

**Strategic Plan for
the Department of Modern Languages**

at The College of New Jersey

Approved (enter date)

MISSION STATEMENT

The Department of Modern Languages is a culturally and intellectually diverse and welcoming community of faculty, staff, students, and alumni who value knowledge, multicultural awareness and the free and responsible exchange of ideas. Through the exercise of analytical rigor in our different language and culture disciplines we and our students: critically interpret language and symbols; thoroughly examine cultural artifacts and discourses; and seek to understand global, cultural, political, and historical perspectives. Working with our faculty, our students learn how to read and think analytically in English and in the target languages, communicate effectively in speech and writing in both English and the target language, work with diverse partners, and participate fully in culturally diverse experiences. The mission of the Department of Modern Languages is to help students acquire linguistic and cultural skills to communicate successfully in a language other than English, prepare students to appreciate linguistic and cultural diversity, and motivate them to continue, after graduation, for lifelong learning in the context of a global society in the 21st century. The Department of Modern Languages recognizes and follows in all its courses the National Foreign Language Standards set forth by ACTFL.

STRATEGIC INITIATIVES

In keeping with the School of Culture and Society [Humanities and Social Sciences] Strategic plan, the Department of Modern Languages organizes its strategic plan by initiatives as described below. The initiatives listed here come from the discussions of the Modern Languages Executive Committee, the MLD faculty, staff, students and alumni.

SECTION I - CURRICULUM:

including the Department's Academic Program and Student Learning, Advising, and Internationalization

SECTION II - COMMUNITY:

including the Department's Community, Intellectual Climate, Faculty, Diversity, Alumni Relations, Community Outreach, and Leadership and Governance

SECTION III - RESOURCES:

including the Department's Fundraising and Development, Technology, and Office and Classroom Space

I. CURRICULUM:

All of our academic programs will teach students to read closely and think analytically, write clearly, speak articulately, and evaluate and present evidence wisely and accurately. We will prepare students to become informed global citizens by engaging with people and cultural artifacts from different languages and traditions, and by interacting with people and experiencing places different from their home communities.

Goal A: Curriculum Development and Revision. We will ensure that our academic programs and course offerings reflect the goals of our mission statement.

Strategies:

1. Promote and evaluate intensive language program in less commonly taught languages.
2. Examine whether instituting intensive language courses in French, German, Italian, and Spanish is feasible and desirable. Consider whether an intensive course is desirable for 102/103, or 203/211, for example, to accelerate student progress.
3. Examine the design of the Spanish major and implement revisions that will expand curricular options for students while enhancing staffing efficiencies.
4. Examine the viability of the various minors, focusing on ways to attract more students and encourage higher enrollments at the advanced level.
5. Actively work towards the development of a full-fledged major in the areas that currently have a significant number of students pursuing the self-designed major.
6. Engage in regular assessment of curriculum to determine curricular development/revision.
7. Promote increased understanding among language sections to foster ongoing dialogue and cooperation among faculty and different disciplines within the department.
8. Investigate enrollment patterns for students with HS Spanish to create incentives for students to try to place into higher level courses.
9. Develop criteria to determine what if any languages we may want to add to the curriculum.
10. Develop criteria to determine whether to expand heritage language instruction beyond Spanish and Chinese (under development).

11. Assess success of contemporary culture surveys offered in English (Japanese 171 Russian 171, Arabic 171)

Goal B: Interdisciplinary

We will enhance and support interdisciplinary curricula and research within the department, the School and across schools, and will work with colleagues to expand interdisciplinary learning, teaching and research opportunities across the campus.

