

# Communication Sciences and Disorders

## Strategic Plan: 2009-2012

### **Mission Statement**

To prepare qualified speech-language pathologists and audiologists as scholar-practitioners who are professionally competent to practice in educational and medical settings on behalf of children and adults who have disorders of communication and related difficulties.

### **Strategic Plan**

The strategic plan serves as a guiding document for the Department of Communication Sciences and Disorders. It is intended to provide direction for the efficient and effective use of resources, human and material, through a process of continuous quality education, research, and service. It represents the collaborative efforts and diverse perspectives of varied stakeholders, including students, faculty, clinical educators, staff, alumni, and community. The plan was developed over a period of several months and is in concert with the strategic plan of the College of Health Professions. This plan is intended to be reviewed on an ongoing basis, with progress toward the goals and objectives monitored continuously. The shared ownership for these mutually defined goals and objectives involves all members of the department in pursuit of the target outcomes and accountability for documenting progress and communicating with department members and our constituents.

### **Prioritized Goals**

The strategic plan is organized according to the seven overarching initiatives within the College rather than in a prioritized order. The goals for CSD, aligned with those seven initiatives, were then assessed relative to the 'impact and likelihood' for each goal and in 'forced-choice' pairings, with each goal compared to all others as a means of best assessing the priority ranking for each. The resultant prioritized list of the goal statements follows the strategic plan document.

### **Strategic Initiatives of CHP**

1. Identity
2. Quality Improvement
3. Enrollment Growth
4. Physical Space
5. Growth of Scholarship
6. Leadership
7. Globalization

1) **Identity:** Refine, unify and promote the identity of the Department.

Objective: Marketing and branding

Goal(s)	Outcomes	Strategies/Landmarks	Resources Tangible	Resources Human	Timetable	Responsibility of...
1.1 Determine distinctive aspects of CSD to brand and market the department nationally and internationally	<p>Clear delineation of the CSD identity including strengths and unique aspects</p> <p>Increased recognition of the department</p>	<p>Identify distinctive areas of content, e.g., aging; interdisciplinary education; aspects of the community-once identified use across all program areas</p> <p>Document use and impact of the program identity/marketing</p> <p>Identify distinctive models of teaching, e.g., collaborative; evidence-based; problem-solving</p> <p>Identify distinctive areas of research and publications</p>	<p>Faculty publications</p> <p>Updated website</p> <p>Student surveys done as part of the assessment process</p>	<p>Collaboration with entire campus, in particular Center for Aging</p>	<p>May, 2009</p> <p>Spring 2010</p>	<p>Academic affairs</p> <p>Academic Affairs</p> <p>Student Affairs</p>
1.2 Market the department	<p>Public recognition of and access to quality work of faculty/staff and students</p> <p>Quality self-perpetuates and expands</p>	<p>Identify distinctive funding opportunities for students and faculty</p> <p>Gather ideas for template from other programs</p> <p>Explore media outlets to promote course options within department</p> <p>Coordinate with CHP marketing and outreach plans</p> <p>Develop information for faculty/staff and students to input data</p> <p>Ensure that information is updated by all on a regular basis</p>	<p>Other websites</p> <p>Updated website</p> <p>Other websites</p> <p>Flyers/brochures</p> <p>Money</p> <p>Visual graphics, design, content.etc</p>	<p>Web manager, GAs</p> <p>Web manager, GAs</p>	<p>Ongoing</p> <p>December 2008</p> <p>May 2009</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Faculty/Staff Affairs Committee</p> <p>Academic Affairs</p>

Goal(s)	Outcomes	Strategies/Landmarks	Resources Tangible	Resources Human	Timetable	Responsibility of...
		<p>Give and publicize Department/ College faculty/staff/students awards</p> <p>Develop web resource that highlights faculty/staff/student endeavors Post to web</p> <p>Consistently update and publicize faculty/staff research presentations, publications, websites, department resources (e.g., labs, activities)</p> <p>newspaper articles, TV segments, PSAs on radio</p>	<p>\$\$ to give, buy plaque, etc.</p> <p>Webpage Print media Journals, SOAR</p> <p>Certificates for externship supervisors</p>	<p>F/S Committee members</p> <p>National/state presentation venues and conferences</p> <p>Faculty</p> <p>Time</p>	<p>Ongoing updating by faculty</p> <p>Each semester</p>	<p>F/S will send a reminder annually for F/S members to update their endeavors on the website.</p> <p>Tech Coordinator</p> <p>Student Affairs</p> <p>Designated faculty/CEs</p>

- 2) **Quality Improvement:** Strive for continuous quality improvement in WSU-CSD programs and thereby contribute to the improved quality of the professions of audiology and speech-language pathology.

