



TEXAS TECH UNIVERSITY

Classical & Modern Languages & Literatures

Strategic Plan

Mission Statement

The Department of Classical and Modern Languages and Literatures represents the diversity, in place and time, of human cultural achievements and experiences, principally, but not exclusively, through the development of international language skills.

Vision Statement

The Department of Classical and Modern Languages and Literatures will be a national leader in teaching and producing teachers of classical and modern languages, literatures, and cultures: cultivating linguistic proficiency; the effective use of technology in language learning; inspiring critical thinking and a deep understanding of diversity; and fostering the participation of students in a global society. The Department of Classical and Modern Languages and Literatures will achieve a national recognition of excellence and performance in scholarship through teaching, research, and service.

Classical and Modern Languages and Literatures Core Values

Excellence in the Advancement of Knowledge

- Critical Thinking
- Cultural Literacy
- Effective Communication
- Technological Literacy
- Creativity and Love of Learning
- Liberal Arts Education

Respect and Appreciation

- For Diversity
- For Students' Needs
- For the Traditions of Higher Education
- For the Needs of Our Larger Community and Society
- Shared Governance and Academic Freedom

Fiscal responsibility, accountability and stewardship of institutional resources

- Meeting enrollment demands
- Covering actual costs of instruction via Formula Funding generation
- Workloads and assignments that facilitate both the CMLL Mission and the professional and personal development of its faculty, graduate students, and staff employees.
- For the Traditions of Higher Education
- For the Needs of Our Larger Community and Society
- Shared Governance and Academic Freedom

GOALS, BENCHMARKS, AND

OBJECTIVES (including Strategies and Assessments)

Goal 1) Access and Diversity: Recruit, retain and graduate a larger, more academically prepared and more diverse student body.

Benchmarks:

- Increase student diversity to mirror population of Texas.
- Maintain withdrawal rate below 8% in language sequences.
- Recruit, retain & better prepare more undergraduate majors.
- Recruit, retain & better prepare more graduate students.

Objectives:

Objective 1.1: Encourage, support, and reward efforts that diversify the student body

Strategies:

- Include diversity links on the department web page.
- Coordinate efforts with other campus and community offices in arranging interviews, orientations, and on-going programs for underrepresented groups.
- Develop relationships and partnerships with local and regional entities to express diversity goals, to identify spouse/partner accommodation possibilities, and to enhance student recruitment opportunities (including nontraditional and senior students).
- Encourage and support cultural, artistic, and academic activities that create bridges between students from different cultural backgrounds and different countries in the Department and members of the greater Lubbock area from similar cultural backgrounds in order to enhance a greater sense of community for all students in the Department.
- Participate in university recruiting events and programs.

Objective 1.2: Encourage, support, and reward efforts that recruit, retain and better prepare undergraduate majors

Strategies:

- Identify and provide clear and easy-to-access information about scholarships and research opportunities available within the Department and the college.

- Establish a faculty Scholarships and Awards Committee that will nominate and/or encourage students to apply for external and internal scholarships and research funding and will assist them in that process; and provide that Committee with the support and time to lend their expertise to the students.
- Introduce Language Days attracting regional secondary school students.
- Encourage other programs whereby faculty in the Department have the support and time to take their areas of expertise into schools and communities.
- Evaluate and strengthen programs whereby faculty in the Department have the support and time to participate in on-campus activities that bring potential students to our campus.
- Assess & modify curriculum based on learning outcomes & assessments.
- Evaluate and strengthen alumni relations programs to work with students and donors locally and around the state.
- Evaluate orientation programs and develop on-going programs to attract and retain high quality students.
- Advocate for the physical and personnel resources needed to support excellence in the Department.
- Establish a minor in American Sign Language and explore the feasibility of a major (perhaps in cooperation with another institution such as San Antonio College).
- Increase capacity in four-skills courses so that any student can take any language course for which he/she is qualified in whatever semester the student desires.
- Evaluate and strengthen programs with South Plains College to provide transition programs and classes some students need to be successful in college-level work.
- Evaluate and strengthen programs to ensure that students have viable options for completing their college and major requirements.
- Ensure that ample sections of needed classes are available in summer school as well as in the fall and spring semesters.
- Advocate an increase in the number of teaching faculty at all levels.
- Evaluate and support advising programs to ensure they meet student needs.
- Encourage and strengthen student organizations and student programs that build intellectual and social cohesion within programs and majors.
- Identify obstacles that restrict our retention and graduation, and develop strategies for overcoming those obstacles.
- Increase the availability of freshman-level courses.

