

DEPARTMENT OF
ENGLISH LANGUAGE AND LITERATURE



*Building Language. Inspiring Minds.
Transforming Communities.*



STRATEGIC DEVELOPMENT PLAN

2022–2027

DEPARTMENT OF
ENGLISH LANGUAGE
AND LITERATURE



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1.1 Background

The Department of English Language and Literature (DELL) is the academic unit of the University of Southern Mindanao responsible for advancing excellence in English language education, journalism, media development, literature, communication, and interdisciplinary research. Through the Bachelor of Arts in English Language (BAEL), the Department develops graduates who demonstrate advanced communicative competence, critical inquiry, ethical leadership, media literacy, research capability, and professional expertise across education, journalism, publishing, communication, public service, and creative industries.

Beyond classroom instruction, the Department serves as a credible platform for journalism education and student media development through innovative academic, research, extension, and publication initiatives that strengthen the University's leadership in communication and language education in Mindanao.

The Department of English Language and Literature (DELL) of the College of Arts and Social Sciences at the University of Southern Mindanao serves as the academic unit responsible for advancing excellence in English language, literature, linguistics, communication, and related interdisciplinary fields. Through the Bachelor of Arts in English Language (BAEL) program, the Department prepares graduates who possess advanced communicative competence, critical and creative thinking, intercultural awareness, research capability, and ethical leadership necessary for professional practice, graduate education, public service, and lifelong learning.

As one of the University's key academic departments in the humanities and social sciences, DELL contributes significantly to the realization of the University's fourfold functions of instruction, research, extension, and production and innovation. The Department likewise supports the University's commitment to quality assurance, outcomes-based education, sustainable development, and internationalization by continuously strengthening academic programs, faculty capability, student development, scholarly productivity, and community engagement.

Over the past several years, the Department has demonstrated notable achievements that provide a strong foundation for strategic growth. All faculty members possess graduate qualifications, with one-third already holding doctoral degrees and several others completing doctoral dissertations. Faculty members have produced internationally

published research in language, literature, education, communication, journalism, and interdisciplinary studies, while students and graduates have earned recognition in national and international academic, literary, and journalism competitions. The Department has also sustained meaningful extension programs, established collaborative partnerships with educational institutions and communities, and strengthened graduate employability and stakeholder satisfaction through responsive curriculum implementation and outcomes-based instruction.

These accomplishments reflect the Department's commitment to continuous improvement and academic excellence while also revealing opportunities for further growth in research funding, international collaboration, production and innovation, digital transformation, and institutional sustainability.

1.2 Rationale

Strategic planning is an essential component of effective academic governance and quality assurance. In an increasingly dynamic higher education environment characterized by rapid technological advancement, globalization, evolving labor market demands, educational reforms, and emerging societal challenges, academic departments must adopt evidence-based, responsive, and forward-looking planning mechanisms that ensure institutional relevance and sustainability.

The DELL Strategic Development Plan 2022–2027 serves as the Department's comprehensive roadmap for achieving its long-term aspirations while responding to institutional priorities and stakeholder expectations. The Plan translates the University's strategic goals into measurable departmental objectives and integrates the core functions of instruction, research, extension, production and innovation, faculty development, student success, and internationalization into a coherent framework for continuous quality improvement.

This Strategic Development Plan is anchored on institutional evidence gathered from faculty performance, graduate tracer studies, research productivity, stakeholder feedback, extension accomplishments, curriculum evaluation, environmental scanning, and quality assurance initiatives. It adopts a results-based management approach by identifying strategic objectives, measurable key performance indicators, annual targets, implementation strategies, responsible offices, and monitoring mechanisms that will guide departmental decision-making throughout the planning period.

More importantly, the Plan reflects the Department's commitment to the principles of good governance, accountability, inclusivity, innovation, academic excellence, and public service. It provides a mechanism through which resources, programs, and partnerships are strategically aligned to maximize institutional effectiveness and contribute to the University's vision of becoming a globally competitive institution of higher learning.

1.3 Strategic Planning Framework

The formulation of the DELL Strategic Development Plan follows a systematic, evidence-based, and participatory planning process consistent with the University's planning system and recognized quality assurance frameworks. The Plan was developed through the analysis of institutional performance data, environmental scanning, stakeholder consultations, program assessment, faculty planning sessions, accreditation recommendations, and alignment with national and international higher education priorities.

The strategic planning framework adopts the principles of Results-Based Management (RBM), Outcomes-Based Education (OBE), and Continuous Quality Improvement (CQI). It begins with a comprehensive assessment of the Department's internal capacities and external environment, identifies strategic issues and priorities, formulates measurable goals and performance indicators, and establishes implementation, monitoring, evaluation, and feedback mechanisms that support evidence-based decision-making and organizational learning.

The framework likewise recognizes that sustainable academic excellence is achieved through the integration of the University's fourfold functions—instruction, research, extension, and production and innovation—with cross-cutting priorities in faculty development, student success, digital transformation, and internationalization. These strategic priorities are implemented through annual operational planning and are regularly reviewed using measurable performance indicators to ensure responsiveness to emerging educational trends and stakeholder needs.

Guided by this framework, the Department seeks not only to sustain its current achievements but also to strengthen its role as a center of excellence in English language and literature education, scholarly inquiry, community engagement, and knowledge generation in Southern Philippines and beyond.



The Strategic Development Plan of the Department of English Language and Literature (DELL) for 2022–2027 is anchored on national higher education policies, institutional development priorities, quality assurance frameworks, and program outcomes that collectively guide the Department in fulfilling its mandate. The Plan ensures that all strategic goals, programs, and initiatives are aligned with the University's vision of academic excellence, responsive governance, and sustainable development while advancing the quality of instruction, research, extension, production and innovation, and internationalization.