Objective: Implement and monitor continuous quality improvement methods and processes and evaluate outcomes.

Goal(s)	Outcomes	Strategies/Landmarks	Resources Tangible	Resources Human	Timetable	Responsibility of...
2.1 Fully implement SAMS to monitor student competencies	Completed records for all students that are portable (UG, MA and AuD)	Confirm each KASA competency is covered in syllabi  All trackables are recorded appropriately Update SAMS on routine basis	Access to SAMS  Course syllabi  Regular training	SAMS manager  UG and Grad coordinators, admissions Committee, all faculty and CEs	End of each semester, starting Fall 2008	Academic Affairs Committee  UG and Grad coordinators, admissions Committee, all faculty and CEs
2.2 Evaluate and systematically refine the formative and summative assessments of clinical performance	Recommendations for clinic practicum grading system	Survey other programs  Discuss with faculty and students  Check Graduate School requirements  Develop new grading tool/format	Tools from other CSD programs	All involved stakeholders	Spring 2010 for implementation in Fall 2010	Academic Affairs Committee and all CEs
2.3 Define precisely when revised syllabi are considered a substantive change	Policy to follow when changes are substantial and require submission of curriculum review forms	Academic Affairs will develop a written policy and educate faculty on syllabi revisions.			Fall 2009	Academic Affairs Committee
2.4 The CSD Academic Affairs Committee will monitor the scope and sequence of the curriculum to insure continuous quality improvement	Develop a system to review new/revised CSD syllabi relative to the scope and sequence of the curriculum  New faculty expertise will be integrated into the scope and sequence of the curriculum	Academic Affairs will develop a written policy and educate faculty on syllabi revisions.	CAA standards	Academic Affairs Committee	Fall 2009	Academic Affairs Committee

Goal(s)	Outcomes	Strategies/Landmarks	Resources Tangible	Resources Human	Timetable	Responsibility of...
2.5 Successfully renew CAA accreditation	Successful reaccreditation	Identify areas of potential concern  Conduct specific training for those areas  Conduct a mock student meeting with site visitors	CSD CAA application report  Trainer		Fall 2009	All Dept
2.6 Maintain an Updated CSD faculty/staff and student resource documents	Current, relevant, readable manuals distributed to all faculty, staff, and students	Continue editing draft  Take to EC for review  Present to faculty  Place appropriate sections on web	Web format	Faculty/Staff Committee Tech Coordinator  Time	December 2008 and ongoing	Faculty/Staff Affairs , Admissions, Academic Affairs Committees Department chair Assigned faculty/CEs
2.7 Increase interdisciplinary collaboration within the college, University, and community	Development and implementation of one interdisciplinary course	Explore opportunities for combining student populations  Decide on a course(s) to be developed, E.g., Research Methods; Ethics; Diversity; Medical Terminology  Develop relationship with stakeholders  Identify and overcome roadblocks If possible, construct a study for publication  Present at national conference	\$ for travel  \$ for meeting support  Post on SOAR  \$ for statistical consultant	Recruit faculty who are interested in interdisciplinary teaching	1-2 years  By Spring 2010 1-2 years	Faculty/Staff Affairs Committee  Department chair  Assigned faculty/CEs  Academic Affairs Committee