Objective 1.3: Encourage, support, and reward efforts that recruit, retain and better prepare graduate students

Strategies:

- Identify and provide clear and easy-to-access information about scholarships and research opportunities available within the Department and the College.
- Establish a faculty Scholarships and Awards Committee that will nominate and/or encourage students to apply for external and internal scholarships and research funding and will assist

them in that process and provide that Committee with the support and time to lend their expertise to the students.

- Identify obstacles that restrict our graduate enrollment and develop strategies for overcoming those obstacles.
- Maintain existing and develop new programs (such as the pre-18-hour internships for graduate students) that encourage graduate enrollment.
- Evaluate and support advising programs to ensure they meet student needs.
- Encourage and strengthen student organizations and student programs that build intellectual and social cohesion within programs.
- Increase CMLL's national and international visibility.
- Expand 5 year joint BA/MA programs.
- Develop Ph.D. program in Second Language Acquisition.
- Increase department resources for recruiting and placing graduate students.
- Strengthen existing and establish new relationships with other universities.
- Explore options for establishing strong relationships with universities in other countries that will lead to a formal exchange program at the graduate level (Universidad de las Américas-Puebla in México, Universidade Federal de Santa Catarina in Brazil, Paedagogische Hochschule in Weingarten, Germany, etc.).

Objective 1.4: Increase enrollments to a total of 35,000 scheduled credit hours, 326 undergraduate majors and 80 fully funded graduate students

Strategies:

- Establish a new user-friendly Advising, Recruiting, and Retention Center.
- Stop turning students away from Spanish 4-skills courses.
- Be able to accommodate every qualified student in any language in whatever semester the student wants to begin study—preferably as freshmen.
- Convert literature and culture courses taught in English to 110 student lecture/discussion format classes.
- Enhance web presence with detailed course information
- Enhance majors that meet the needs of traditional canon students as well as develop majors that meet those of other potential language/culture-acquiring students.
- Eliminate unfriendly, hostile, or unwelcoming aspects of our departmental culture, presence, and physical space.
- Aggressive recruitment of high school and community college students.
- Intensive/immersion experience options.
- Curriculum innovation and revision
- Extensive use of Instructional Technology capabilities and expanding such capabilities.
- Expand Dual 5-year B.A/M.A. degree programs
- Heritage language programs.

Goal 2) Human Resources: To enhance the quality of the work experience for all Department of Classical & Modern Languages & Literatures employees

Benchmarks

- Maximize departmental functions to draw on faculty energy only when such functions require faculty expertise.
- All staff should work at their level of expertise and not do things other staff can do more efficiently, effectively, or in a more cost-effective manner.
- Decrease initial service load for tenure track faculty.
- Recruit and retain high-caliber faculty.
- Recruit and retain high-caliber staff.
- Promote service and performance excellence of all faculty and staff.

Objectives:

Objective 2.1: Encourage, support, and reward efforts to hire excellent and diverse faculty, academic professionals, and staff

Strategies:

- Facilitate spouse/partner accommodations whenever possible.
- Advocate for and provide resources to facilitate the promotion and retention of excellent faculty, professionals, and staff.
- Establish a program in which excellent faculty, academic professionals, and staff are asked what could improve their work experience, and what would be their list of desired improvements.

