

**Modern Languages, Linguistics and  
Intercultural Communication**  
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**DATE:** February 24, 2016

**TO:** Dr. Antonio Moreira  
Vice Provost for Academic Affairs

**FROM:** Omar Ka, Chair  
Department of Modern Languages, Linguistics and Intercultural  
Communication

**RE:** MLLI Three-Year Report

This Three-Year Report addresses the recommendations made in the Post-APR Action Plan after the 2011-2012 Academic Program Review of the Department of Modern Languages, Linguistics and Intercultural Communication. I list each recommendation and follow with a response that describes actions taken or planned.

**1. Recommendation:** Develop a strategic succession plan for faculty positions, with new appointments in key areas. The plan should consider “the important directions of interdisciplinarity and interculturality” of the department and its growth and future stability. Key positions should be filled quickly.

**Action:** The three tenure-track positions left vacant due to retirements were filled in AY 2015-16: Assistant professor of Linguistics and French, Assistant Professor of Latino and Latin American Literature, Assistant Professor of Spanish and Global Studies. A full-time Lecturer in Japanese was hired in 2013-14. The Lecturer position in German is now based-funded. A Visiting Assistant Professor position was converted to a Visiting Lecturer this Spring 2016. A search is underway to fill the vacant tenure-track position in Chinese Studies. A new tenure-track vacancy has occurred in Spanish and French, with the retirement of Dr. Judith Schneider effective this January 2016. Due to retirements and resignations, we are anticipating three new tenure-track vacancies (in Intercultural Communication, in French and in Spanish) in the next year (2016-17), and an additional tenure-track vacancy the following year (2017-18). As recommended in the Action Plan, and to

maintain department stability and growth, these positions (including the position in Intercultural Communication) will need to be filled quickly.

**2. Recommendation:** Improve mentoring of associate professors for progression to the rank of professor. Develop clear expectations for promotion to full professor. Institute tenure and post-tenure annual reviews of faculty performance.

**Action:** A departmental ad hoc committee of associate and full professors met in February 2014 and, after reviewing promotion, mentoring and review documents in other CAHSS departments, made a proposal that was endorsed by the department. It suggests that after a period of 6 years at rank, the associate professor should meet with the Chair to evaluate the associate professor's progress toward promotion. They should then meet on a regular basis, as determined by the two of them, to consider the issues involved.

**3. Recommendation:** Develop a timeline and a documented commitment to improve and expand Department space, including the move of the IMC to the Library.

**Action:** In December 2015, the department moved to a newly renovated space on the fourth floor of the Fine Arts building. We are now able to house the entire department in a single location, which promotes a sense of unity and community. For technical reasons, the proposed move of the IMC to the AOK Library has been abandoned, and a new active learning classroom/conference room is now in place within the departmental space. It is already fully utilized.

**4. Recommendation:** Review the MLLI major and minor language tracks and students' perceptions of our majors, minors and course offerings.

**Action:** Review of the various majors and minors in the department is an ongoing process (in particular in German, Russian, Spanish and French). New minors are now in place in Arabic and Japanese. Hindi was introduced as a new language offering in Fall 2014, in collaboration with the Asian Studies program. A survey of students in our major and minor programs is in the planning stages and should be administered next Fall 2017. This is part of a larger discussion started in Fall 2013 on strategic planning for the department for the next 10 years or so. To improve student advisement and manage time to degree, new graduation pathways have been established and inserted in every student's advisement file. We have been working with the Registrar's Office to rationalize degree audit and a new nomenclature is now in place for all tracks within the department. We are also working with the Provost's Office to have the MLLI tracks approved by MHEC (we have been slowed down by the requirement of a market analysis for the approval of our Certificates, an area which we do not have expertise).

**5. Recommendation:** Clarify the department's goals and philosophy as they relate to the teaching of culture and development of intercultural knowledge and



awareness in the orientations and workshops for GAs and adjuncts who teach 101-202 courses.

**Action:** In addition to regular workshops during the semester, all orientations for new Adjuncts and Graduate Teaching Assistants now include presentations on the department's goals and philosophy regarding the teaching of intercultural communicative competence. Also, every syllabus at the 101 through 202 levels now includes a statement on the teaching of culture and the development of intercultural knowledge and awareness. A new initiative, the MLLI Teaching Circle, is aimed at engaging the faculty in topics related to language teaching and learning. It meets three times a semester.

**6. Recommendation:** Explore the possibility of developing a certificate in intercultural communication in collaboration with COEIT and CPS.

**Action:** Based on feedback from alumni of the INCC master's program, a proposal is in place for a new track involving the Instructional Systems Development (ISD) program in the Education department. It is to be submitted to the Graduate Council for approval. The discussion on a possible graduate certificate in Intercultural Communication needs to get started. It is connected to personnel availability issues and the development of our INCC program. We should note that, at the undergraduate level, we now have academic articulation agreements with Howard Community College (HCC) and the Community College of Baltimore County (CCBC).

**7. Recommendation:** Address issues of salary compression, especially at the associate professor level.

**Action:** Salary adjustments have already been made for the lowest paid full-time faculty. More needs to be done. Salary compression issues remain, and are addressed at the Dean level. The department makes recommendations to the Dean on a regular basis.