2.1 University of Southern Mindanao Organizational Outcomes

The Strategic Development Plan supports the University's Organizational Outcomes by contributing to:

- the delivery of relevant and quality tertiary education that promotes inclusive access and academic excellence;
- the advancement of research that contributes to innovation, economic productivity, and knowledge generation; and
- increased community engagement through responsive extension and partnership programs.

These outcomes provide an overarching direction for all academic programs and institutional initiatives.

2.2 University Vision, Mission, Core Values, and Objectives

The Department fully aligns its strategic priorities with the University of Southern Mindanao's commitment to producing globally competitive, culturally sensitive, and morally responsive graduates through excellence in instruction, research, extension, and resource generation.

Likewise, the Department embraces the University's core values of **Goodness, Responsiveness, Excellence, Assertion of RIGHT, and Truth (GREAT)** as guiding principles in academic governance, faculty development, student formation, scholarly inquiry, and community engagement.

2.3 University Fourfold Functions

Consistent with the University's mandate, this Strategic Development Plan is organized around the University's fourfold functions:

- **Instruction** – delivering quality outcomes-based instruction that develops competent graduates;
- **Research** – generating new knowledge that contributes to language, literature, communication, education, and society;
- **Extension** – providing community-responsive programs that improve literacy, language education, and cultural development; and
- **Production and Innovation (Resource Generation)** – developing instructional resources, creative works, language services, and knowledge-based products that enhance institutional sustainability.

These four functional areas constitute the primary framework of the Department's strategic initiatives.

2.4 College of Arts and Social Sciences Strategic Alignment

As one of the academic departments under the College of Arts and Social Sciences, DELL contributes directly to the College's goals of advancing knowledge, promoting peace and social development, strengthening communicative competence in multilingual and multicultural contexts, and producing globally competitive graduates with integrity and compassion.

The Department likewise supports the College's objectives through curriculum enhancement, interdisciplinary research, community engagement, and strategic partnerships.

2.5 Department of English Language and Literature Mandate

The Department's strategic priorities are directly informed by its institutional objectives, which emphasize:

- developing advanced communicative competence;
- strengthening analytical, critical, and creative thinking;
- advancing scholarship in language and literature;
- promoting multilingual and multicultural understanding;
- developing independent research capability;
- cultivating effective written and oral communication;
- preparing graduates for diverse professional careers; and
- enhancing graduate employability.

Bachelor of Arts in English Language

These objectives define the Department's academic identity and provide the basis for its strategic goals throughout the planning period.

By 2027, the Department of English Language and Literature shall be recognized as the University of Southern Mindanao's premier center for language education, journalism, student media development, literary scholarship, communication, and interdisciplinary research in Southern Mindanao, producing globally competitive graduates, generating impactful scholarship, empowering communities, and advancing responsible media and communication in the digital age.

2.6 Bachelor of Arts in English Language Program Outcomes

The Strategic Development Plan supports the attainment of the Program Outcomes of the Bachelor of Arts in English Language by ensuring that graduates are able to:

- communicate effectively in English and Filipino;
- demonstrate advanced analytical and interpretive competencies;
- conduct discipline-based research;
- apply appropriate theories and methodologies in language and literary studies;
- appreciate language, literature, culture, and the humanities within local and global contexts;
- generate new knowledge through research and creative work; and
- demonstrate professional, ethical, intercultural, and collaborative competencies required in diverse academic and professional settings.

The Department's strategic initiatives in instruction, research, extension, production, faculty development, and internationalization are designed to support the achievement of these program outcomes.

2.7 Quality Assurance and Continuous Improvement

This Strategic Development Plan likewise supports the University's commitment to continuous quality improvement through:

- outcomes-based education;
- evidence-based planning;
- institutional quality assurance;
- curriculum enhancement;
- performance monitoring;
- stakeholder engagement; and
- continuous program evaluation.

Bachelor of Arts in English Language

These principles provide the foundation for strategic decision-making and the implementation of measurable, accountable, and sustainable academic initiatives throughout the planning period.



3.1 Department Overview

The Department of English Language and Literature (DELL) is one of the academic departments under the College of Arts and Social Sciences of the University of Southern Mindanao. It is responsible for delivering the Bachelor of Arts in English Language (BAEL), a program designed to develop graduates who possess advanced competence in language, literature, communication, research, critical thinking, intercultural understanding, and professional communication.

Through its commitment to instruction, research, extension, production and innovation, the Department contributes to the University's mission of producing competent professionals and generating knowledge that advances sustainable social development.

3.2 Academic Program

The Department currently offers:

Bachelor of Arts in English Language (BAEL)

The program prepares students for careers in education, communication, journalism, publishing, media, public service, business process outsourcing, creative industries, graduate studies, and other language-related professions while cultivating lifelong learning, ethical leadership, and social responsibility.

3.3 Faculty Profile

The Department is supported by a highly qualified and continuously developing faculty complement composed of **eighteen (18)** full-time faculty members representing diverse specializations in Applied Linguistics, English Language Teaching, TESOL, Language Studies, Literature, Communication, Development Education, and English Education.

Current faculty qualifications include:

Qualification	Number	Percentage
Doctorate Holders	6	33.33%
Pursuing Doctoral Degrees	7	38.89%
Master's Degree Holders	5	27.78%
Total Faculty	18	100%

Faculty members obtained their graduate education from leading Philippine universities, enriching the Department through diverse scholarly traditions, disciplinary expertise, and research orientations. Their active engagement in instruction, research, extension, curriculum development, publication, and professional organizations reflects the Department's commitment to academic excellence and lifelong professional development.