Objective 2.2: Encourage, support, and reward efforts to promote and retain faculty, staff, and professionals and to increase job satisfaction for all employees

Strategies:

- Establish graduate faculty membership criteria that encourage research productivity and facilitate full use of each faculty member in furthering the mission of CMLL.
- Advocate for adequate support for the Department when faculty are on development leave.
- Conduct interviews and orientation programs that clearly articulate expectations for employees.
- Develop retention interviews to identify current needs.
- Advocate for appropriate travel funding for faculty, students, and staff.
- Research-active faculty need travel funds for research projects and to travel to national and international conferences to present papers on their research.
- Graduate students need funds for travel to present papers at conferences or to do research for

their dissertations.

- Funding for travel abroad for immersion purposes as part of their language studies
- Advocate perquisites to compensate faculty and staff for their commitment to Texas Tech.
- Provide tangible and intangible rewards when excellent work is done by faculty, professionals, and staff.
- Communicate frankly with higher administration about unreasonable demands and short deadlines that create stress for faculty, staff, and administrators.
- Evaluate and strengthen mentoring programs for faculty, professionals, and staff.
- Cooperate with and advocate for support of programs such as the Employee Assistance Program and the Counseling Center to provide needed services for faculty, staff, and students.
- Maintain fair and constructive review processes, as in annual reviews, tenure and promotion reviews, and post-tenure reviews.
- Increase social and other collegial interactions across the CMLL Divisions.
- Improve office space, IT and other support for TAs and GPTI's.
- Increase travel and research support for faculty.

Objective 2.3: Encourage, support, and reward efforts to train and encourage all employees to deliver quality service

Strategies:

- Conduct regular meetings among groups of faculty, staff, and professionals to discuss their specific challenges and opportunities.
- Provide tangible and intangible rewards when excellent work is done by faculty, professionals, and staff.
- Reward a culture of collegiality.
- Use emerging resources of information technology to streamline delivery of services to faculty, staff and students.
- Establish a “can do” culture in CMLL.

Objective 2.4: Encourage, support, and reward efforts that diversify the faculty and staff of the Department

Strategies:

- Evaluate and strengthen mentoring programs for all faculty members, providing specific programs for underrepresented groups.
- Document search committee procedures in detail and ensure that they are implemented thoroughly.
- Develop relationships and partnerships with local and regional entities to express diversity goals and to identify spouse/partner accommodation possibilities.
- Include diversity links on the Department web page.
- Coordinate efforts with other campus and community offices in arranging interviews,

orientations, and on-going programs for underrepresented individuals.

- Evaluate exit interview procedures that identify current needs.
- Improve retention rate of early career faculty.
- Provide attractive, informative, and easy-to-access web and paper descriptions of our programs and opportunities. Distribute paper copies widely.

Objective 2.5: More equitable work-load distribution for faculty and more efficient use of staff

Strategies:

- Enhanced responsibility and importance of the Associate Chair Position.
- Continue to refine staff position description to make more effective use of talent, in supporting the overall mission of the department, including the support of faculty in specific administrative or broad, department-wide functions.
- Improve coordination of CMLL and divisional administrative functions via regularized convener meetings with CMLL Administration.

Objective 2.6: Devise efforts to increase office space, especially for graduate students, and/or maximize office space usage for faculty and other instructional personnel

Strategies:

- Look for donors to facilitate accelerated completion of further improvements of CMLL space.
- Relocate libraries to expanded Language Learning Lab facility, thereby freeing up additional office space.

Goal 3) Undergraduate Teaching and Learning: Enhance learning opportunities and the quality of the learning experience.

Benchmarks:

Objectives:

Objective 3.1: Enhance the quality of the undergraduate curriculum in the Department

Strategies:

- Develop strategies to ensure that every student can function and succeed in a second language.
- Develop strategies for strengthening programs.
- Continue curriculum review and revision to meet student interests and needs.
- Hire additional faculty to meet specific curricular needs, i.e. heritage speakers.
- Review placement and/or proficiency tests to ensure appropriate placement of language students.
- Introduce undergraduate minors or majors for all languages taught.
- Consider multidisciplinary and interdisciplinary teaching and curriculum needs when modifying programs and hiring faculty.
- Ensure that appropriate curricula are available for students entering special interest fields; i.e. teaching, business, government, graduate school, etc.

