On October 16, 2009, the College of Charleston’s Board of Trustees unanimously approved a new Strategic Plan that will guide the institution for the next decade and beyond. The plan articulates the College’s purpose and core values, and establishes five goals that will enable the College to achieve its envisioned future by 2020. You may read the complete plan on the Web at http://www.cofc.edu/strategicplan.

The College intends to maintain the student-centered focus of a small teaching institution, while offering the expansive academic opportunities that are characteristic of a national research university. Undergraduate liberal arts and sciences education will remain the top priority, but the College will expand and pursue new graduate-level programs in academic areas tied to the history, traditions, culture, and environment of the Lowcountry. Emphasizing programs in areas such as marine biology, environmental science, historic preservation, African American history, arts management, hospitality and tourism, and other disciplines that celebrate and enhance the College’s unique location will differentiate the College from universities around the world.

The Strategic Plan establishes a new direction aimed at infusing a culture of innovation, entrepreneurship, philanthropy, advocacy, diversity, and sustainability. An international and environmentally conscious perspective will permeate campus, and every member of the College community will serve as ambassadors for the institution.
To realize its envisioned future, the College must embrace a new financial paradigm that provides sufficient resources to support new initiatives, dramatically increases student financial aid, and enables the hiring of additional faculty and staff.

The core purpose of the School of Languages, Cultures and World Affairs is to provide an understanding and appreciation of the culture and heritage of other peoples. Working in partnership with all of the schools of the College, we maintain a curriculum that prepares students to engage with and comprehend diverse cultures. We expect our students:

- To achieve language proficiency sufficient to communicate effectively with native speakers or to read and understand texts in an ancient language
- To acquire an understanding of cultures that is multi-disciplinary and historically-informed
- To comprehend the interconnected socio-economic, political and cultural dimensions of global transformation
We envision advanced achievement levels for our students as they attain a sophisticated, holistic understanding of one or several cultures, which includes knowledge of a foreign language. We expect to graduate students with significant transferable skills that will allow them to work effectively in ever-shifting social, national and international settings. Our students, responsible, productive and engaged, will use their knowledge to act within their local and global communities to make a positive difference. The School of Languages, Cultures and World Affairs has developed its own set of goals and priorities that align with the College’s Strategic Plan in the following ways:

**Goal 1: One to Three Year Initiatives and Resource Requirements**

The School seeks to improve instruction in modern Western languages for general education students, majors and minors in various ways: by requiring external proficiency testing, introducing new content in areas like business and culture, by reducing reliance on adjuncts (45% of the credit hours taught in LCWA) and by lowering class sizes that exceed best practices. The School requests four lines (two visiting professors; two instructors). The visiting positions would be three year appointments, phased in over three years and would be rotated among the modern Western languages as needed. The instructor positions and graduate assistants will be assigned in areas
where class size and workload warrant (most likely to French and Hispanic Studies). Additional funding supports developing faculty expertise in business and cross cultural instruction, and the use of new pedagogies.

Year One Cost for two visiting lines: $105,000 recurring
Year One Cost for two teaching assistants: $24,800 recurring
Year One Cost for faculty development: $30,000 recurring
Year Two Cost for one instructor line: $50,000 recurring
Year Three Cost for one instructor line: $50,000 recurring
Total annual recurring costs Year Three and thereafter: $259,800

Associated with the following College Strategic Initiatives and Academic Affairs Priorities
  - Internationalization
  - Personalized education

The School seeks to expand instruction in Less Commonly Taught Languages, by requiring a fourth credit hour of instruction in all introductory and intermediate language courses and by adding faculty in Chinese, Arabic, a new LCT (to be determined) and an instructor position (to be determined possibly Russian or Japanese depending on enrollments and workload). Adjunct faculty will be used to teach the additional credit hours in introductory and intermediate conversation courses. A new instructor position in Arabic will meet needs based on program growth. The new faculty member in Chinese will also be expected to teach in the Asian Studies program. Some funding is also needed to establish recurring program budgets so faculty can undertake OPI training, establish exchange programs in Asia and the Middle East, etc.

Year One Cost for adjunct conversation instruction: $15-20,000 recurring
Year Two Cost for professor of Chinese: $55,000-60,000 recurring
Year Two Cost for an instructor of Arabic: $55-60,000 recurring
Year Two Cost for operating budgets: $24,000 recurring
Year Three Cost for professor of LCTL (language TBD): $55,000-60,000 recurring
Year Three Cost for an instructor (language TBD): $50,000 recurring
Goal 2 Description: *Interdisciplinary studies across the institution are thriving.*

**Goal 2 One to Three Year Initiatives and Resource Requirements**

Working with the five other schools at the College, the School of Languages, Cultures and World Affairs seeks to build a physical, administrative and social infrastructure that supports interdisciplinary teaching and research. This infrastructure includes laboratories, operating budgets, well-paid support staff, joint appointments, workload reductions and team teaching incentives. A team teaching fund, housed in the Provost’s Office, will provide incentive support to faculty and departments engaged in interdisciplinary instruction.

