

INTRODUCTION

The English Department Strategic Plan incorporates teaching, research, and community service to comply with the Departmental mission. Our Department currently has 41 professors (66% with a PhD) who are specialized in areas such as ESL, Literature, Linguistics, English Education, and Writing and Communications, and we have three non-teaching personnel colleagues. The Department of English has been successful recruiting undergraduate and graduate students. Currently, we have 141 undergraduate students and 68 graduate students. On an average, we receive approximately 10-15 students who transfer into the Department each semester.

The Department currently serves over 3,500 students per semester and, if we consider the number of professors we have in the department, there is definitely a need for more professors. Nevertheless, our department is committed to our students and the community in general. We have a diverse professor population, and many of them work closely with both undergraduate and graduate students. Our professors are also committed to offering diverse courses and creating new courses in the different areas of specialization.

The Department Strategic Plan (2009-2016) is prepared based on our present situation as a Department and will assist in setting the goals for the Department in the next planning cycle. It includes the profile of our incoming English majors, our strengths, priorities, needs, limitations, and challenges. The sections included in the Strategic Plan define our areas, objectives, strategies and assessments, and personnel needed to successfully carry out the plan. This Strategic Plan is a working document that includes various goals and strategies to accomplish our objectives. However, as a working document, this is subject to revision based on the needs of the Department.

Department Mission

The English Department, which exists in an academic environment in which English is a Second Language, addresses the needs of all students who enter the UPR-Mayagüez. It directs its efforts towards the development of educated, responsible, and cultured citizens and professionals in English and its disciplines, including Linguistics, Literature, Writing and Communication, English Education, and English as a Second Language. Graduates of departmental programs will be qualified to contribute in an effective manner to the social, cultural, and economic development of Puerto Rico and the world at large. The English Department focuses its efforts and initiatives equally in three fundamental areas: instruction, research and creative work, and service to the university community.

Department Goals

The English Department has designated the following as its goals:

- To award the degree of B. A. in English with a Specialization in Linguistics, Literature, and/or Writing and Communication
- To award the degree of M. A. in English Education
- To complete the process of approval to award the degree of M. A. in Literature
- To work toward the approval and implementation of an M.A. in TESOL
- To work toward the approval and implementation of an M. A. in Media, Literature, and Culture
- To work toward the approval and implementation of a Graduate Certificate in TESL
- To teach communication skills in listening, speaking, reading, and writing at all levels from basic to graduate
- To encourage a socio-humanistic outlook
- To promote democratic values and an outlook to foster good citizenship
- To strengthen research skills and to foster a positive attitude towards research that will provide useful information for studies in English
- To promote expertise in skills involving analysis, interpretation, and evaluation
- To provide a foundation for advanced study in the broad disciplines of English including literature, linguistics, pedagogy, English Education, research, theory, communications, writing, culture, the study of texts in their various forms, including multimedia, film, visual, paper, and others.

Program Outcomes of the Department of English

To teach, develop, and improve in our students:

- Communication skills in reading, writing, listening, and speaking
- Critical reading, writing, thinking
- Analysis, interpretation, and evaluation of sources
- Problem-solving strategies/abilities
- Research skills
- Creative work

MAEE Program Mission

(Approved by the Graduate Committee Dec. 6, 2005)

The MAEE program directs its efforts toward preparing professionals from Puerto Rico and abroad with the theoretical and practical knowledge in linguistics, literature, and pedagogy and the social awareness necessary to meet the educational needs of the learners they encounter. We address students' needs to think critically in a complex, culturally diverse, highly technological world in order to continue on a path of life-long learning which will enable students to develop to their fullest potential.

MAEE Program Goals

(Discussed and edited in March 21, 2006 meeting, incorporating changes suggested in e-mails following the Mar. 21 meeting.)

1. To support our students as they develop proficiency in academic communication at all levels (reading, writing, listening, and speaking);
2. To prepare MAEE students to examine specific language-related issues, particularly those related to PR, across the various sub-fields such as linguistics, literature, and pedagogy;
3. To prepare researchers to critically analyze, interpret and evaluate information from various sources;
4. To prepare our students to meet the educational needs of the learners they encounter by providing our MAEE students with the most recent theoretical and practical approaches, methods, and techniques within the field of English education, including the ability to choose, adapt, create, and evaluate teaching materials and assessment tools in order to effectively implement a required curriculum;
5. To offer students the foundation they would need to pursue doctoral degrees