3.4 Academic Strengths

The Department demonstrates several institutional strengths that support the delivery of quality higher education:

- highly qualified and multidisciplinary faculty;
- strong commitment to faculty development;
- research-informed and outcomes-based instruction;
- technology-enhanced teaching and authentic assessment;
- active participation in research, extension, and scholarly publication;
- learner-centered educational practices; and
- sustained commitment to quality assurance and continuous improvement.

3.5 Signature Programs and Academic Centers

- **PressLab** is the Department's flagship journalism and media development initiative established to position the University of Southern Mindanao as the regional hub for campus journalism, student media development, and communication excellence in Mindanao. It integrates instruction, research, extension, production, and partnership-building through interschool journalism competitions, training programs, conferences, teacher capability-building, publication initiatives, and scholarly engagement.
- **The English Press** is the Department's ISSN-registered student magazine that functions as an experiential learning laboratory for journalism, feature writing, editorial writing, news writing, literary writing, and multimedia communication. It provides authentic publication experience where students apply classroom learning to editorial production, publication management, ethical journalism, and digital storytelling.
- **Byline: Selected Winning Works in Campus Journalism** serves as the official proceedings and archival publication of PressLab. It preserves exemplary journalistic works produced during the annual interschool journalism competition while serving

as an instructional reference for journalism education, editorial practice, and campus publication development.

3.6 Strategic Focus Areas

Consistent with the University's fourfold functions, the Department focuses its strategic initiatives on:

- Language education,
- journalism,
- media development,
- communication,
- literary scholarship,
- interdisciplinary research,
- sustainable community engagement;
- production of instructional materials and knowledge-based resources;
- faculty development;
- student success;
- digital transformation; and
- internationalization.

These strategic areas provide the foundation for departmental planning and institutional development over the 2022–2027 planning period.



The Department of English Language and Literature operates within a rapidly evolving higher education environment characterized by globalization, digital transformation, internationalization, artificial intelligence, changing labor market demands, and increasing expectations for quality assurance and graduate employability. The Department continuously assesses its internal capacities and the external environment to ensure that its strategic priorities remain relevant, responsive, and sustainable.

The increasing demand for ethical journalism, campus media development, fact-checking, digital communication, and media literacy creates a strategic opportunity for USM to emerge as Mindanao's regional journalism training hub.

4.1 Internal Environment

Institutional Strengths

The Department possesses significant institutional strengths that support its strategic development:

- highly qualified faculty with strong doctoral representation;
- diverse disciplinary expertise in linguistics, TESOL, language studies, literature, communication, and education;
- faculty trained in reputable Philippine universities;
- research-informed, outcomes-based, and technology-enhanced instruction;
- active engagement in research, publication, extension, and curriculum development; and
- a strong culture of continuous professional development and quality assurance.
- Established regional journalism and student media development ecosystem through PressLab.
- ISSN-registered student publication (*The English Press*) supporting experiential journalism education.

Bachelor of Arts in English Language

- Published journalism anthology (*Byline*) documenting exemplary student journalistic works.
- Strong integration of journalism instruction with extension, research, and publication.

Institutional Challenges

The Department likewise recognizes areas requiring sustained strategic attention:

- completion of doctoral studies by remaining faculty members;
- increased publication in high-impact international journals;
- expansion of externally funded research;
- strengthened international faculty mobility and academic collaboration;
- responsible integration of artificial intelligence and digital pedagogy; and
- succession planning for future academic leadership.

4.2 External Environment

Opportunities

The external environment presents numerous opportunities for growth:

- expanding global demand for English language professionals;
- increasing opportunities for international collaboration and research;
- growth of online, flexible, and technology-enhanced learning;
- government support for quality assurance and internationalization;
- emerging fields such as digital humanities, corpus linguistics, and AI-assisted language education; and
- increasing demand for multilingual communication and intercultural competence.

Threats

The Department must also respond strategically to external challenges:

- intensified competition among higher education institutions;
- rapid technological disruption and the widespread use of artificial intelligence;
- increasing expectations for international publication and research productivity;
- funding limitations;
- changing labor market requirements; and
- fluctuations in student enrolment and demographic shifts.

4.3 SWOT Analysis

Strengths	Weaknesses
Highly qualified faculty with strong doctoral representation	Several faculty members have yet to complete doctoral studies
Diverse expertise in language, literature, TESOL, communication, and linguistics	Need to increase publications in top-tier international journals
Faculty trained in reputable national universities	Limited externally funded research projects
Research-informed and technology-enhanced instruction	Limited international faculty mobility and exchange
Strong culture of research, extension, and outcomes-based education	Need to strengthen AI integration and succession planning
Opportunities	Threats
Growing demand for English language professionals	Increasing competition among higher education institutions
International collaborations and faculty exchanges	Rapid technological disruption and AI
Expansion of flexible and online learning	Rising expectations for international publication
Government support for quality assurance	Budget constraints
Emerging fields such as digital humanities and AI-assisted language education	Changing labor market demands and enrolment fluctuations

4.4 Strategic Implications

The environmental analysis indicates that the Department possesses a solid academic foundation supported by qualified faculty, diverse disciplinary expertise, research-informed instruction, and a strong commitment to quality assurance. To sustain and enhance its competitiveness, the Department will prioritize the completion of doctoral studies, strengthen international research collaboration, expand externally funded research, integrate emerging technologies into teaching and scholarship, and continuously align its curriculum and academic programs with evolving educational policies, technological innovations, and workforce needs. These strategic directions position the Department to produce graduates who are globally competitive, ethically grounded, and responsive to the changing demands of language-related professions.



