

Department's Strategic Planning (2017 – 2019)

SUMMARY

Summary of the goals of the Department

1. Reinforcing the Department's (and University's) competitive status and international prestige

- **Excellence in Teaching and Learning**, to be measured through: a) Enlarging the number of faculty positions; b) attracting high quality students to the programmes of study; c) applying for strategic development positions; d) increasing the international publications of graduate students (both M.A and PhD); e) attaining distinction in teaching within the broader university.
- **Research and Innovation Development**, to be measured through: a) increase of successful proposals for internal and external research programs; b) creation of research centres/units in the Department; c) development of new programmes of study and redesigning of older ones.
- **Internationalization**, to be measured through: a) increase of incoming Erasmus students; b) organization of international conferences or symposia; c) increase in the international agreements of the Department.
- **Connection to industry**, to be measured through promotion of academic tourism.
- **Facilitating student employability**, to be measured through designing new graduate programs, with current market needs taken into account.

2. Strengthening Finances and Sustainability

- Development of new sources of income for the Department, to be measured through: a) increasing graduate studies tuition income through increased programme availability and student recruitment; b) making use of available Department labs.

3. Contribution to Culture and Innovation

- Increase of cultural contributions to society
- Writing up proposals that link knowledge and entrepreneurial initiative

4. Contribution to the Development of the University

- Increase in claiming start-up funding
- Increase in internal and external research Programs

5. Contribution to the needs of a potential future reunified Cyprus

- Reinforcing bicomunal contact through offering an M.A in Translation and Interpreting that includes courses on cross-cultural communication.

Summary of projected strategic actions

1. Initiating a fellowship for best incoming student (Excellence in teaching and learning).
2. Upgrading the Cyprus Acquisition Team of the Department to a Research Center (Research and Innovation Development).
3. Redesigning Masters Programmes in English Literature, Teaching English as a Second Language and Linguistics, as well as designing a new Masters Programme in Translation and Interpreting (Research and Innovation Development).
4. Creating a questionnaire on alumnus employability (Facilitating student employability).
5. Upgrading the design and content of Department webpages (Increase of graduate studies tuition income).
6. Increasing the potential for using interpreting infrastructures in the new University Library (Making use of Department labs).
7. Instituting seminars that relate to social, political and cultural issues, in collaboration with non-university institutions and personalities (Increase of cultural contributions to society).
8. Research into the possibility of creating an enterprise specializing in offering language services (feasibility study; linking knowledge to entrepreneurial initiative).

Summary of key success factors

1. Obtaining quantitatively and qualitatively appropriate human resources
2. Obtaining adequate funding for strategic actions
3. Department members' commitment to the implementation of the strategy
4. Activation of the Department's contact network in the direction of implementing new actions.

Summary of potential inhibitors

1. Risk of not obtaining new faculty positions in a timely enough manner to implement the strategic plan
2. Risk of not obtaining adequate funds from the state budget
3. Risk of DIPAE rejection of new programs submitted for approval
4. Risk of not securing adequate administrative and secretarial support.

Methodology and procedure for composing the strategic plan

Methodologically, the Strategic Plan was composed on the basis of equal attention to quantitative and qualitative criteria of measurement and of flexible means of measuring success in implementation that correspond to the different nature of different strategic goals. The ad-hoc committee took the currently understaffed state of the Department into account and allowed adequate time between revisions to ensure the Department members' active contribution to shaping the final proposal.

The Department of English Studies Strategic Plan was designed in line with the following procedure: a) appointment of an *ad hoc* Department Committee, composed of the Department Chair and two faculty members; b) meeting of the *ad hoc* meeting with university authorities so as to clarify received instructions; c) preparation of a first draft of the Strategic Plan and submission to the Department Board for feedback; d) presentation of the corrected document to the Department Board for final revisions; e) submission of the plan to the Vice Rector of Finance and Administration and to the Director of Finance

and Administration of the University for their feedback; f) incorporation of the feedback and presentation of the Strategic Plan to the Rectors' Council; g) final revisions on the basis of Rectors' Council input and implementation.

Monitoring of the implementation of the strategic plan

As per the agreed procedure, responsible for the monitoring of the implementation of the Strategic Plan is the Department Board, in collaboration and consultation with the Office of the Dean of Humanities and with university authorities.