Goal(s)	Outcomes	Strategies/Landmarks	Resources Tangible	Resources Human	Timetable	Responsibility of...
	Increased use of co-teaching model	<p>Explore possibilities for combining teaching expertise within courses</p> <p>Decide on targeted courses</p> <p>Develop relationship with stakeholders</p> <p>Identify and overcome roadblocks</p> <p>If possible, construct a study for publication</p> <p>Present at national conference</p>			1 year	<p>Academic Affairs Committee</p> <p>Assigned faculty/CEs</p>
2.8 Facilitate Increased faculty, CE, doctoral student interaction and professional growth	<p>Increased participation in professional development opportunities such as joint research, brown bag sessions, presentations and publications, etc.</p> <p>Increased use of College resources across disciplines</p> <p>Increase public awareness of CSD at WSU through active marketing</p>	<p>Include other members of CHP and AuD, and PhD students in globalization discussions.</p> <p>Identify non-CSD resources relevant to CSD instruction</p>	Brown Bags	Faculty Time		<p>Faculty/Staff Affairs Committee</p> <p>Doctoral Committee</p> <p>All Dept</p> <p>Faculty/Staff Affairs Committee</p> <p>Doctoral Committee</p> <p>All Dept</p>

Goal(s)	Outcomes	Strategies/Landmarks	Resources Tangible	Resources Human	Timetable	Responsibility of...
2.9 Enhance student performance through improved effectiveness	Students excellence will be demonstrated through performance on national exams, employment, scholarships, research productivity, selection for special programs recognizing outstanding students, etc (all forms of recognition that excellence in teaching results in excellence in student performance)	Develop relationship with stakeholders  Document use within CSD  Measure effectiveness among faculty and CEs in teaching, research, service	Assessment Tools	Review, revision and conduct of surveys requires time	Spring '09 and ongoing as part of assessment process	Executive Committee

3) **Enrollment Growth:** Increase the size and diversity of CSD enrollment.

Objective: Effect progress toward implementation of the CHP Diversity Plan

Goal(s)	Outcomes	Strategies/Landmarks	Resources Tangible	Resources Human	Timetable	Responsibility of...
3.1 Increase by 3% each year for the next 3 years the number of applicants representing diversity across all graduate programs.	High admission standards will yield larger number of qualified students at all levels	Review procedures to ensure adherence to admission standards and consider how admission criteria (dis)(en)courage applicants	Monitor admissions standards at other comparable institutions	Staff support for communication in admissions process	Ongoing annually; Enroll in CAPCAS by Sept, 2009	Admissions Committee  Doctoral Committee
	Admit a greater number of qualified students from diverse backgrounds at all levels of study	Review the processes and standards for the admission of international students  Identify potential roadblocks  Target actions to overcome identified roadblocks  Retain and support these students  Review and compare standards from other universities and professions that encourage the admission of diverse and international students  Target students at specific schools in the greater Wichita area for recruitment efforts	Enroll in CAPCAS system to broaden possible pool of applicants for admissions	Assistants to support administrative duties with applications	2011	Department chair Identified faculty
			Evaluate feasibility of clinical placements for International students	Time	1 year	Admissions Committee
			Determine how other Midwestern universities deal with International admissions		Report from other facilities by May, 2009	Student Affairs Admissions Committee
				Plan events celebrating diversity of our current students	Each semester	Admissions Committee in conjunction with Student Affairs Committee
				Determine diversity demographics of area high schools	Have report ready by May, 2009	
	Determine schedule of career days; recruiting efforts; shadowing in the clinic as part of Cultural Diversity activities	Spring semester	Admissions Committee in conjunction with Student Affairs Committee			

Goal(s)	Outcomes	Strategies/Landmarks	Resources Tangible	Resources Human	Timetable	Responsibility of...
		Develop and implement a systematic plan for ongoing recruitment of diverse applicants		Staff support		
	Online courses More flexible opportunities	Explore technical logistics Explore "standards" issues  Explore interests and needs within the University and in the broader community for coursework and clinical services (e.g., telemed) (may include those not majoring in CSD)	Access to technology for development and implementation  Money  Access to technology Faculty research	Tech support Faculty release time for development  Support staff	Immediate (Fall 2008) Ongoing maintenance  Each semester  Fall 2008 Spring 2009	CSD faculty under guidance of CHP/University  Faculty/CEs
	Develop and promote online courses that result in increased enrollment and diversity	Increased recruitment and retention of students	Funding to support office staff or web specialist  Need \$ for both technology & faculty time	Web specialist Designated faculty CHP Educational Technologist		Academic Affairs along with College Technology Committee
	Identify local cultural and ethnic diversity activities in which to participate	Become actively involved in the WSU diversity initiative and CHP Diversity Plan	MRC  CTRE	Consider consultant for assist in developing on-line courses		Doctoral Committee  Assigned faculty/CEs
	Active involvement in the WSU diversity initiative and CHP Diversity Plan	Collect data and profile over 3 year period  Establish baseline data and profile of UG applicant pool  Continue to participate in recruitment activities for students at all levels		GA time to assist faculty  Considerations for faculty workload adjustments to develop on-line courses		Doctoral Committee

