STRATEGIC PLAN
DEPARTMENT OF MODERN LANGUAGES AND LINGUISTICS
COLLEGE OF ARTS AND SCIENCES

Mission
The Department of Modern Languages and Linguistics trains students in world languages and cultures; prepares them for success in a diverse, globalized, and multicultural world, where command of a foreign language is a marketable and strategic skill that will open doors to a wide range of professional and entrepreneurial opportunities; fosters an appreciation of diverse socio-cultural traditions, and promotes critical thinking, linguistic insights, analytical reasoning, and interdisciplinary study and research.

Core Values
- Interdisciplinary and innovative scholarship and teaching
- Commitment to multicultural and multilingual diversity
- Faculty-student intellectual engagement and inquiry
- Intellectual and instructional diversity
- Commitment to high standards for research, teaching, and service
- Commitment to FSU’s tradition in Liberal Studies and its promotion of critical thinking
- Faculty and student participation in the campus, local, national, and global community
- Balancing tradition and innovation in our disciplines
- Serving as a catalyst of international initiatives across the university

Vision
The Department of Modern Languages and Linguistics will contribute in a significant way to FSU students’ global footprint by enhancing their foreign language proficiency as well as their understanding and appreciation of the diversity of global cultures. We will expand our efforts to train our students to live and work in a multi-cultural world and to make them more effective and critical participants and communicators on the global stage. In doing so, the Department will promote and encourage multilingual, interdisciplinary, and cross-cultural inquiry, as well as an entrepreneurial imagination in its programs thereby reflecting the values of FSU’s Strategic Plan and serving the strategic interests of the state of Florida.

Strategic Goals
We will realize our vision by sustaining and further pursuing the following four interrelated strategic goals:

1) Innovation, Entrepreneurship, and Interdisciplinarity
2) Student Success in an International and Global Context
3) Diversity and Cultural Awareness in FSU’s Community and Beyond
4) Promotion of Excellence in Research, Creative Activity, Teaching, and Service
1) Innovation, Entrepreneurship, and Interdisciplinarity

- Strengthen interdisciplinary connections
- Finalize the development of a BA program in Linguistics
- Integrating Linguistics across disciplines and with STEM (e.g. hiring in area of Computational Linguistics)
- Explore the creation of multi-language major, minor, certificate programs and/or tracks aimed at students who are interested in studying the intersection of multiple languages and cultures (e.g. Migration Studies, Entrepreneurship, Film Studies, Languages and Culture, Medieval and Early Modern Studies, Amazonian Studies, Translation Studies, Caribbean, Francophone, Ecocriticism, Cultural Anthropology, etc.)
- Sustain and further explore the development of professionalized course offerings and tracks to better prepare students for careers (e.g. Spanish for Medical Professionals, Spanish/Italian for Careers, etc.)
- Sustain and expand Digital Humanities (e.g. Digital Archive of Dante Today)
- Expand a core MLL departmental curriculum (FOW, FOL) serving students in all programs (e.g. Critical Theory, Translation Studies, Transnational Literature, Literature and Sexuality, Introduction to Cultural Analysis, European Soccer, etc.), especially at the undergraduate level (for instance, a 4000-level course fulfilling elective requirements in all programs).
- Development and innovation in language instruction, with a particular focus on the migration to hybrid and blended language courses in all basic language programs.
- Explore possibilities for co-taught courses within the Department and beyond.
- Sustain our commitment to Liberal Studies (including e-series) and Honors courses.
- Expansion of the Portuguese program
- Commitment to hire an Entrepreneur in Residence to serve as an important resource in articulating the vital importance of language education and inter-culturalism in innovation and economic growth.
- Explore ways to encourage students to pursue language study beyond the language requirement and to continue taking courses at the 3000-4000 levels, potentially as co-majors or majors in MLL.

2) Student Success in an International and Global Context

- Active involvement and development (participants and leaders) of international exchange and international programs.
- Encourage and sustain the involvement of undergraduate and graduate students as fellow participants in the faculty’s research (e.g. UROP)
- Meeting the needs of the State for Global citizens through courses such as Spanish for Heritage speakers, Spanish for Medical Professionals, Language for Careers, etc.
- Promote and sustain student efforts to apply for international funding and grants opportunities and initiatives.
- Forging relationships with MLL Alumni in order to share their global professional experiences.
• Foster the involvement with the FSU Career Center to enhance students’ academic and professional experience and create opportunities for professional growth.
• Increase local, state, and international internship opportunities for students.

3) **Diversity and Cultural Awareness in FSU’s Community and Beyond**

• Sustained focus on recruitment of students and faculty from diverse backgrounds, such as Heritage populations (Latino, Haitian, etc.)
• Increase outreach initiatives by sustaining and strengthening relations with FSU student organizations as well as the greater community (e.g. Latino initiatives, Haitian community, Spanish Theater, *Tournées* Film Festival, Judges at local and state language competitions).
• Improve contact with area high schools to promote language learning, MLL activities, and recruit students
• Increase efforts to create course content focusing on issues of diversity and cultural awareness, such as in the areas of sociolinguistics, cultural analysis, migration, human rights, Middle Eastern studies, etc.
• Increase collaboration with embassies, consulates, international offices, and professional organizations.
• Promote activities in diversity and cultural awareness through social media (website)

4) **Promotion of Excellence in Research, Creative Activity, Teaching, and Service**

• Align faculty hiring with the strategic goals of the department and the University
• Strengthening the professional development and retention of faculty, at both the junior and mid-career levels, through mentorship and setting clear milestones for promotion.
• Maintain and expand efforts to seek internal and external funding, with special attention to ‘prestigious’ grants recognized by the University
• Encourage sustained innovation in quality teaching and in mentorship of students for careers and advanced study
• Maintain and expand faculty leadership roles and visibility in professional associations
• Continued commitment to the promotion and organization of scholarly and academic events and initiatives within the department and on campus.
• Enhance the quality of our graduate programs through targeted recruitment and professionalization.
• Continued commitment to the professional development of postdocs in the various programs
• Increase the efforts to train our students as teachers, in collaboration with Education and Psychology
• Sustain and increase undergraduate participation in and involvement with Honor societies and University initiatives that promote academic and scholarly activities.