The strategic directions of the Department of English Language and Literature (DELL) are derived from the University's Vision, Mission, Goals, and Objectives; the College of Arts and Social Sciences' strategic priorities; the Department's mandate; the Bachelor of Arts in English Language Program Outcomes; and the findings of the Environmental Scan. Collectively, these directions provide the overarching framework for achieving academic excellence, organizational sustainability, and continuous quality improvement throughout the 2022–2027 planning period.

The Department shall pursue the following strategic directions:

Strategic Direction 1. Instructional Excellence

Strengthen the quality, relevance, and responsiveness of instruction through outcomes-based education, learner-centered pedagogies, technology-enhanced teaching, authentic assessment, curriculum innovation, and continuous faculty development to produce globally competitive graduates.

Strategic Direction 2. Research Excellence

Cultivate a strong research culture that promotes interdisciplinary scholarship, international publication, collaborative research, knowledge utilization, and externally funded research addressing language, literature, communication, education, culture, and emerging societal issues.

Strategic Direction 3. Community Engagement and Extension

Expand sustainable community engagement through literacy development, language education, teacher capacity building, journalism training, cultural preservation, and community-responsive extension programs that create measurable social impact.

Strategic Direction 4. Production and Innovation

Develop high-quality academic, literary, and knowledge-based products and services that enhance instruction, support institutional sustainability, and extend the Department's expertise through instructional materials, digital resources, language services, publications, and creative works.

Strategic Direction 5. Internationalization

Strengthen the Department's global engagement by expanding international academic partnerships, collaborative research, faculty and student mobility, virtual international learning, international conferences, scholarly publications, and intercultural learning opportunities.

Strategic Direction 6. Faculty Development

Develop a highly qualified, research-active, innovative, and globally engaged faculty through graduate education, professional development, research mentoring, leadership development, international exposure, and lifelong learning.

Strategic Direction 7. Student Success

Promote holistic student development by enhancing graduate employability, leadership, research capability, communication competence, ethical practice, intercultural understanding, entrepreneurship, and lifelong learning.

Strategic Direction 8. Quality Assurance and Organizational Sustainability

Institutionalize evidence-based planning, strategic monitoring, quality assurance, continuous improvement, responsible governance, digital transformation, and resource optimization to sustain academic excellence and organizational resilience.

Strategic Direction 9. Journalism and Media Leadership

Position the Department as the regional leader in journalism education, student media development, communication, and ethical media practice through innovative instruction, scholarly publication, regional partnerships, media research, and experiential learning.



Guided by the strategic directions, the Department establishes the following strategic goals and corresponding objectives.

Strategic Goal 1: **Achieve Excellence in Instruction**

Objectives

1. Increase the proportion of faculty members with doctoral qualifications through scholarship support, dissertation mentoring, and faculty development initiatives.
2. Promote innovative, learner-centered, outcomes-based, and technology-enhanced instructional practices across all courses.
3. Continuously review, benchmark, and enhance the BA English Language curriculum to ensure responsiveness to emerging educational trends, labor market demands, and stakeholder needs.
4. Improve graduate employability, student satisfaction, communication competence, and professional readiness through quality instruction and experiential learning.

Strategic Goal 2: **Strengthen Research Productivity and Scholarly Impact**

Objectives

1. Increase the quantity, quality, visibility, and utilization of faculty research through international publications, collaborative projects, and externally funded research.
2. Strengthen faculty research capability through continuing professional development, mentoring, and research capability-building programs.
3. Increase student participation in research presentations, publications, conferences, and interdisciplinary scholarly activities.
4. Align departmental research with institutional priorities, national development goals, and community needs.

Strategic Goal 3: Strengthen Community Engagement

Objectives

1. Sustain full faculty participation in extension and community engagement programs.
2. Expand strategic partnerships with educational institutions, government agencies, NGOs, industries, and community organizations.
3. Integrate service-learning and community engagement into appropriate academic programs and student organizations.
4. Develop extension programs that contribute to literacy development, teacher capability, cultural preservation, communication, and sustainable community development.

Strategic Goal 4: Advance Production and Innovation

Objectives

1. Develop sustainable academic products and knowledge-based services that support instruction and institutional development.
2. Produce innovative instructional materials, digital learning resources, literary publications, language services, and communication-related products.
3. Expand production initiatives that contribute to resource generation while maintaining academic excellence.

Strategic Goal 5: Expand Internationalization

Objectives

1. Increase international academic collaborations through institutional partnerships and Memoranda of Agreement.
2. Promote faculty and student participation in international conferences, webinars, collaborative research, and scholarly publications.
3. Expand opportunities for virtual exchange, visiting scholars, and international academic engagement.
4. ASEAN campus journalism partnerships, international student newsroom collaborations, visiting media scholars, and international journalism webinars

Strategic Goal 6: Strengthen Faculty Development

Objectives

1. Increase doctoral completion among faculty members.

Bachelor of Arts in English Language

2. Encourage continuous professional development through certifications, training, research, publication, and leadership programs.
3. Strengthen faculty competence in digital pedagogy, educational technology, and responsible artificial intelligence integration.

Strategic Goal 7: **Promote Student Development**

Objectives

1. Increase student participation in research, publication, extension, leadership, journalism, literary, and international academic activities.
2. Enhance graduate employability and career readiness.
3. Develop globally competitive graduates who demonstrate ethical leadership, communication competence, critical thinking, creativity, and intercultural awareness.