Goal(s)	Outcomes	Strategies/Landmarks	Resources Tangible	Resources Human	Timetable	Responsibility of...
3.2 Increase number of highly qualified potential scholars who apply to the CSD PhD program by 50%	Increased number of PhD students who are potential scholars				By Dec 2011, increase by 50%	Doctoral Committee

4) **Physical Space:** Increase and improve physical space.

Objective: Increase infrastructure to support scholarly productivity

Goal(s)	Outcomes	Strategies/Landmarks	Resources Tangible	Resources Human	Timetable	Responsibility of...
4.1 Insure most effective utilization of space available	Better use of available space	Documents on website explaining use of labs/research	Updated pictures Financial support	Web manager Secretary Students	Fall 2008	Faculty/Staff Affairs Committee
	Increased recognition of space being used for various projects	Orientation (education) of all faculty, staff, and students re: available space		Faculty Tech support	Spring 2009	
	Maximize use of current space	Evaluate potentials for teaching on south or west campuses administration?		Students for training	6 -12 months	Faculty, staff
	Increased collaborative initiatives will occur	Investigate practicality of using space in other buildings on campuses administration?  Advertise unique/ongoing activities to invite/include multiple disciplines			January 2009	Technology coordinator
4.2 Explore virtual classrooms as alternative access	Determine whether faculty/CEs can accomplish alternative methods of teaching	Develop two courses for online instruction  Evaluate the effectiveness of these courses and the venue and satisfaction of students	Technology infrastructure  Review and revise assessment tool to measure effects of those unique venues	Student evaluations regarding the effectiveness of the courses		Academic Affairs Committee  Faculty, staff
	Identify barriers to be overcome if alternative teaching methods are implemented		GA for data entry			

5) **Growth of Scholarship:** Expand scholarly productivity.

Objective: Increase number of publications, presentations, and grants among students, faculty and CEs

Goal(s)	Outcomes	Strategies/Landmarks	Resources Tangible	Resources Human	Timetable	Responsibility of...
5.1 Increase faculty-student presentations at national and international levels by 50%, by 2012, from current levels	More presentations at national level  Increased number of grant submissions	Increase number of projects on which students work, including participation in labs, faculty research, presentations, publications and grant writing  Publicize scholarly research activities of CSD faculty and students	Labs  Active research  Presentation & recognition of students' Honors, non-thesis, Capstone, Grasp research	Faculty	3-4 years  April	Doctoral Committee  Student Affairs
5.2 Increase successful external (funded) research grant applications by 50% over the next 3 years, from current levels	Increased number of interdisciplinary grant submissions  Increased number of funded grants-internal and external	Conduct grant-related workshops for faculty and students  Facilitate faculty-student field trip to Washington, DC to meet with grant personnel  Connect with ORA	Other programs or departments  Endowments (College; University), Foundations, Release time, \$ for travel, web, SOAR	Panel  Faculty time  GAs	Fall 2008    Fall 2009	Doctoral Committee and CEs
5.3 Increase successful external (funded) training grant applications by 50% over the next 3 years, from current levels	Secured College funding to support student initiatives, including travel for national and international presentations	Promote collaboration with others within and outside of CHP  Identify research areas that lend themselves to interdisciplinary research  Target and network with non-CSD faculty  Develop research teams	\$ for meeting support  \$ for supplies and travel		May 09  Spring 2009  Summer 2009	Doctoral Committee and CEs

