaces.

I hope this initiative is implemented and will be watching for the benefits it generates when your graduates start making an impact our organizations, both public and private.   Thank you for making this investment in our collective futures. There is no doubt that deeper understanding of how to effectively create and leverage knowledge, makes stronger and more trusting and collaborative societies and organizations.

Regards
Dr Arthur Shelley
Buiness Owner: Intelligent Answers
Founder: The Organizational Zoo Ambassadors Network
Learning Facilitator: RMIT University
Author: The Organizational Zoo & Being a Successful Knowledge Leader
New Book due out 2016: KNOW*ledge* SUCCESS*ion*
Mb. +61 413 047 408 **Skype:** Arthur.Shelley **Twitter:** @Metaphoragee
LinkedIn: https://www.linkedin.com/profile/view?id=4229168
Free behavioural profiles:www.organizationalzoo.com
Blog:www.organizationalzoo.com/blog

From: Alice MacGillivray <alice@4km.net>
Sent: Wednesday, April 20, 2016 1:26 PM
To: FROEHLICH, THOMAS
Subject: Re: Favor to ask: Letter of support for upgraded Master's degree

Use this if it is helpful Thomas...

Kent State University has a demonstrated, long-term interest in information and knowledge management. I understand that you will be offering separate Master's of Science degree in Knowledge Management. The importance of strategic knowledge work in organizations continues to grow. There are challenges in this field, such as our focus on easily measured tangibles at the expense of critically important intangibles. We need thoughtful and innovative scholar-practitioners to help us effectively generate, acquire, share and use knowledge and expertise. We wish you success in this venture, and hope to see your graduates active in this field.

Alice MacGillivray, PhD
Consultant & Researcher
Director: Park System Leadership Course
Faculty: Royal Roads University
LinkedIn twitter Klout
Academia.edu Amazon

MS-Health Informatics
MS-Knowledge Management
MS-User Experience Design

Internal Letters of Support

Most letters address all three proposed programs, unless otherwise indicated

In response to:

> The school of Library and Information Science respectfully requests your support for the proposed inactivation of the Master's of Science in Information Architecture and Knowledge Management (IAKM) and its three concentrations (Health Informatics, Knowledge Management, User Experience Design), and the proposed elevation of the three concentrations to the following three majors:
>
> Master's of Science in Health Informatics (36-39 credits hours)
> Master's of Science in Knowledge Management (36-39 credits hours)
> Master's of Science in User Experience Design (36-39 credits hours)
>
> I have enclosed a copy of the Proposal for your review, including rationale and curricular changes.
>
> Best regards,
> *Athena*
> Athena Salaba, Ph.D.
> Associate Professor
> School of Library & Information Science, Kent State University
> 330-672-0023 | 330-672-2782 (SLIS)

ALL THREE PROPOSED MS MAJORS

From: "CHILD, JEFFREY T." <jchild@kent.edu>
Date: Friday, March 4, 2016 at 3:20 PM
To: Athena Salaba <asalaba@kent.edu>
Subject: Re: IAKM program change - Proposal for MS majors

Hey there Athena -

Please accept this e-mail as support from the School of Communication Studies for the proposed changes in IAKM.

Thanks,
Jeff
--
Jeffrey T. Child, Ph.D.
Associate Professor and Interim Director
Kent State University
School of Communication Studies
PO Box 5190
Kent, OH 44242

Office: (330) 672-1224
Fax: (330) 672-3510

From: "KENNEDY, JAIME D." <jkenned8@kent.edu>
Date: Monday, March 7, 2016 at 1:29 PM
To: Athena Salaba <asalaba@kent.edu>
Cc: Jeff Fruit <jfruit@kent.edu>
Subject: Re: IAKM program change - Proposal for MS majors

Athena,

VCD supports your proposal to move the Health Informatics, Knowledge Management, and User Experience Design concentrations to majors.

Best regards,
Jaime K.

Jaime Kennedy
Interim Director
School of Visual Communication Design
Kent State University
jkenned8@kent.edu
330-672-7856

From: "Coombs, Danielle" <dcoombs@kent.edu>
Date: Tuesday, March 8, 2016 at 9:14 AM
To: Athena Salaba <asalaba@kent.edu>
Cc: "Wasbotten, Thor" <twasbott@kent.edu>, Jeff Fruit <jfruit@kent.edu>
Subject: Re: IAKM program change - Proposal for MS majors

Hi Athena,

Thank you for sending this for our review. The School of Journalism and Mass Communication supports your proposals.