Strategic Goal 8: **Institutionalize Quality Assurance**

Objectives

1. Strengthen evidence-based planning and strategic management.
2. Enhance monitoring, evaluation, and continuous quality improvement systems.
3. Ensure alignment with accreditation standards, outcomes-based education, and institutional strategic priorities.

Strategic Goal 9: **Position DELL as the Regional Hub for Journalism and Student Media Development**

Objectives

- Institutionalize PressLab.
- Expand journalism instruction.
- Strengthen media research.
- Publish student journalism.
- Produce journalism anthologies.
- Expand journalism partnerships.
- Conduct annual journalism conferences.
- Enhance media literacy and ethical journalism education.

This becomes the Department's signature strategic goal.



Strategic Area	Strategic Objective	Key Performance Indicator	2027 Target	Baseline/ Current Status	Responsible Office	Monitoring Frequency
Instruction	Increase faculty qualifications	Faculty with doctoral degrees	40%	33.33%	Department Chair	Annual
	Promote innovative instruction	Courses implementing learner-centered and technology-enhanced pedagogies	100%	89%	Department Chair / Faculty	Every Semester
	Enhance curriculum responsiveness	Curriculum review and benchmarking completed	At least 1 comprehensive review	1 completed	Curriculum Committee	Every 3 Years
	Improve graduate outcomes	Graduate employability and stakeholder satisfaction	≥85% employability; ≥95% satisfaction	To be monitored	Department Chair	Annual
Research	Increase research productivity	Scopus/WoS/International publications	10	15	Research Coordinator	Annual
	Strengthen research funding	Research proposals, completed studies, and	5	3	Research Coordinator	Annual

		externally funded projects				
	Build faculty research capability	Faculty completing research capability-building programs	100%	6 of 9 targeted	Research Coordinator	Annual
	Promote student scholarship	Student research presentations/publications	5	5	Research Coordinator	Annual
Extension	Sustain faculty participation	Faculty involved in extension	100%	100%	Extension Coordinator	Annual
	Expand partnerships	Active community partnerships/MOAs	3	2	Department Chair / Extension Coordinator	Annual
	Increase student engagement	Students participating in extension programs	Increasing annual participation	To be established	Extension Coordinator	Annual
	Strengthen international engagement	International collaborations/MOAs	3	2	Department Chair	Annual
Production and Innovation	Expand academic production	Academic products and income-generating initiatives	4	5	Production Coordinator	Annual
	Develop instructional resources	Instructional materials and digital learning resources developed	3	3	Production Coordinator	Annual
Faculty Development	Increase doctoral completion	Faculty completing doctoral degrees	40% doctorate holders	33.33%	Department Chair	Annual
	Strengthen profession	Faculty completing	100%	Ongoing	Department Chair	Annual

	nal develop ment	training and certifications				
Internation alization	Expand global engagem ent	Faculty and student participation in international academic activities	Increasin g annually	Ongoing	Depart ment Chair	Annua l
Quality Assurance	Strengthen contin uous improve ment	Annual strategic plan review completed	100%	Annual monitoring in place	Depart ment Chair / Depart ment Council	Semi-Annua l
Journalism and Media Developme nt	Institutio nalize PressLab as the Departm ent's flagship journalis m develop ment program	Annual implementation of PressLab completed	Annual impleme ntation	Annual PressLab establishe d	Depart ment Chair / PressLa b Director	Bi-annual



The successful implementation of the DELL Strategic Development Plan 2022–2027 depends on the coordinated efforts of faculty members, administrators, committees, students, partner agencies, and university support offices. Annual implementation shall be guided by the University's planning and budgeting processes to ensure that strategic priorities are translated into operational activities, monitored regularly, and supported with appropriate human, financial, and material resources.

Each year, the Department shall prepare an Annual Operational Plan (AOP) that aligns departmental activities with the strategic goals outlined in this Plan. The AOP shall specify the activities, responsible offices, required resources, expected outputs, timelines, and performance indicators to facilitate systematic implementation and accountability.

8.1 Annual Implementation Framework

Strategic Area	Key Annual Activities	Responsible Office/Committ ee	Expected Outputs	Resource Requirement s
Instruction	Curriculum review, faculty mentoring, instructional innovation, outcomes assessment, graduate tracer monitoring	Department Chair, Curriculum Committee, Faculty	Updated curriculum, improved instruction, graduate performance reports	Faculty development funds, instructional materials, ICT resources
Research	Research proposal development, publication mentoring,	Research Coordinator	Research proposals, publications, conference presentation	Research funds, publication support,

	conference participation, research dissemination		s, funded projects	statistical software
Extension	Implementation of literacy, language, journalism, and community development programs; partnership strengthening	Extension Coordinator	Extension reports, MOAs, beneficiary outcomes, impact assessment	Extension budget, training materials, transportation
Production and Innovation	Development of instructional materials, digital resources, literary publications, language services	Production Coordinator	Modules, workbooks, digital learning resources, publications	Multimedia equipment, software, publication support
Internationalization	International webinars, collaborative research, virtual exchange, partnership development	Department Chair, Internationalization Coordinator	MOAs, international publications, faculty and student participation records	Mobility funds, communication platforms, partnership support
Faculty Development	Graduate studies, capability-building, certifications, leadership training	Department Chair	Faculty development portfolio, completed degrees, training certificates	Scholarship support, training budget
Student Development	Leadership development, research mentoring, literary and journalism	Student Affairs Committee, Faculty Advisers	Student achievements, research outputs, graduate	Student development fund, activity support

	activities, employability initiatives		employability data	
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8.2 Annual Planning Cycle