AREA	OBJECTIVES	STRATEGIES & ASSESSMENT	PERSONNEL
<p>A. Strengthen the teaching-learning process including the way in which it is supported such as by technology and information systems.</p>	<p>1. Recruit professors to meet the academic and sector demands of the department giving priority to immediate needs.</p> <p>2. Satisfy equipment, technology, and materials needs.</p> <p>3. Reach undergraduate and graduate program outcomes.</p> <p>4. Offer Summer Pre-Basic Institute to students in order to place them in the Basic sequence in August.</p> <p>5. Provide undergraduate and graduate orientations every year.</p> <p>6. Support Departmental student associations in social, academic, and community efforts.</p>	<p>1a. Revise the hiring and recruiting process. 1b. Satisfy the next immediate need for a professor with a PhD in British Literature from 1500-1800. 1c. Satisfy the need for a professor with a PhD in Writing and Rhetoric. 1d. Encourage hiring of qualified part-time/temporary faculty</p> <p>2a. Expand and maintain an inventory of equipment and materials. 2b. Disseminate information about available technology/equipment/materials 2c. Require and provide training on available technology/equipment/materials</p> <p>3a. Develop relevant and reliable assessment instruments to be implemented in-class by the professors and out-of-class by the sectors 3b. Survey the graduate and undergraduate students and use findings to implement curricular change</p> <p>4a. Work with Division of Extension during the summer and promote the Institute as a self generating course.</p> <p>5b. Disseminate information about processes and procedures through emails, the Webpage, Blog, etc 5c. Offer online advising and support 5c. Prepare information and materials such as brochures, leaflets, etc.</p> <p>6a.. Promote the activities on our website & blog. 6b. Encourage faculty/student attendance</p>	<p>1. Director, Personnel Committee, and Sector Committees.</p> <p>2. Director, Associate Director, TEC Committee, Albert Cruz, and the entire Department.</p> <p>3. Professors, Assessment committee, and the Sector committees.</p> <p>4. Director, INGL 0066 Coordinator and INGL 0066 professors.</p> <p>5. Orientation & Graduate committees, Sector Coordinators, Director, Associate Director, Professors.</p> <p>6. Association Advisors, Director, Professors.</p>
<p>AREA A. (continued) 4</p>	<p style="text-align: center;">OBJECTIVES</p> <p>7. Create a committee to continue program evaluation through ongoing surveys, content-specific internal, and external instruments.</p> <p>8. Continue to work towards creating a Writing and Communications curricular</p>	<p style="text-align: center;">STRATEGIES & ASSESSMENT</p> <p>7a. Report on the findings, recommend and implement changes 7b. Report on content-specific instruments' results</p> <p>8a. Complete creation of all courses at the sector level and submit proposal to appropriate committees for revision and final approval.</p>	<p style="text-align: center;">PERSONNEL</p> <p>7. Director, Associate Director, Newly created committee.</p> <p>8. Writing and Communication</p>

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<p>B. Enhance the academic offerings for graduate students, undergraduate students, and GE students</p>	<p>1. Re-conceptualize the internal organization of the Department</p> <p>2. Revise and update our undergraduate and graduate curricula.</p> <p>3. Complete the implementation of a Writing and Communication track for our undergraduate English majors.</p> <p>4. Complete the implementation of an MA in Literature for our graduate student body.</p> <p>5.1. Complete the creation of an MA in TESOL for our graduate student body</p> <p>5.2. Explore and create UG TESOL Certificate</p>	<p>1a. Assess core courses 1b. Upgrade sector functions/responsibilities 1c. Rename Department</p> <p>2a. Develop, create, and promote courses in all sectors 2b. Conduct ongoing review & revision of course offerings 2c. Consider reinstating one-credit courses (Résumé preparation, Interviewing for Jobs, etc.) 2d. Give graduate students the option of taking Research Methods focusing exclusively on literature at least once a year 2e. Give graduate students the option of taking Research Methods focusing exclusively on linguistics at least once a year 2f. Give students the option of taking INGL 5015 at least once a year</p> <p>3a. Complete the structure of the curricular sequence and submit to the appropriate committees for approval.</p> <p>4a. Complete the structure of the Masters program and submit to the appropriate committees for approval.</p> <p>5a. Complete the structure of the program(s) and submit to the appropriate committees for approval. 5b. . Hire more faculty for the ESL Sector and to teach in the MA TESOL program 5c. Support and encourage development of in-house faculty 5d. Require annual status reports at the end of each academic year</p>	<p>1. Director, Associate Director, Sector committees, Dept. faculty</p> <p>2. Sector committees, Curriculum committee, Director.</p> <p>3. Writing and Communication Committee, Curriculum Committee, Director.</p> <p>4. Ad Hoc MA Literature Committee, Literature Sector, Curriculum Committee, Director.</p> <p>5. Ad Hoc TESOL Committee, Linguistics Sector, Curriculum Committee, Director, Personnel Committee.</p>

