

Please note that the steps are interrelated but can be followed differently depending on your context and needs.

| **STEPS** | **GUIDELINES** |
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| 1. Diagnosis of **contex**t (why, with whom, when, where)
 | * Can you identify **blockers/tensions, drivers,** and **achievements**?
* **Why** is this language strategy/policy important? What are the primary (shared) needs, problems, and goals?
* For **whom** is this important? Identify your key stakeholders (internal and external). Are there stars/role models/ambassadors?
* **When** is the best time to do this?

For example, a new strategic plan period, accreditations, experienced problems, European programs/guidelines, new leadership, new legislation, etcetera.* **Where** to start?

At what level, in which domain, department, or study program?  |
| 1. Developing a **strategy/policy** for language development, monitoring, and evaluation.
 | 1. **Adequate:** as needed and feasible
* Will it be a new strategy/policy or an update?
* Will it concern the whole institution or a specific part?
* Will you address language awareness, multilingualism, and parallel language use?
* Can you align with a strategic plan, role models, good practices, accreditations, or other drivers/relevant developments in your context?
1. **Explicit:**
* Make the meaning and implications of language clear for the particular context(s) and stakeholders.
1. **Integrative:**
* develop a shared vision and goals based on values and principles, including adequate communication structures and plans.
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| 1. **What** can be changed (**content**)
 | * Depending the specific context,

what changes seem most urgent or feasible?* Together with your key stakeholders, decide the **scope** (smaller or bigger changes) and **pace** (higher or lower speed) of change.
* What kind of changes does it concern? For example,
* individual: awareness, competencies, language use;
* changes in study programs, study associations, welcoming, introductions/onboarding,

selection/recruitment;* changes in governance boards.
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| 1. **How** to do this (**process**)
 | * Depending the context and the content, what process approach seems most appropriate?
* Generally, you need a **top-down strategic** approach, with larger-scale changes urgently needed and sufficient support in a cooperative environment with mostly one-way communication.
* Generally, you need a **bottom-up, experiential** approach with smaller-scale changes and diverse perspectives that require more two-way communication.
* Generally, the context requires **balancing** the two approaches adequately.
* Operationalize your (shared) goals in **output, outcomes, and impact**.
* Output: realized numbers, products, and services, and the quality perception.
* Outcomes: the cumulative result of actions and activities.
* Impact: the influences/consequences of multiple actions/activities.
* Operationalize **plans, actions, activities, and space for reactions and interactions.**
* Develop **indicators** for monitoring your process, preferably quantitative and qualitative.
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| 1. What do you need (particularly) in terms of **financial and human resources**?
 | * Think of budget, time, support from leadership, expertise, language awareness/mindset, networks/platforms.
* What resources are **available**?
* What **other resources** do you need?
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| 1. How to **engage** the key stakeholders?
 | * Who are the main stakeholders to engage? (internal and external)
* Whom to start with?
* What do your stakeholders bring?

Think of expertise, competencies, mindset, leadership, particular drivers.* What do your stakeholders need?

For example, to develop specific language competencies, or opportunities to discuss language issues. |