Strategies:

12. The department will consider expanding the range of degree programs offered within the context of financial constraints of the College. We will carefully consider developing majors in linguistics and translation studies and area studies related to languages other than Spanish, particularly in view of the range of programs offered at competing liberal arts institutions.
13. We embrace opportunities to offer courses -including team-taught courses- that cross disciplinary boundaries and foster critical thinking and exposure to other peoples and cultures such as First Year Seminars, courses within the Honors program.
14. We will consult with other departments to explore interest in developing language-specific offerings that can be taught by qualified faculty not housed in Modern Languages, such as a Women's and Gender Studies course in Spanish, or a section of Latin American History given in Spanish, Chinese Studies in History.
15. We will seek to enhance our involvement with other academic units on campus through expanding Languages Across the Curriculum and developing appropriate language for the professions courses (e.g. Business Chinese, Spanish for the Health Professions).
16. We will examine the possibility of developing language or culturally based minors and/or concentrations that cross disciplinary borders and integrate courses from other academic units on campus.

Goal C: Experiential Learning

We will increase opportunities for experiential learning, including both undergraduate research and internships.

Strategies:

17. We will strive to increase opportunities for our students to conduct research and participate in internships under the mentorship of our faculty and to embed these and other experiential learning opportunities in our curricula.

18. In accordance with the larger TCNJ plan to implement a second community engaged learning requirement, the department will develop and embed a CEL-2 opportunity within the Spanish curriculum. We propose to develop the plans for CEL-2 in the 2011-2012 academic year and integrate them into our curricula in time for the Fall 2012 semester. We will thus expand community engaged learning opportunities and bring students and faculty together, within their academic programs, in meaningful service to the larger community.
19. As other language majors are developed and implemented, we will seek opportunities to embed CEL-2 offerings within those majors such as a CEL-2 Study Abroad component in Bologna in conjunction with the Bonner Center and the Center for Global Engagement.
20. We will consult with the Bonner Center and Career Services to develop opportunities to engage with the surrounding community, particularly with immigrant and international communities.

Goal D: Assessment

We will continue to implement assessment measures for our academic programs, evaluate the data and utilize the findings to improve our programs.

Strategies:

21. We will continue to document student learning in order to identify and enhance areas of strength in our programs as well as to address any areas of weakness (e.g. OPI, assessment in Phonetics, cultural journals, and portfolios of term papers from Senior Seminar and SPA 303 and 304).
22. We will continue to gather data to support NCATE accreditation for the Spanish Education program, as well as any other language education programs that are developed, and we will apply these assessment measures to all majors in Modern Languages, not just Spanish Secondary Education majors.
23. Following any curricular or programmatic changes within the department, we will administer a student survey similar to the one that was developed as part of the departmental Program Review to seek direct input and to gauge student satisfaction. We will also continue to assess learning outcomes too.
24. We will assess and enhance the ways in which our curricula support student development during and after college, and will consider adding additional tracks or curricular opportunities for students' professional development, e.g. a track or program in translation. We will document our students' post-graduate educational and career choices, including

admission to graduate and professional schools, as well as their placement in jobs gained as a result of their liberal arts education (See L-Alumni Relations).

25. We will continue to be guided by national standards and proficiency guidelines in our assessment of curriculum and student outcomes.

Goal E: Advising

In concert with the School of Culture and Society and TCNJ as a whole, we will recognize the value of thoughtful student advising and support the professional development of faculty advisors to enhance advising and mentoring of our students.

Strategies:

26. We will follow the recommendations of the School of Culture and Society as it reviews and considers the existing recommendations of TCNJ's Advising Planning Council, including the recommendation to develop and implement a peer-advising system.
27. We will develop advising strategies to respond to our students' growing interests in graduate study, an expansive variety of professional opportunities, and volunteer possibilities, particularly abroad.
28. Our faculty will work with the Career Center to help our students with post-graduate planning.

Goal F: Internationalization

We will participate in and support our School's initiative to intensify global awareness and engagement and promote rigorous academic study abroad opportunities for all students.

Strategies:

29. In order to encourage student participation in study abroad opportunities, we will continue to implement early advising for students and promote awareness among parents about the importance of study abroad in a liberal arts education in Open Houses, recruitment events, and Accepted Students Day presentations.
30. In order to help students overcome administrative and financial obstacles to study abroad, we will seek to increase the range of opportunities for going abroad (e.g., international internships, and summer research opportunities) and the number of financial support options, encouraging students to apply for national and international study abroad scholarships and

working to increase the pool of financial aid available to support TCNJ students in study abroad programs.