Month	Major Activity	Expected Output
January	Review previous year's accomplishments and Key Performance Indicators	Annual Performance Review Report
March	First-quarter implementation monitoring	Progress Monitoring Report
June	Mid-year evaluation and budget utilization review	Mid-Year Evaluation Report
September	Third-quarter monitoring and documentation	Monitoring Report
November	Strategic planning workshop and annual assessment	Strategic Planning Workshop Report
December	Revision of Faculty Development Plan, budget proposals, and Annual Operational Plan	Updated AOP, Faculty Development Plan, Budget Recommendations

This annual implementation cycle ensures that planning, implementation, monitoring, evaluation, and continuous improvement are institutionalized within the Department.



The Department adopts a Results-Based Management (RBM) and Continuous Quality Improvement (CQI) approach to monitor the implementation of its Strategic Development Plan. Monitoring and evaluation shall ensure that strategic objectives are achieved, resources are utilized efficiently, and improvement actions are implemented in response to identified gaps.

Performance shall be measured using Key Performance Indicators (KPIs), annual targets, evidence-based documentation, stakeholder feedback, and periodic strategic reviews.

9.1 Monitoring Framework

Strategic Area	Key Performance Indicators	Means of Verification	Responsible Office	Monitoring Frequency
Instruction	Faculty qualifications, instructional innovation, curriculum review, graduate employability, student satisfaction	Faculty profile, curriculum review reports, graduate tracer study, course evaluations	Department Chair, Curriculum Committee	Every Semester / Annual
Research	Publications, research presentations, funded projects, faculty capability-building, student research	Publications database, conference certificates, research reports, project records	Research Coordinator	Quarterly / Annual
Extension	Faculty participation, beneficiaries	Extension accomplishment reports, MOAs,	Extension Coordinator	Quarterly / Annual

	served, partnerships, community impact	attendance sheets, impact assessment reports		
Production and Innovation	Instructional materials, digital resources, publications, academic products The English Press Byline textbooks journalism manuals digital magazines podcasts language consultancy editing services communication consultancy multimedia learning resources	Production reports, utilization reports, publication records	Production Coordinator	Annual
Internationalization	International collaborations, conferences, webinars, joint publications	MOAs, certificates, reports, publications	Department Chair	Annual
Faculty Development	Doctoral completion, training, certifications, leadership programs	Faculty portfolio, certificates, graduate school records	Department Chair	Annual
Student Development	Research participation, publications, awards, leadership, graduate outcomes	Student records, certificates, tracer study, awards	Student Affairs Committee	Annual

9.2 Continuous Quality Improvement Cycle

Monitoring results shall be analyzed through the following continuous improvement cycle:

1. **Plan** – Establish strategic objectives, annual targets, and implementation plans.
2. **Implement** – Execute planned activities and allocate necessary resources.
3. **Monitor** – Collect performance data using agreed indicators and evidence.
4. **Evaluate** – Assess accomplishments against established targets.
5. **Improve** – Identify gaps, formulate corrective actions, and revise implementation strategies.

Findings from annual strategic reviews, accreditation recommendations, stakeholder consultations, graduate tracer studies, curriculum evaluations, faculty performance reviews, and environmental scanning shall inform subsequent planning cycles.

9.3 Means of Verification

The following documents serve as primary evidence of implementation:

- Annual Operational Plans
- Faculty Profiles
- Curriculum Review Reports
- Graduate Tracer Study Reports
- Research Publications
- Conference Certificates
- Research Project Reports
- Extension Accomplishment Reports
- Memoranda of Agreement
- Instructional Materials
- Student Achievement Records
- Annual Accomplishment Reports
- Strategic Planning Workshop Reports
- Department Council Minutes
- Budget Utilization Reports
- Faculty Development Records



To ensure the successful implementation of the Strategic Development Plan, the Department adopts a proactive risk management approach that identifies potential institutional, academic, financial, technological, and organizational risks while establishing appropriate mitigation strategies to sustain quality and continuous improvement.

10.1 Risk Management Matrix

Risk Area	Potential Risk	Possible Impact	Mitigation Strategy	Responsible Office
Faculty Development	Delay in doctoral completion	Reduced faculty qualification targets	Strengthen scholarship support, dissertation mentoring, study leave, and faculty coaching	Department Chair
Research	Limited external research funding	Reduced research productivity	Pursue external grants, collaborative research, and institutional research incentives	Research Coordinator
Internationalization	Limited international partnerships and faculty mobility	Reduced global engagement	Expand institutional partnerships, virtual collaboration, and participation in international academic activities	Department Chair

Instruction	Rapid technological changes, AI disruption, and curriculum or program changes (including CHED-mandated revisions or nomenclature updates)	Curriculum obsolescence, instructional gaps, and delayed program responsiveness	Conduct continuous curriculum review, faculty training in digital pedagogy, responsible AI integration, regular curriculum mapping, and timely compliance with CHED and University curriculum revisions	Curriculum Committee / Curriculum Coordinator
Enrollment	Declining enrolment in humanities programs	Reduced student population and faculty workload imbalance	Strengthen marketing, alumni engagement, graduate employability promotion, program visibility, and periodic enrollment and workload forecasting	Department Chair
Extension	Limited resources for extension programs and community engagement	Reduced implementation and sustainability of extension initiatives	Develop resource mobilization strategies, pursue grants and university support, and strengthen partnerships with government, industry, NGOs, and community stakeholders	Extension Coordinator / Department Chair
Production and Innovation	Failure to sustain innovation, publication, and monthly capacity-building initiatives	Reduced departmental productivity, innovation outputs, and stakeholder engagement	Institutionalize annual activity schedules, assign lead coordinators, monitor implementation, and secure	Department Chair / Event Coordinator

			institutional and external support for innovation initiatives	
Financial Resources	Budget constraints	Delayed implementation of strategic initiatives	Prioritize strategic activities, optimize available resources, and pursue external funding opportunities	Department Chair, Dean
Leadership	Faculty retirement and succession issues	Leadership discontinuity	Develop leadership succession plans and mentoring for emerging academic leaders	Department Chair