Objective 3.2: Promote faculty development

Strategies:

- Identify criteria for excellence in teaching.
- Recruit and retain the highest quality, most diverse faculty in all disciplines.
- Hire additional faculty.
- Advocate funding for summer grants for curriculum development and research.
- Develop and provide more resources and structure in support of faculty efforts to innovate teaching and learning, especially efforts to accommodate the brightest students, and students with special needs.
- Encourage professors to offer honors contracts to Honors students in non-Honors courses as appropriate.
- Encourage faculty to participate in workshops and other activities offered by the Teaching Learning Technology Center and by the Texas Tech Teaching Academy.
- Encourage further development of international collaborations, including expanding opportunities for students to study and do research abroad.
- Increase the types of faculty development opportunities available.
- More efficient use of faculty in teaching and administrative work.

- Increase the proportion of regular tenure-track or tenured faculty teaching Asian and “Less-Frequently-Taught” (LFT) Languages
- Encourage ongoing engagement of faculty in teaching, evaluation and development.

Objective 3.3: Program enhancement

Strategies:

- Increase support of recruiting and retention efforts directed at high-achieving high school and community college students.
- Add additional scholarships for the different language areas.
- Be more aggressive in soliciting funds for scholarships.
- Sustain existing chapters of national academic honorary societies, such as Sigma Delta Pi, and secure new chapters as appropriate.
- Continue to offer Honors sections and to develop more Honors courses.
- Plan and implement procedures to ensure timely completion of degrees at the undergraduate level.
- Provide more educational and career counseling to our students

Objective 3.4: Offer study abroad opportunities for all students studying foreign languages

Strategies:

- Develop strategies for strengthening programs; for example, by such means as curriculum revision.
- Enhance established international field courses in Mexico, Spain, Germany, Russia, and Brazil.
- Develop additional international experiences in Italy, France, and additional countries such as China.
- Continue close collaboration with the Study Abroad Division within the Office of International Affairs in the development and participation of study abroad programs.
- Create links on Department website for each study abroad program. Keep websites up-to-date. Include positive comments from students who have studied abroad with the programs.
- Participate in experiences such as Comparative Literature’s Grand Tour, etc.
- Offer seminars demonstrating benefits of study abroad.
- Be more aggressive in recruiting for study abroad programs.
- Develop strategies for more effective use of students who have studied abroad as recruiters and promoters.
- Facilitate and promote the Mexico Field Course in San Luis Potosi.
- Expand variety of course offerings in Seville.
- Increase level of faculty participation in Seville.
- Expand upper division Spanish course offerings to enable students to complete an entire year of upper division study abroad.
- Generate external support for development and maintenance of international research and

teaching conferences with key institutions in the target countries.

- Advocate more resources and faculty release time for the development of new study abroad programs.
- Collaborate with colleagues in the College of Business Administration and in other colleges interested in increasing opportunities for students to study and work abroad.
- Work with the Honors College to offer more study abroad opportunities and options to students in the Honors College.
- Work with the McNair Scholars Program to offer opportunities to McNair Scholars to study abroad or to do internships in other countries as part of their McNair Scholarship Program.

Objective 3.5: Improve Teacher Education K – 12

Strategies:

- Increase collaboration with College of Education.
- More appropriate courses for students obtaining teacher certification especially in preparation for required oral exams.
- Strengthen institutional relations by working with constituent organizations to provide technical assistance and support for those seeking accreditation.
- Monitor new knowledge and practical developments related to teaching and learning to inform future standards development.
- Encourage performance-based assessment of education candidates to demonstrate proficiencies described in standards.
- Promote educator preparation programs that reflect P-12, state, and professional standards in the performance assessments of education candidates
- Improve the quality of new teachers and other school personnel by focusing on student learning in program and accreditation standards.
- Gain support and participation from a wide range of professional specialized associations to assure that all relevant content areas are represented in the accreditation process.