31. In support of the School of Culture and Society's Strategic Plan to enhance the internationalization of our curriculum, we will expand opportunities for our students to engage with immigrant communities in the United States as part of our School's curricula and we will seek to increase the number of foreign students and scholars coming to our campus for short- or long-term stays and to integrate them into the life of our School, for example, by serving as Conversation Hour leaders.
32. In order to enhance the internationalization of our community, we will work to establish living/learning communities for students to immerse themselves in the languages and cultures we teach and will develop criteria to assess their success.
33. We will continue to collaborate with the Center for Global Engagement to identify and select opportunities for Exchange Agreements with foreign universities.
34. We will continue to collaborate with the Center for Global Engagement to identify opportunities for international internships (such as the CAPA Florence) for students studying abroad.
35. We will seek collaboration with the Bonner Center to identify study abroad opportunities (such as the Spring Hill Bologna Center) where students can complete their CEL-2 component.
36. In collaboration with the Center for Global Engagement, we will develop a study abroad survey to administer to students returning from their study abroad experience to identify strengths and weaknesses in our offerings and to enhance the Study Abroad experiences of future students. We will examine ways to integrate study abroad with the broader college experience.
37. We will continue to support International Week and all international initiatives (e.g. International Film Festival).
38. We will explore the integration of technology in the curriculum to engage students in communities around the world.

Goal G: Strategic Hiring in support of the department's curricular goals

We will develop a plan for strategic hiring in support of the various areas of development

Strategies:

39. The Department of Modern Languages will conduct a careful review of its future hiring requests in light of the recommendations of the External Reviewers Report for Program

Review, expressed student interests, and its own internal assessment of needs within the realities of current fiscal constraints.

40. The Department of Modern Languages will prioritize its staffing needs in light of the above. It will strategize how best to provide quality programming in various areas of demonstrated interest and need, such as Applied Linguistics, German, Italian, Translation Studies, etc.

Goal H: Examination of Placement Policy and Testing.

Strategies:

41. Examination and revision of our current Placement Test Examinations to reflect curricular changes since our last curricular revision. Possible revisions include adding an aural component to the exams; adding reading passages to the exams; development of placement test examinations for less commonly taught languages.
42. Examination and revision of our current Placement Policies, particularly in light of the recommendations of the External Reviewers. Possible revisions include: revision of cutoff scores; policy regarding placement into 101/102 from high school preparation, retro-crediting, etc.

II. COMMUNITY:

The Department of Modern Languages wholly supports the School of Culture and Society's [School of Humanities and Social Sciences] assertion to be a culturally and intellectually diverse and welcoming community of faculty, staff, students, and alumni who value knowledge and the free and responsible exchange of ideas.

Goal I: Affirming Our Identity

In order to more accurately reflect the programs of study in our department, we will consider whether the present name of Department of Modern Languages accurately reflects our comprehensive and complex identity, or if another name more accurately conveys our essence.

Strategies:

43. Establish a committee to examine the extent to which our current name, Department of Modern Languages, genuinely reflects our multi-disciplinary focus.

Goal J: Contributing to the Larger Community

We will sustain and improve an intellectual climate that provides students and the larger community with a rich cultural basis for a lifetime of intellectual growth.

Strategies:

44. In order to enhance the spirit of community within our School, we will create opportunities for faculty, students, staff, and alumni to work together on community projects, through various club activities, brown bag lunches, close readings, the International Education Week, the International Film Festival, and other cross-disciplinary events.
45. We will continue to promote thought-provoking discussions by inviting scholars from beyond the TCNJ community to give lectures and lead discussions on our campus. We will coordinate such lectures, as well as exhibits, performances, and films as much as possible with courses taught in our department in order to enhance the academic impact of these special events for our community.
46. We will seek various ways to connect with the larger community and attract potential students by inviting them to cultural events. We will seek ways to recruit potential language majors more effectively.

Goal K: Faculty Development

We will support the professional development of faculty from their hiring through their retirement, through existing and new practices.