AREA B. (continued)	OBJECTIVES	STRATEGIES & ASSESSMENT	PERSONNEL
	<p>6. Expand offerings in Special Topics courses.</p> <p>7. Complete revision of the Basic Track by the ESL sector to include alternatives for 3202.</p> <p>8. Create curricular sequences in each area of study (Lit, Lx, W & C)</p>	<p>6a. Distribute CFP and encourage faculty to propose Special Topics courses</p> <p>6b. Create more than one code for Special Topics courses</p> <p>6c. Examine, create, and submit the appropriate course paperwork to offer these courses.</p> <p>6d. Promote Special Topics courses to students</p> <p>7a. Complete the structure of the curricular sequence and submit to the appropriate committees for approval.</p> <p>8a. Examine and select the appropriate coursework for each curricular sequence</p>	<p>6. Curriculum committee, Graduate Committee, Director.</p> <p>7. ESL Sector, Curriculum Committee, Director, Dept faculty.</p> <p>8. Sector committees, Curriculum Committee, Director, Dept faculty</p>

AREA	OBJECTIVES	STRATEGIES & ASSESSMENT	PERSONNEL
C. Strengthen the activities of research, development, and creative work	<p>1. Promote and publicize research and creative work done by the Department's undergraduate and graduate students.</p> <p>2. Promote and publicize research and creative work among the faculty & students</p> <p>3. Offer reduced loads to professors who conduct research and publish.</p> <p>4. Continue supporting community research, development, and creative work (e.g. MayaWest Writing Project, Café Digital, etc.).</p> <p>5. Encourage student collaboration in research and creative work activities.</p> <p>6. Encourage student collaboration in Departmental promotional activities</p> <p>7. Continue supporting research, development, and creative writing in the Writing Center</p>	<p>1a. Facilitate venues for students to present their research. 1b. Assess the activities 1c. Publicize activities on Department Blog</p> <p>2a. Facilitate activities for professors and students to present their research and innovations 2b. Reinststate brown bag activities 2c. Promote, publicize, and schedule these activities 2d. Place abstracts on the Department Blog 2e. Offer colloquia to support faculty and student research and creative work.</p> <p>3a. Promote proposal creations for external funds 3b. Hire temporary/part-time personnel to cover courses without professors</p> <p>4a. Offer and promote workshops for community projects 4b. Offer interdisciplinary collaboration with other Departments and members of the community 4c. Continue to offer INTD 6006 (Proposal & Thesis Writing)</p> <p>5a. Promote activities to undergraduate and graduate students and associations</p> <p>6a. Recruit undergraduate and graduate students to participate 6b. Organize fundraising activities to secure promotional and development funds</p> <p>7a. Continue on-going research and creative work projects by students and faculty 7b. Evaluate and assess materials development 7c. Assess service & writing skills progress</p>	<p>1. Director, Associate Director, Activities Committee, and Student Associations</p> <p>2. Director, Associate Director, Activities Committee, Student Associations & Advisors</p> <p>3. Director, Personnel Committee</p> <p>4. Director, Associate Director & professors</p> <p>5. Director, Associate Director, Student Associations, Advisors and all professors</p> <p>6. Director, Associate Director, Student Associations, Advisors, and all professors</p> <p>7. Writing Center Director and Staff, WC Committee, faculty and students</p>

AREA	OBJECTIVES	STRATEGIES & ASSESSMENT	PERSONNEL
D. Support and promote the creative work of our faculty and students.	1. Promote participation of faculty at community and institutional events.	1a. Offer CEP hours to professors who attend and/or offer the events 1b. Invite professors to present their work 1c. Publicize events to professors	1 Director, Associate Director, Association Advisors & professors
	2. Enhance the interaction between student associations, the Department, and the community.	2a. Dialogue with student associations to coordinate activities 2b. Invite community to specific endeavors (Book Club, etc)	2. Director, Associate Director, Association Advisors & professors
	3. Continue offering support to community organizations	3a. Serve as a liaison to community organizations 3b. Provide support and/or service to community organizations	3. Director, Associate Director & professors
	4. Disseminate the creative and research activities of the Department	4a. Publicize creative and research activities via email and Department Blog 4b. Create a Blog for Creative Work and research endeavors	4. Director, Associate Director & professors
	5. Improve student-faculty relations	5a. Organize and promote social get-togethers 5b. Offer on-campus & off-campus activities and events (hot dog giveaway, etc)	5. Orientation & Graduate Committees, Director, Associate Director, and professors
	6. Support activities sponsored by scholarly associations	6a. Disseminate activity information to faculty and students	6. Director, Associate Director, and professors
	7. Support and promote course related colloquia	7a. Disseminate activity information to faculty and students	7. Director, Associate Director, Course Coordinators, and professors
	8. Promote student related creative presentations	8a. Disseminate activity information to faculty and students	8. Director, Associate Director, Course Coordinators, and professors
	9. Create and develop projects encouraging creative work/cultural development with community schools	9a. Involve students and faculty in these projects (such as Pastiche, Café Digital project, etc 9b. Provide platforms for student work such as publications, performances, presentations (e.g. Out Loud, Victorian Festival, Shakespeare Festival, etc)	9. Director, Associate Director, Course Coordinators, and professors