Best,
Danielle

Danielle Sarver Coombs, Ph.D.
Associate Professor/Graduate Coordinator
School of Journalism and Mass Communication
305B Franklin Hall
330-672-8876
dcoombs@kent.edu

From: WALKER, ROBERT
Sent: Friday, March 11, 2016 1:20 PM
To: SALABA, ATHENA
Cc: FRUIT, JEFFREY; WALKER, ROBERT; PETI, SUSAN
Subject: Re: IAKM program change - Proposal for MS majors

Dr. Salaba,

On behalf of the School of Digital Sciences, I would like to express our support for your proposal to inactivate the IAKM major and, in its place, establish majors in Health Informatics, Knowledge Management, and User Experience Design within the Master of Science degree offered by the School of Library and Information Science.

Given the evolution of these three fields over the past decade, separate majors for each seems quite appropriate.

- bob

```
====================================================================
Robert A. Walker                    Director, School of Digital Sciences
  rawalke1@kent.edu                    http://www.kent.edu/dsci
  walker@cs.kent.edu                Professor, Computer Science Department
236 Math & CS Building                 http://www.cs.kent.edu/~walker
  330-672-9105                      Kent State University, Kent OH 44242
====================================================================
```

From: Umberger, Wendy
Sent: Monday, March 14, 2016 12:14 PM
To: SALABA, ATHENA
Subject: RE: IAKM program change - Proposal for MS majors

Hi Again Athena,

Our Graduate Curriculum Committee (GCC) met this morning and voted unanimously to support the proposed elevation of the three concentrations (i.e., Health Informatics, Knowledge Management, and User Experience Design) to the following three majors:

- Master's of Science in Health Informatics (36-39 credits hours)
- Master's of Science in Knowledge Management (36-39 credits hours)
- Master's of Science in User Experience Design (36-39 credits hours)

So now you have the support of our College Advisory Committee and GCC. Good luck going forward with this.

Sincerely,

Wendy Umberger

Wendy A. Umberger PhD PMHCNS-BC
Professor and Associate Dean for Graduate Programs
Kent State University
College of Nursing
Henderson Hall, Room 311
Kent, OH 44242
330-672-8813 (O)
440-248-9211 (M)
wlewando@kent.edu

From: "Umberger, Wendy" <wlewando@kent.edu>
Date: Monday, March 7, 2016 at 9:34 AM

To: Athena Salaba <asalaba@kent.edu>
Subject: RE: IAKM program change - Proposal for MS majors

Hi Athena,
I discussed your proposal at our College Advisory Committee this morning and there was unanimous agreement to support it; however, I must also take it to our Graduate Curriculum Committee meeting on March 14, 2016 and get their support. Next Monday after GCC, if it is approved, I will draft an email/letter of support.

Wendy

SUPPORT for MS-KNOWLEDGE MANAGMENT

From: "Spake, Deborah" <dspake@kent.edu>
Date: Sunday, October 30, 2016 at 12:26 PM
To: "Reynolds, Amy" <areyno24@kent.edu>, Athena Salaba <asalaba@kent.edu>
Cc: "ZINGRONE, CATHERINE" <czingron@kent.edu>
Subject: RE: Proposal for MS Knowledge Management major

Amy,

I spoke with the chair of the Department of Economics and have no further questions about your MS in Knowledge Management proposal. The College of Business Administratiob supports your efforts in proposing this degree.

Thanks for allowing us the opportunity to discuss the proposal.

Deborah

Sent via the Samsung Galaxy Mega® 2, an AT&T 4G LTE smartphone

From: "Spake, Deborah" <dspake@kent.edu>
Date: Thursday, October 27, 2016 at 6:45 PM
To: "Reynolds, Amy" <areyno24@kent.edu>
Cc: Athena Salaba <asalaba@kent.edu>, "ZINGRONE, CATHERINE" <czingron@kent.edu>
Subject: RE: Proposal for MS Knowledge Management major

Hi Amy,

The college has no concerns with the existing knowledge management courses in the proposal. It's the move to replace the Economics course with a new course that appears to be economics-like that raised questions in the college. I understand that the department chair was involved in the discussion, but he was with you in China and we haven't been able to discuss it in person since his return.

Can Therese proceed with the proposal with the existing Econ course listed until we resolve this? I'm out of town, but will call him tomorrow to try to gather more information.

Deborah

Sent via the Samsung Galaxy Mega® 2, an AT&T 4G LTE smartphone

From: "WILLIAMS, DONALD" <dwilliam@kent.edu>
Date: Saturday, March 5, 2016 at 2:32 PM
To: Athena Salaba <asalaba@kent.edu>
Subject: RE: Economics of Information course - ECON 62015

Dear Athena,
The economics department faculty has reviewed the draft proposal and supports the creation of this new course.
Best regards,
Don

Donald R. Williams
Professor and Chairperson
Department of Economics | Kent State University
Room 480 | College of Business Administration
475 Terrace Drive | Kent, Ohio 44242
Ph: (1) 330 672 2366 | Email: dwilliam@kent.edu