Year One Cost: Team Teaching Fund: $100,000 recurring
Total annual recurring cost Year Three and thereafter: $100,000
Associated with the following College Strategic Initiatives and Academic Affairs Priorities
- Interdisciplinary studies
- Personalized education

The School seeks to support a broadening of interdisciplinary understanding as evidenced in its program in Classics. Research and teaching in the department spans the gamut from geochemistry to theatre, from communications theory to education, with students and faculty investigating the history, language and literature of
the Classical period from all perspectives. The Department of Classics is a proven model for the development of interdisciplinary studies at the College of Charleston.

Year One Cost for half time administrative assistant: $15,000 recurring
Year One Cost for conversion of First Year Experience Visiting position to permanent position: $0
Year Two Cost for professor of Classics (specialization TBD): $55,000
Year Three Cost for joint appointment Classics and Jewish Studies: $55,000
Total Annual recurring cost Year Three and thereafter: $125,000
Associated with the following College Strategic Initiatives and Academic Affairs Priorities
  Interdisciplinary studies
  Personalized education

**Goal 3 Description:** _Building on the advantages of having Charleston “as place,” there are specific interdisciplinary programs which have become centers of excellence in their fields._

**Goal 3 One to Three Year Initiatives and Resource Requirements**

NOTE: The specific proposals listed below do attempt to integrate some of the interdisciplinary activity going on in languages, humanities and social sciences but they do not realize all of the advantages of institutional strengths and potential as linked to “Charleston as place.” At times, faculty members have discussed quite innovative possibilities such as a Center for Identity Studies, a Center for Diaspora Studies or possibly a redefined inclusive vision for Atlantic Studies that bring together (some part of) Jewish Studies, LACS, African and African American Studies, Women’s and Gender Studies, archaeology. These conversations have been stymied by lack of leadership,
funding and more recently inhospitable administrative structures. We hope that the strategic planning, even near term, can once again take up some of these ideas.

The School will lead a cross-institutional enhancement of African American and Lowcountry Atlantic World curricular and research/outreach activity, perhaps culminating in a major in African American Studies and an Institute for Lowcountry and Atlantic Studies. An investment in administrative personnel and especially faculty as well as supporting infrastructure should result in truly distinctive programs at the College that enhance awareness to the Lowcountry’s unique history and culture and provide a curricular component to the College's renewed commitment to diversity.

Year One Cost for promotion of AAS and CLAW directors: $30,000 recurring
Year One Cost for replacement position in HSS: $55,000 recurring
Year One Cost for Visiting Professor (Post doc teaching) for Honors and AAS: $45,000 recurring
Year Two Cost for administrative coordinator, faculty advisors, program operating budget: $56,000 recurring
Year Two Cost for an appointment School and Dept TBD with requirement for teaching one AAS course per semester: $55,000
Year Three Cost for Renovation of 123 Bull Street into AAS/CLAW offices: TBD
Year Three Cost for Senior/Distinguished Faculty Chair in African American Studies: $120,000 recurring
Total annual recurring cost Year Three and thereafter: $361,000
Total non recurring cost: TBD
Associated with the following College Strategic Initiatives and Academic Affairs Priorities
   Internationalization
   Interdisciplinary studies

The Archaeology program at the College of Charleston is currently a minor, but work is underway towards making a major (the initial planning proposal has been submitted to the CHE). An archaeology major at the College of Charleston meets significant student enrollment demands and has the potential to develop into a national center of
excellence due to the many opportunities for historic archaeology in the region when paired with its global focus but the College has no faculty trained in Southeastern archaeology. With this faculty specialty, the program could fully take advantage of the College's location and especially of the McLeod and Dixie Plantation sites. The program also requires a lab where artifacts can be processed, cleaned, analyzed, and stored.

Year One Cost for the archaeology lab: $50,000 not recurring; $5000 recurring
Year Two Cost for faculty position (Southeastern archaeology): $60,000 recurring
Total annual recurring cost Year Two and thereafter: $65,000
Total non recurring cost: $50,000

Associated with the following College Strategic Initiatives and Academic Affairs Priorities
Interdisciplinary studies

The School seeks to support ambitious academic, student life, and community outreach initiatives of the Jewish Studies program. Jewish Studies is developing a major, offers Hebrew through the third year, and is contributing coursework that satisfies general education and the First Year Experience. Jewish life provides regular programming for hundreds of students every week (750 Jewish students now enrolled at the College) and is actively involved in recruiting. The community outreach initiatives are the most comprehensive and extensive of any Jewish Studies program our size in the country.