Strategies:

47. Any requests for new faculty positions will be guided by school-wide goals and strategic planning. Therefore, departmental search requests will follow the School's Strategic Planning document in promoting its mission, goals, and school and departmental strategic plans.
48. We will develop strategies that complement School-based mentoring programs to extend mentoring to all departmental faculty.

Goal L: Alumni Relations

We will improve and strengthen alumni relations.

Strategies:

49. We will participate in the School's Alumni Advisory Council to foster relationships between current students and alumni and between faculty and alumni.
50. We will create a graduate database to help maintain closer relations with the department's alumni. We will also develop a post-graduate survey to be administered one year after graduation. We will re-institute the department Newsletter and will explore other forms of social media to communicate with our alumni.
51. We will host an alumni reception during Homecoming.

52. We will support fundraising initiatives among our alumni in collaboration with the Office of Development.

Goal M: Community Outreach

We will improve our engagement with the larger community beyond the boundaries of our campus.

Strategies:

53. We will develop community-engaged learning classes that engage students in responding to community needs and interests, and classes that provide opportunities for students to enhance their skills while helping the school understand the needs and interests of community organizations and residents. (See Goal C: Experiential Learning 17-20)
54. We will encourage and support faculty members who wish to help build and sustain positive relationships with the community and community organizations.
55. We will intensify our collaboration and coordination with the Bonner Center for Civic and Community Engagement, creating and supporting educational opportunities that address the unmet needs of its community partner organizations.

Goal N: Leadership and Governance

We will improve governance structures and processes that involve all stakeholders in the life of our department.

Strategies:

56. We will examine the governance structures outlined in the Department By-laws and amend as needed after thoughtful consideration.
57. We will continue to nominate alumni (Spanish majors and other language minors or self designed majors) to participate in the Alumni Advisory Council.
58. We will serve as needed on school-wide committees, both elected and appointed, standing and ad-hoc.
59. We will nominate students in the Spanish major (and other majors we may establish) and students representing one or more of our minors to the School's Student Advisory Council.

III. RESOURCES:

We strive to utilize our existing resources in an efficient, productive, and equitable manner, and to enhance revenue to the School and the College.

Goal M: Fundraising and Development

The Department will work closely with the School and the Office of Alumni Affairs and Development as appropriate to find new revenue streams.

Strategies:

60. The department will participate in the School's initiatives to create short-and long term priorities for fundraising and will provide annual updates.
61. We will seek to engage alumni, Faculty emeriti, parents, friends and corporate and civic leaders through our community programming events.
62. The department will explore grant possibilities in support of our mission and teaching.

Goal N: Technology

We will improve the technological literacy of our students, faculty, and staff.

Strategies:

63. The department will continue to participate in the School's Information Technology Roundtable.
64. The department will continue to investigate and incorporate software that enhances the technological literacy of our students and supports our various language programs, such as TellMe More, Audacity, Callgraph, etc. In order to enhance our instructional efforts and to ensure that our students graduate with technological literacy, our department supports efforts to include technology-based projects in our curriculum.
65. The department will continue to work with colleagues in Information Technology to identify technology based solutions to research and teaching challenges.
66. The department will continue to explore ways to incorporate technology in the curriculum to facilitate engagement with global communities.

Goal O: Office and Classroom Space

We strive to employ our classroom and office space in the most efficient, productive, and fair manner.

Strategies:

67. We will continue to schedule our classes across the grid and ensure that some classes meet during under-utilized time slots.

68. We will participate in School audits of the use of office and classroom space once every five years, in order to determine that the allocation of office and classroom space (classrooms for priority scheduling) is consistent with demand in the context of changing patterns of staffing and enrollments.
69. Our Program Assistant will participate in the annual discussion of concerns and issues related to the use of office and classroom space.

This Strategic Plan was created on the basis of work of faculty, current students, and alumni of the Department of Modern Languages participating in face-to-face meetings, e-mail correspondence and collaborative writing through a Wiki space over the course of the Fall 2010 semester. Drafts were revised by committee members reflecting on comments and suggestions offered by members from all sectors of our department community.