Goal 4) Graduate and Professional Education: Enhance graduate and professional education opportunities

Benchmarks:

- Annual scholarly activities, co-authored with graduate students (or with graduate students explicitly acknowledged), by all faculty members
- Mentoring of graduate students who are writing articles for publication; encourage them to publish in nationally- and internationally-reputable journals outside of our department
- Department average question-one teaching evaluations above the Arts and Sciences average

Objective 4.1: Enhance the professional development and intellectual self-reliance of graduate students

Strategies:

- Encourage greater awareness on the part of graduate students on what earns them good recommendations (e.g., writing annotated bibliographies and offering them to classmates within a given course, proactively and productively visiting faculty members with specific research or project questions, actively seeking learning opportunities such as project work abroad, etc.); encourage them to study the job lists in their fields, so they will know what to expect when they actually begin applying for jobs.
- Support student organizations such as Céfiro in asking faculty members to offer short seminars in CV writing, reading job position descriptions, job interviewing, conference abstract development, writing analytically, the use of literary theories, human subjects forms completion, and research question formulation.
- Expand the number of partnerships with universities overseas where graduate students can earn transferable credit.
- Expand participation of graduate students in already-existing partnerships or TTU overseas centers.
- Support faculty members who sponsor trips with students to regional and national professional conferences (e.g. to Tex TESOL in San Antonio, to the Gorbachev Conference in Midland).

Objective 4.2: Enhance the quality of graduate education done in the department

Strategies:

- Encourage faculty and graduate students to participate in workshops offered by the Teaching, Learning, and Technology Center; Language Learning Lab, Office of Student Affairs; and the Office of Assessment.
- Recruit and maintain a diverse graduate faculty with demonstrated records of research and creative achievement. Foster mentoring and collaborative relationships among faculty and graduate students.
- Establish short seminars for faculty and graduate seminars on grant writing.

Objective 4.3: Increase graduate enrollments

Strategies:

- Increase the number of graduate certificates in needed areas, such as translation, foreign languages and law, teaching English in international contexts.
- Advocate faculty and graduate student visits to upper division undergraduate classes to market graduate programs and certificates.

Goal 5) Engagement: Provide scholarly outreach opportunities that contribute to students' learning and that benefit our communities, the state, and nation.

Benchmark:

- Increase ongoing engagements with community entities

Objective 5.1: *Provide student-centered academic assistance that enables students to achieve their educational goals*

Strategies:

- Encourage the development of student study groups and learning communities.
- Encourage the development of effective out-of-class preparation techniques (e.g., Japanese GPTI's action research on what preparation is done by students and how to more greatly align students' preparation to course learning outcomes).
- Research students' use of and facility with basic skills, such as reading, computational skills, computer efficacy, and time management that are necessary for academic success.
- Provide students with opportunities to comment on aspects specific to a particular course through formative assessment.
- Encourage once-a-semester meetings with academic advisors in the department to trade strategies and good practices.
- Direct students to on-campus sources of assistance according to need (e.g., university writing center, language tutorial sessions, etc.).
- Encourage development of foreign language exchanges between international students and U.S.-based students (Mandarin for English, for example).
- Promote and enhance a quality learning experience for the international teaching assistants through graduate level ESL courses in classroom management, academic listening, academic writing, thesis writing courses, and the ITA summer workshop.
- Promote and enhance a quality learning experience for undergraduate and graduate international students through credit-bearing ESL courses in academic listening, academic writing, and thesis writing courses.

Objective 5.2: *Establish service learning as an academic priority*

Strategies:

- Encourage faculty to participate in workshops about service learning (at the TLTC, for example).
- Provide course load reductions for developing and teaching service learning courses.
- Consider including service learning modules in proposals for new and modified courses.
- Support the integration of faculty research with service learning.
- Give weight at tenure review to integration of faculty research with service learning.