**8. Recommendation:** Improve post-graduate and career counseling for majors.

**Action:** Collaboration with the Career Center has been strengthened, and representatives from the Center participate actively in the workshop for majors held every semester by our department. We continue to communicate with the Shriver Center regarding internship opportunities for our majors. Discussions are underway to involve more of our alumni in career counseling for present majors.

**9. Recommendation:** Develop comprehensive, written and accessible governance documents.

**Action:** The department has revised its By-Laws, its Merit Policy, its Faculty Mentoring Policy, its Policy on Special Sessions Teaching, and its Faculty Workload Policy. All policy and governance documents are now posted in Box and on our newly redesigned website.

**10. Recommendation:** Review the department's current organization and administrative structure and develop descriptions of roles and responsibilities.

**Action:** This is now established. Descriptions of roles and responsibilities are in place for the honors program director, the undergraduate program director, the graduate program director, the Intercultural Living Exchange (ILE) director, the area coordinators, and the language teaching coordinators (in the case of Spanish and French). This is also reflected in the new By-Laws and Workload Policy.

**11. Recommendation:** Review and revise as appropriate the Faculty Workload Policy.

**Action:** As mentioned above, the Faculty Workload Policy was revised and approved by the department in Fall 2015. The Dean's Office provided feedback and guidelines for the College.

**12. Recommendation:** Improve communication within the department, especially with part-time faculty and better integrate part-time faculty into department activities.

**Action:** Documents such as the Minutes of Faculty meetings are now available to adjunct faculty. They are invited to area meetings, and the Chair organizes an annual reception for them at the beginning of the Fall semester. They are also invited to the workshops on language teaching and to the Teaching Circle. We also provided an Adjunct suite in the new departmental space in the Fine Arts building, with its own copier, new furniture, wireless access and two rooms reserved for meeting students or other colleagues.



This section of the Three-Year Report presents program data for the MLLI department and compares fall 2011 (last APR data) with fall 2015.

<b>Three-Year Report – Modern Languages, Linguistics and Intercultural Communication (MLLI)</b>		
<b>Data Item</b>	<b>Fall 2011</b>	<b>Fall 2015</b>
<b>Faculty Lines</b>	<p>28 full-time faculty members:</p> <ul style="list-style-type: none"> <li>- 17 tenured, 2 tenure track, 9 off-track</li> <li>- 4 full professors, 13 associate professors, 2 assistant professors, 9 off-track lecturers</li> <li>- 14 female and 14 male</li> <li>- 1 Asian, 2 Black, 5 Hispanic, 18 White</li> </ul> <p>(these figures do not include 2 foreign nationals)</p>	<p>27 full-time faculty members:</p> <ul style="list-style-type: none"> <li>- 13 tenured, 4 tenure-track, 10 off-track</li> <li>- 2 full professors, 11 associate professors, 4 assistant professors, 10 off-track lecturers</li> <li>- 17 female and 10 male</li> <li>- 2 Asian, 1 Black, 6 Hispanic, 16 White</li> </ul> <p>(these figures do not include 2 foreign nationals)</p>
<b>Part-time Instructors</b>	21 part-time instructors	18 part-time instructors
<b>Graduate Assistants</b>	6 Teaching Assistants (all teaching 101-202 levels), 1 Graduate Assistant (ILE Coordinator paid by Graduate School), 2 Fulbright students	6 Teaching Assistants (all teaching 101-202 levels), 2 Fulbright students (the Graduate School is no longer funding the work-study assistantship)
<b>Staff</b>	2 full-time Administrative Assistants II, 1 half-time Administrative Assistant I: - 1 Black, 2 White	2 full-time Administrative Assistants II, 1 half-time Administrative Assistant II: - 3 White

<b>Undergraduate Enrollments</b>	Total enrollment in major programs: 207 Minors: 137 Intercultural Communication Certificate: 7 Certificates in Language Studies: 15	Total enrollment in major programs: 195 Minors: 246 Intercultural Communication Certificate: 11 Certificates in Language Studies: 36
<b>Graduate Enrollments</b>	Total enrollment in INCC program: 29 (F'11), 34 (F'12), 27 (F'13), 21 (F'14)	Total enrollment in INCC program: 16 (this figure is due in large part to a drop in out-of-state and international students enrollments)
<b>Degrees awarded</b>	Undergraduate: 36 Graduate: 13	Undergraduate: 42 Graduate: 12
<b>Computers received through CRI</b>	4 PCs and laptops	6 PCs and laptops
<b>Changes in space</b>	Office space was clearly inadequate in Sherman Hall: 10 part-time instructors had to share one office with four desks. All 6 GAs shared another office with four desks. We had to 'borrow' office space from the Division of Sponsored Programs for two newly-hired full-time faculty.	The new department space in Fine Arts can now accommodate the full-time and part-time faculty, as well as the GAs. A future expansion of the building is planned to deal with expected growth.
<b>Library resources</b>	Library holdings were described as fairly adequate, with the exception of serials.	The Library budget has improved, although serials acquisition remains a concern for our faculty.
<b>Operating Budget</b>	Part-time faculty budget: \$153,527 Student budget: 4,200	Part-time faculty budget: \$189,280 Student budget: 4,456

	Contractual staff budget: 12,000 Operating budget: 34,548 FY11 FRAP budget: \$242,532 GA budget (w/health & tuition): \$163,038	Contractual staff budget: 12,000 Operating budget: 34,548 FY16 FRAP budget: \$240,284 GA budget (w/health & tuition): \$190,441
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