10.2 Sustainability Strategies

To sustain the gains achieved during the implementation of the Strategic Development Plan, the Department shall pursue the following long-term strategies:

1. **Institutionalize faculty development** through continuous graduate education, research mentoring, and professional capability-building.
2. **Strengthen research sustainability** by expanding interdisciplinary collaborations, increasing external funding, and promoting high-impact scholarly publication.
3. **Enhance curriculum relevance** through regular review, benchmarking, stakeholder consultation, and integration of emerging technologies and industry trends.
4. **Expand community partnerships** through long-term extension agreements, collaborative programs, and impact assessment.
5. **Promote international engagement** by strengthening global academic networks, collaborative research, virtual exchange, and international scholarly participation.
6. **Strengthen digital transformation** by investing in educational technologies, digital learning resources, and responsible integration of artificial intelligence in teaching, research, and academic services.
7. **Institutionalize evidence-based planning** through regular monitoring, performance evaluation, environmental scanning, and continuous quality improvement.
8. **Support knowledge production and innovation** through the sustained development of instructional materials, scholarly publications, language services,

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and other academic products that reinforce the Department's instructional, research, and extension mandates.



11.1 Resource Development Framework

The successful implementation of the Department of English Language and Literature Strategic Development Plan 2022–2027 requires the strategic allocation, development, and mobilization of human, financial, physical, technological, and institutional resources. The Department recognizes that sustainable academic excellence depends not only on sound planning but also on the continuous investment in faculty capability, instructional resources, research infrastructure, community partnerships, and innovative learning environments.

Consistent with the University's strategic priorities, the Department shall maximize institutional resources while actively pursuing external funding, collaborative partnerships, and resource-generation initiatives that support its mandates in instruction, research, extension, production and innovation, and internationalization.

11.2 Resource Priorities

Human Resources

The Department shall continue strengthening its human capital through:

- increasing the proportion of faculty members with doctoral degrees;
- supporting faculty scholarship, dissertation completion, and post-graduate studies;
- expanding professional development, certifications, and leadership training;
- strengthening faculty capability in digital pedagogy, research, and responsible artificial intelligence integration; and
- mentoring emerging academic leaders to ensure succession and organizational continuity.

Financial Resources

The Department shall maximize institutional and external funding through:

- University budget allocations;
- faculty development scholarships;
- internal and external research grants;
- publication assistance;
- extension program funding;
- collaborative projects with partner institutions; and
- income-generating academic services aligned with the Department's expertise.

Physical Resources

The Department shall continuously improve learning and working environments by supporting the development and enhancement of:

- smart classrooms;
- multimedia instructional facilities;
- faculty workspaces;
- research and consultation areas;
- library holdings in language, literature, linguistics, and communication;
- computer laboratories; and
- specialized language-learning facilities, subject to institutional priorities.

Technological Resources

Recognizing the growing importance of digital transformation, the Department shall strengthen access to:

- learning management systems;
- educational technologies;
- digital libraries and online databases;
- plagiarism detection software;
- statistical and qualitative data analysis software;
- digital publication platforms;
- artificial intelligence-supported educational tools; and

- virtual collaboration platforms for instruction, research, and international engagement.

Academic Resources

To support quality instruction and scholarly productivity, the Department shall continue developing:

- instructional materials;
- modules and workbooks;
- digital learning resources;
- literary publications;
- communication and language-learning resources;
- research databases;
- faculty publication repositories; and
- student scholarly outputs.

11.3 Resource Mobilization Strategies

To ensure the sustainability of strategic initiatives, the Department shall:

1. strengthen collaboration with University offices in planning and budgeting;
2. pursue externally funded research and extension grants;
3. establish partnerships with government agencies, industries, NGOs, and international institutions;
4. encourage collaborative publication and research networking;
5. develop knowledge-based academic services that support institutional sustainability; and
6. continuously evaluate resource utilization to ensure efficiency, accountability, and responsiveness to strategic priorities.

11.4 Resource Development Matrix

Resource Area	Priority Requirement	Strategic Purpose	Responsible Office
Human Resources	Doctoral scholarships, faculty training, leadership development	Faculty qualification and professional growth	Department Chair, Dean

Financial Resources	Research grants, publication support, extension funding	Strategic implementation and sustainability	Dean, Department Chair
Physical Resources	Smart classrooms, multimedia equipment, library resources	Improved teaching and learning environment	University Administration
Technological Resources	Educational software, AI-enabled learning tools, digital databases	Technology-enhanced instruction and research	Department Chair, ICT Office
Academic Resources	Modules, instructional materials, publications, digital resources	Curriculum enhancement and knowledge production	Faculty, Production Coordinator
External Partnerships	National and international collaborations	Resource sharing and institutional development	Department Chair

11.5. PressLab Community Engagement Program

Components

- Journalism on Wheels
- Campus Journalism Caravan
- School Paper Mentoring
- Teacher Capability Building
- Editorial Coaching
- Community Media Literacy



12.1 Quality Assurance Philosophy

The Department of English Language and Literature is committed to fostering a culture of excellence through evidence-based planning, continuous quality improvement, accountability, and stakeholder participation. Quality assurance is viewed not merely as compliance with accreditation requirements but as an ongoing institutional commitment to enhancing academic programs, improving organizational performance, and ensuring that graduates possess the competencies required for professional practice and lifelong learning.