Year One Cost for Jewish student services to supplement existing funding: $40,000 recurring
Year Two Cost for a faculty position (southern Jewish history): Note this position is pending private endowed funding generating $40,000 annually for the Center for Southern Jewish Culture and $15,000 recurring in state funding
Year Two Cost for Jewish Heritage Collection archivist position: Note this position is pending private endowed funding generating $40,000 annually (partial funding in place from a planned gift)
Year Three Cost for joint faculty position with Classics: $55,000 annually
Year Three Cost for a faculty position (Holocaust Studies): $40,000 endowed income private funding recurring and $15,000 recurring in state funding
Year Three Cost for a faculty position (Instructor in Hebrew and Israel Studies): $50,000 recurring
Associated with the following College Strategic Initiatives and Academic Affairs Priorities
  Internationalization
  Diversity
  Financial Support for students
  Interdisciplinary studies

Goal 4 Description: The faculty members of the School of Languages, Cultures and World Affairs have become widely recognized as leaders in their fields of study.

Goal 4 One to Three Year Initiatives and Resource Requirements

Along with the five other schools, The School of Languages, Cultures and World Affairs seeks a mini-sabbatical program that would support untenured faculty of high promise. The program offers full release for one semester for ten untenured faculty members per year.
Cost: Year Two Cost: $250,000 recurring
Total annual recurring cost Year Three and thereafter: $250,000
Associated with the following College Strategic Initiatives and Academic Affairs Priorities
  Faculty and Staff Welfare.
  Center for Faculty Development
The School seeks to renovate JC Long to include four floors of language faculty offices, additional classrooms, appropriate technology in all LCWA classrooms, offices for the school dean and a state of the art language learning center.

Cost: Year Three Cost: TBD; Note this is not a recurring cost
Associated with the following College Strategic Initiatives and Academic Affairs Priorities
Renovation of existing space

Goal 5 Description: *The College of Charleston has implemented a comprehensive, intentional, step-by-step plan for internationalization.*

Goal 5 One to Three Year Initiatives and Resource Requirements
The School seeks to encourage the international dimension in teaching, research and outreach by enhancing existing degrees and developing new ones, by strengthening international/areas studies expertise and by building global competencies for K-12 and lifelong learners. The School expects to put in place new majors in Asian studies, and languages and global commerce over the next three years. The School will require semester long study abroad for International Studies, LACS and modern language majors and a series of internationally oriented service learning and internship programs (e.g. Model OAS). Students participating in College “owned” study away programs will have more co-curricular activities while studying in Cuba, Chile, Argentina and La Rochelle. The School expects to set up a variety of continuing education initiatives related to language and cross cultural training and linked to the School of Business goal of CIBER status.

Year One Cost for administrative assistant for international/area studies: $30,000 recurring
Year One Cost for College Study Away (Trujillo, Cuba, etc.): program enhancement: $40,000 recurring
Year One Cost for professor of International Communications (joint appt): $55,000
Year Two Cost for Continuing Education/Internship director: $45,000 (salary), $10,000 (travel, etc.) recurring
Year Two Cost for professor of Islamic Studies (joint appt): grant support and recurring
Year Three Cost for professor of International Studies (Africanist): $55,000 recurring
Year Three Cost for Study Away Scholarships: $160,000 recurring (OIE budget), $6000 (faculty support) recurring
Total annual recurring cost Year Three and thereafter: $401,000 + cost of picking up grant funded line
Associated with the following College Strategic Initiatives and Academic Affairs Priorities
  - Internationalization
  - Financial Support for students
  - Interdisciplinary studies
  - Renovation of existing space

Working with the five other schools and appropriate Academic Affairs units, the School of Languages, Cultures and World Affairs seeks to increase the number of international students attending the College to 400 students. Many of these students will play an active role in the School as majors, minors, peer instructors and informal but more significantly, their presence will enable our own students to develop the cross-cultural perspectives at the heart of the LCWA core purpose.
Year One Cost for Admission recruiter and operating budget: $90,000
Year Two Cost for a TESOL instructor: $60,000 recurring
Year Two Cost for International Student Scholarships: $25,000-100,000 recurring when fully annualized
Total annual recurring cost Year Three and thereafter: $250,000
Associated with the following College Strategic Initiatives and Academic Affairs Priorities
  - Internationalization
  - Diversity
  - Financial Support for students
  - Interdisciplinary studies