AREA D. (continued)	OBJECTIVES	STRATEGIES & ASSESSMENT	PERSONNEL
	10. Reinstate self-liquidated intensive English summer offerings	10a. Reestablish connections with willing universities and institutions	10. Director, Associate Director, and professors
	11. Encourage and support the creation of funding proposals by professors	11a. Seek and locate available funding in order to strengthen initiatives of creative work and development	11. Create a committee for exploring external funding opportunities

AREAS	OBJECTIVES	STRATEGIES & ASSESSMENT	PERSONNEL
E. Demonstrate quality assurance in services that support student life	1. Recruit undergraduate and graduate students regionally, nationally, & internationally	1a. Develop recurring out-reach initiatives and activities 1b. Update Department Website continuously to facilitate access to information	1. Director, Associate Director, Orientation Committee, TEC Committee
	2. Offer workshops to support our general student population's skill development (e.g. Job fair workshops, Interview skills, etc.)	2a. Invite faculty, undergraduate, graduate students, and student associations to participate	2. Director, Associate Director, Association Advisors, professors
	3. Continue to offer orientations to undergraduate and graduate students.	3a. Publicize and promote orientations 3b. Disseminate information regarding processes and procedures	3. Director, Associate Director, Orientation & Graduate Committees, and professors
	4. Continue to disseminate information to students electronically.	4a. Update student email addresses periodically	4. Director, Associate Director, Orientation & Graduate Committees, and professors
	5. Continue supporting the student associations' academic and community activities.	5a. Disseminate activity information to students and faculty	5. Director, Associate Director, Association Advisors, and professors
	6. Promote and support the Writing Center (as a general center) to the general student population.	6a. Publicize the service in English classes and through the UPRM Cartero 6b. Explore funding opportunities 6c. Create online tutorials	6. Writing Center Coordinator, Director, Associate Director, and professors
	7. Keep student advisors informed of the most current academic matters (e.g. registration, curriculum, etc.).	7a. Share information with advisors during Orientation & Graduate Committee meetings and electronically	7. Orientation and Graduate Committees, Director, Associate Director
	8. Continue on- going assessment to survey undergraduate and graduate student satisfaction with the program.	8a. Conduct and disseminate yearly surveys	8. Assessment Committee, Director, Associate Director
	9. Continue to celebrate student accomplishments	9. Offer social activities to share student accomplishments (e.g. Breakfast of Champions, etc.)	9. Orientation and Graduate Committees, Director, Associate Director, and professors

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F. Expand use of new technology	1. Continue use of course management systems (CMS).	1a. Promote and publicize workshops to encourage faculty usage of CMS 1b. Explore available open-source programs	1. TEC Committee, Associate Dean of Assessment and Educational Technologies, Director, Associate Director, & professors
	2. Equip and maintain all classrooms with the most current technology.	2a. Determine educational technology needs 2b. Purchase technology using TMM licenses 2c. Preserve, maintain, and update technology	2. Director, Associate Director, Lab Technician
	3. Offer workshops in technology.	3a. Promote and publicize workshops in technology	3. TEC Committee, Lab Technician, Associate Dean of Assessment and Educational Technologies, & professors
	4. Encourage faculty participation in technology workshops.	4a. Require educational technology training for faculty/GTAs who use rooms with equipment 4b. Provide educational technology workshops on equipment, programs, and maintenance 4c. Offer CEP hours to faculty who attend and or offer workshops	4. TEC Committee, Lab Technician, Associate Dean of Assessment and Educational Technologies, & professors
	5. Transform the Department into a paperless environment.	5a. Provide each professor with contemporary office computers 5b. Conduct more virtual committee meetings 5c. Continue to promote electronic submissions 5d. Communicate and disseminate documents through email 5e. Facilitate scanner for professor use	5. Director, Associate Director, and professors
	6. Continue supporting and maintaining the department website and blog.	6a. Encourage electronic submission of professor/student accomplishments, research, and creative work	6. TEC Committee, Associate Dean of Assessment and Educational Technologies, Director, Associate Director
	7. Continue to purchase and update technology and equipment for classrooms	7a. Offer GRE, ETS instruments & College Entrance exams in computer classroom	7. TEC Committee, Lab Tech, Associate Dean of Assessment and Educational Technologies, Director, Associate Director