Objective 5.3: *Continue to provide and promote community connections and events internally and locally that will improve the quality of life for TTU students and faculty and staff, and people throughout the region*

Strategies:

- Seek increased university support of outreach programs initiated by faculty in the department.
- Assign appropriate workload to faculty for time and effort devoted to development and maintenance of cultural programs on and off campus.
- Support faculty development of online distribution of cultural and art information.
- Continue to support the successful German Outreach to local elementary schools and the annual Weihnachtsfest.
- Give weight to these abovementioned endeavors at the tenure review process.
- Continue the Play in Spanish, foreign language movie nights, Cultural Day, and other events put on by the department.
- Implement additional community engagement activities.
- Enhance the visibility and publicity of faculty and staff with national, regional and state organizations that support the arts and humanities.

Objective 5.4: *Increase cooperation/collaboration with regional community colleges, and junior and senior high schools*

Strategies:

- Maintain international culture days at CMLL. Reward participating CMLL students, both graduate and undergraduate with letters of appreciate, certificates, and gift from a drawing.
- Expand outreach to community college and secondary school instructors by increasing courses available in evenings and summers and actively marketing these courses, particularly courses like Spanish linguistics, second language testing, and graduate courses with a cultural slant.

Goal 6) Research Productivity: Increase research productivity and funding for all areas of inquiry within the department.

Benchmarks:

Objective 6.1: Invest in Faculty

Strategies:

- Increase the number of endowed chairs and other resources to attract and retain exceptional faculty.
- Hire and retain faculty who can contribute research expertise and obtain external funding in areas identified as prestigious.
- Use workload policy aggressively to achieve a functional equivalent of a 2/2 teaching load for all faculty.
- Reduce faculty service obligations. Faculty members should only do administrative functions requiring faculty expertise.
- Continue current departmental policy of internal research leaves obtained by exchanging unpaid summer teaching for a semester off. Encourage tenure-track faculty to take advantage of this opportunity for research.
- Encourage and support faculty applications for Faculty Development Leaves to work on research projects. Provide appropriate funding for temporary positions to replace faculty on leave.
- Provide research-friendly faculty offices (light, sound-proofing, furniture, maintained and updated technology and equipment).

Objective 6.2: Enrich the Ties between Education and Research

Strategies:

- Develop methods for involving undergraduate and graduate students in language and literature research and creative activities.
- Promote faculty and student involvement in and recognition for creative writing. Treat creative writing publications on a par with research publications.
- Consolidate departmental libraries in a new facility that enhances availability and usability of the collections for faculty and student research.
- Facilitate the dissemination of current research in the undergraduate and graduate classroom by providing state-of-the-art multimedia classrooms.
- Increase financial and other support for interdisciplinary programs, including Comparative Literature, Latin American and Iberian Studies, and Russian Language and Area Studies.

Objective 6.3: Advance Research and Creative Endeavors

Strategies:

- Provide funding for faculty travel to conferences and symposia. A minimum of \$1000 should be made available annually for faculty members to present their research at professional conferences and to pursue summer research.
- Provide funding for graduate student travel to conferences and symposia. Ph.D. and M.A. students presenting papers should receive funding for travel expenses related to the conference.
- Provide expert assistance for grant writing and applications in languages and literatures to facilitate faculty applying for prestigious national grants, fellowships, and other sources of external funding. Reward faculty members who do apply by recognizing their efforts through merit increases.
- Create publishing venues for papers presented in conferences sponsored by CMLL and Texas Tech University, especially the Céfiro Conference, the Applied Linguistics Language Learning Conference, and the Comparative Literature Conference.
- Increase monthly copy allowances on photocopies in the main office to a minimum of 300 to support faculty research needs.

Objective 6.4: Strengthen Research Partnerships

Strategies:

- Cooperate with university efforts to develop international collaborations that facilitate research and teaching.
- Encourage development of international research collaborations by funding an exchange program for invited scholars and speakers, and by supporting the teaching, travel, and residence abroad of members of the department engaged in international research collaborations.
- Encourage faculty to engage in collaborative research where appropriate, such as in the areas of Applied Linguistics, CALL and Web-based Instruction, and Foreign Language Acquisition. Identify opportunities for funded research in these areas and supply administrative and financial support for such projects.
- Modify the CMLL counting policy to take into account joint authorship in a manner that does not penalize collaborative research.
- Encourage the perception of the department as a scholarly community through a web-site overhaul, a lecture series for faculty works-in-progress and creative activities, a lecture series for visiting scholars, and through sponsorship of research colloquia on campus involving graduate students.
- Promote the university's aim of raising the ARL ranking of the library. Systematically identify areas where the university library holdings need to be strengthened to support faculty and student research.
- Promote faculty research teams or discussion groups in areas of joint interest.