The Department adopts a systematic quality assurance framework that integrates strategic planning, implementation, monitoring, evaluation, and continuous improvement across its core functions of instruction, research, extension, production and innovation, faculty development, and internationalization.

12.2 Quality Assurance Framework

The Department's quality assurance system is guided by the following principles:

Outcomes-Based Education (OBE)

Academic programs shall be designed, delivered, and evaluated based on clearly defined learning outcomes, ensuring that graduates achieve the competencies expected of the Bachelor of Arts in English Language program.

Evidence-Based Planning

Strategic decisions shall be informed by institutional data, graduate tracer studies, curriculum evaluations, faculty performance, research productivity, stakeholder feedback, environmental scanning, and annual performance reviews.

Continuous Quality Improvement (CQI)

The Department shall regularly evaluate its programs, policies, and services and implement improvement initiatives based on monitoring results, stakeholder consultations, accreditation recommendations, and institutional priorities.

Participatory Governance

Faculty members, students, alumni, employers, partner institutions, and University administrators shall actively participate in planning, implementation, monitoring, and evaluation to ensure that departmental initiatives remain relevant, responsive, and inclusive.

Accountability and Transparency

Implementation of strategic initiatives shall be guided by measurable performance indicators, clearly assigned responsibilities, documented evidence, and regular reporting mechanisms.

12.3 Quality Assurance Cycle

The Department adopts the **Plan–Do–Check–Act (PDCA)** model as the foundation of its continuous quality improvement process.

Phase	Quality Assurance Activities	Expected Output
Plan	Strategic planning, environmental scanning, target setting, operational planning	Strategic Development Plan, Annual Operational Plan
Do	Implementation of instruction, research, extension, production, faculty development, and internationalization activities	Program implementation and documented outputs
Check	Monitoring of KPIs, curriculum evaluation, stakeholder feedback, performance assessment, strategic review	Monitoring and Evaluation Reports
Act	Improvement planning, policy enhancement, resource reallocation, curriculum revision, faculty development	Corrective and preventive actions, updated plans

12.4 Quality Assurance Mechanisms

The Department shall institutionalize the following quality assurance mechanisms:

- annual strategic planning and review workshops;
- curriculum review and benchmarking;

- graduate tracer studies;
- faculty performance evaluation;
- student course evaluations;
- research productivity monitoring;
- extension impact assessment;
- annual accomplishment reporting;
- strategic plan monitoring and evaluation;
- documentation and records management;
- stakeholder consultation and feedback; and
- preparation for external quality assurance and accreditation activities.

12.5 Quality Assurance Indicators

The Department shall use PressLab, *The English Press*, and *Byline* as authentic learning laboratories for assessing the attainment of program outcomes related to journalism, communication, research, ethical media practice, editorial management, publication production, and community engagement. These initiatives provide direct evidence of outcomes-based instruction, experiential learning, student achievement, and continuous quality improvement. They also generate measurable outputs for instruction, research, extension, production, and student development.

Strategic Area	Quality Indicator	Means of Verification
Instruction	Curriculum relevance, graduate employability, student satisfaction	Curriculum Review Reports, Graduate Tracer Study, Course Evaluations
Research	Publications, presentations, funded research	Publications, Research Reports, Conference Certificates
Extension	Community impact, partnerships, beneficiary satisfaction	Extension Reports, MOAs, Impact Assessment
Production	Instructional materials, academic products, utilization	Production Reports, Publication Records
Internationalization	Partnerships, collaborative publications, international participation, International journalism webinars, Visiting media scholars , ASEAN journalism collaboration ,	MOAs, Certificates, Publications

	Virtual newsroom exchange , International student publication partnerships	
Faculty Development	Doctoral completion, training participation	Faculty Portfolio, Graduate School Records
Strategic Management	Achievement of KPIs and implementation targets	Annual Strategic Review Reports

12.6 Commitment to Continuous Excellence

The Department of English Language and Literature shall continuously strengthen its quality assurance system by fostering innovation, encouraging scholarly excellence, expanding strategic partnerships, and maintaining a culture of continuous improvement. Through systematic planning, effective resource management, evidence-based evaluation, and collaborative governance, the Department seeks to sustain academic excellence, respond proactively to emerging educational challenges, and contribute meaningfully to the University's mission of producing globally competitive graduates, generating relevant knowledge, and serving communities through instruction, research, extension, and production.

Concluding Statement

The Strategic Development Plan 2022–2027 serves as the Department of English Language and Literature's roadmap toward academic excellence, organizational effectiveness, and sustainable development. Through systematic implementation, evidence-based monitoring, continuous quality improvement, and proactive risk management, the Department reaffirms its commitment to producing globally competitive graduates, generating relevant scholarship, strengthening community engagement, and advancing the University's mission of excellence in instruction, research, extension, and production. Guided by this Plan, the Department seeks to remain adaptive to emerging educational trends while upholding the highest standards of quality assurance, ethical leadership, and further establish the University of Southern Mindanao, through the Department of English Language and Literature, as the regional hub for journalism and student media development in Mindanao.