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- Broaden academic contacts and research collaboration with other departments and faculty members at Texas Tech. Co-sponsor and promote events with other programs, centers and departments.

Goal 7) Partnerships: Build strategic partnerships and alliances with other community, government, business, industry, and schools (K-12, community colleges, and universities).

Benchmarks:

- Increase number of partnerships
- Evaluate existing partnerships
- Maintain and improve existing partnerships

Objectives:

Objective 7.1: Broaden alliances with EC-12 language education providers

Strategies:

- Establish an open house once a year to invite language teachers from area high schools and junior high schools to visit the Department, the Language Learning Laboratory and Resource Center and to meet with faculty.
- Encourage the honor societies and language clubs in the Department to visit classes in area public schools to read to school children in the foreign languages of those societies/clubs and to offer tutoring or mentoring programs.
- Establish and promote programs where faculty members visit schools in the area to talk about study opportunities in the Department, including the opportunities to study abroad, service learning, etc.
- Participate in the K-12 outreach program at the ICC
- Identify and document ongoing unit alliances and create a mechanism for communicating experience across language areas.
- Identify and communicate opportunities and resources for new alliances.
- Offer concurrent enrollment courses for high school students who wish to study less commonly taught languages.

Objective 7.2: Encourage and facilitate expanded collaboration between the Department and other areas and units

Strategies:

- Encourage and support faculty collaboration with the College of Business Administration, particularly in those collaborations and courses that form part of the MA/MBA programs.
- Encourage and support faculty involvement with the Honors College.
- Encourage subunits in the Department to cosponsor events with other departments, programs, centers, and institutes and to promote those events widely.

Objective 7.3: Strengthen and expand study abroad opportunities in Brazil, Germany, Italy, Mexico, Russia, and Spain

Strategies:

- Facilitate and promote offerings in Brazil, Germany, Italy, Mexico, Russia, and Spain.
- Work with the Study Abroad Office to facilitate application processes for study abroad programs and to publicize our programs as widely as possible on campus.
- Create links on the Department website for the curricular for each study abroad program offered in the Department. Keep websites up-to-date and include positive comments from students about their experiences on the website.
- Facilitate and promote the Mexico Field Course.
- Enhance international field courses (Brazil, Italy, Mexico, Spain, Germany, Russia) and develop additional international experiences.
- Generate external support for development and maintenance of international research and teaching conferences with key Mexican institutions in Puebla and Monterrey, and in Spain and Argentina.
- Advocate more resources and faculty release time for the development of new study abroad programs.
- Collaborate with colleagues in the College of Business Administration and in other colleges interested in increasing opportunities for students to study and work abroad.
- Increase opportunities for students to participate in internships in Brazil, Germany, Italy, Mexico, Russia, and Spain.
- Work with the Honors College to offer more study abroad opportunities and options to students in the Honors College.
- Work with the McNair Scholars Program to offer opportunities to McNair Scholars to study abroad or to do internships in other countries as part of their McNair Scholarship Program.

Objective 7.4: Continue to support the Seville Center

Strategies:

- Expand variety of course offerings and increase or maintain level of faculty participation.
- Maintain or increase level of curricular offerings and staffing.
- Expand upper division Spanish course offerings to enable students to complete an entire year of upper division study abroad.

Goal 8) Information Technology: To maximize effective use of technology, especially that of the Language Learning Laboratory and Resource Center, in all facets of the Department's mission

Benchmarks

- Inventory current IT facilities and equipment within the Department.
- Identify needs for further IT capabilities within the Department.

Objectives:

Objective 4.1: Provide cost-effective access to information technology for students, staff, and faculty

Strategies:

- Submit requests for acquiring and maintaining information technology hardware.
- Provide appropriate levels of desktop technology for faculty and staff.
- Create a rolling replacement schedule or system for faculty and staff hardware.
- Install a file server dedicated to CMLL's administrative and research needs.
- Develop and make available an in-house electronic scoring device for Scantron[®]-type data collection documents.

Objective 4.2: Increase effective use of technology in teaching and learning

Strategies:

- Host an annual forum for departmental teaching personnel to showcase their successful information technology strategies, and to share these with colleagues.
- Provide a consistent, across-the-board grade management package which is centrally managed by the department.
- Build a secondary digital audio technology facility to be used as an extension of the present LLL Esprit system or as a stand alone system.
- Enact initiatives to keep LLL budgets intact and expended for target purposes.
- Expansion and renovation of the Language Learning Laboratory & Resource Center to meet current and anticipated needs as the programs of CMLL grow.
- Advocate for funding to increase the number of technology-enabled "smart" classrooms.
- Continue technological upgrades to all classrooms in the Foreign Languages Building.
- Increase number of mobile computer ("Astro") carts available to teaching personnel.
- Upgrade student cubicles in the present LLL audio technology facility to full digital capability. (The current system is a digital-capable/analog hybrid.)
- Upgrade the current independent study student computer lab.
- Build a digital audio recording studio as a contiguous LLL component.
- Build a secondary Audio-Visual support lab as a contiguous LLL component.

- Provide faculty development opportunities, teaching credit, etc., for the use of technology in courses in the Department.
- Establish partnerships with technology support units (such as TLTC) for specific technology projects or resources (such as the implementation of broad-scale computer language testing).
- Advocate additional funds for educational hardware and software.

Objective 4.3: Increase effective use of information technology in research

Strategies:

- Continually evaluate information technology needs.
- Advocate additional funds for research hardware and software.
- Support faculty startup expenditures via administrative support and oversight on funding and acquisitions processes.

Objective 4.4: Expand the use of E-business applications to streamline administration

Strategies:

- Increase the amount of administrative business conducted on-line.
- Increase use of electronic “forms” and other digital documents.
- Reduce paper storage by digitally archiving old documents.
- Coordinate with other University administrative units in streamlining and reducing redundancy of administrative functions.
- Cooperate with university administrative units in the use of on-line applications to streamline college administrative functions.

Objective 4.5: Enhance the delivery of academic services

Strategies:

- Use information technology to streamline and increase the efficiency of academic administrative services.
- Convert to standardized on-line course syllabuses
- Develop individual course web home pages



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Classical & Modern Languages & Literatures

Objective 4.6: *Create and maintain an enhanced and effective web presence for CMLL*

Strategies:

- Install our own web server with extensive capabilities for support of extensive faculty web pages, extensive course web pages, MOOS, and extensive CMLL recruitment and PR efforts.
- Develop multi-node entry web architecture with nodes for languages, program, degrees, courses, faculty, Divisions, study-abroad, language-technology, etc.
- Provide a standardized web design and easy procedures for extensive faculty utilization.
- Automatically-generate default Web sites for each faculty member and each course.
- Require all courses have web sites.
- Provide strong staff support for IT efforts.

Objective 4.7: *Develop CMLL Language Learning Laboratory (LLL) to among the finest in the world in all language-learning technologies*

Strategies:

- Increase course fees to cover construction costs.
- Sustain the present world-class audio technology facility.
- Add a 30 station extension to the existing student audio facility.
- Enhance delivery of SCOLA programming and increase its use in classroom teaching.
- Add a multi-screen, multi-language Television lounge/viewing facility with SCOLA; commercial French, German, Spanish, Russian and Asian Languages programming; and an in-house foreign-language film channel.
- Incorporate consolidated Applied Linguistics, Classics, French, German, Spanish libraries and a new Russian library collection.
- Develop and equip existing observation facility for ASL and other language testing and for language-acquisition and evaluation research.
- Physically remodel basement areas to more than double existing Language and Learning Lab contiguous space containing all of the above components.