Goal(s)	Outcomes	Strategies/Landmarks	Resources Tangible	Resources Human	Timetable	Responsibility of...
		<p>Submit internal or external grant proposals</p> <p>Establish a grant-writing team for increased funding to support</p> <ul style="list-style-type: none"> <li>▪ Student participation and presentations at conferences, e.g., AAA, NBASLH, ASHA, IALP</li> <li>▪ Student-to-student recruitment and mentoring relationships</li> </ul>				
5.4 Increase faculty (and student) publications by 20% from current levels	Increased faculty (and student) publications, reflecting collaboration within and outside of CSD	Student participation and presentations at conferences, e.g., AAA, NBASLH, ASHA, IALP			Fall 2010	Doctoral Committee and CEs
5.5 Promote and sustain graduate student participation in research and EBP	Increased number of graduate students completing a thesis	<p>Facilitate student awareness of current and potential CSD-related research</p> <p>Establish interdisciplinary thesis committees, including members outside the College</p> <p>Emphasize in orientation</p> <p>Identify and promote incentives</p>			Annually	Graduate advisers and Academic Affairs Committee

6) **Leadership:** Grow a culture of leadership.

Objective: Develop an embedded leadership approach in all aspects of the department.

Goal(s)	Outcomes	Strategies/Landmarks	Resources Tangible	Resources Human	Timetable	Responsibility of...	
6.1 Develop student leadership abilities across all levels of students	Increase student participation in the Dean's course on leadership (added)	Solicit/nominate student(s) to participate in the leadership course	Student enrollment	Advising	Fall 2009	Academic Affairs & Student Affairs Committees	
	Completed survey of faculty, CEs, and students	Develop and field survey		Release time	Fall 2008	Faculty/Staff Affairs	
		Determine what "leadership" means to faculty, CEs, and students			Fall 2008		
		Add positive information to webpage			Web manager Time	Fall 2008 Ongoing	Academic Affairs Committee
		Add wording re: leadership potential and opportunities to Letter of Intent instructions		Add the following wording to all "letter of intent" instructions on application document for UGr, MA/SLP, AuD and PhD application: "Please include a description of leadership/service activities in which you have participated and further leadership/service activities you have an interest in exploring."	Staff support to input changes on application forms	Add to UGr and PhD application forms by February 2009 and to MA/SLP and AuD by May, 2009	Admissions Committee
Support student SLH organizations	Coordinate with officers & advisers				Ongoing	Student Affairs	

Goal(s)	Outcomes	Strategies/Landmarks	Resources Tangible	Resources Human	Timetable	Responsibility of...
6.2 Facilitate participation in leadership opportunities for faculty and CEs	Development of modules to facilitate leadership at all levels	<p>Systematic mentoring program for faculty and students</p> <p>Focused workshops</p> <p>Seminars for doctoral students</p>		Sue Selde Julie Wolter		Faculty/Staff Affairs, Academic Affairs, & Doctoral Committees

**7. Globalization:** Establish a focus on globalization in CSD.

Objective: Ensure CSD representation on globalization initiatives

Goal(s)	Outcomes	Strategies/Landmarks	Resources Tangible	Resources Human	Timetable	Responsibility of...
7.1 Increase international collaboration	Established linkages with 3 universities – one each in Australia, NZ, China, and Europe – for faculty/student exchange and collaborative research (also for recruitment of students)  Continue/expand faculty participation in international Committee work  More international students in our programs  Capitalize on international experiences and opportunities and embedding of foreign-born and domestic students within CSD programs  Recruit, retain, and support international students	Identify targeted Universities & colleagues	\$ for travel, conference calls	Time	December 2008	Committee and Dept. Chair
		Obtain collaborative agreements	\$ for conference calls; travel		May 2009	Dept. Chair
		Initiate/continue collaborative research → publications & presentations at international meetings			Ongoing, e.g., ASHA 2009, IALP 2010, <i>Folia et Phoniatr.</i> , IALP – PR Committee; 2010 Others	Identified faculty
		Document current work Target future possibilities Develop presentations and publications from such work				
		Include activities of current international students				Student Affairs Identified faculty
		Include other members of CHP and AuD, and PhD students in globalization discussions				

CSD Goal(s): Prioritized and ordered (avg rating) **CHP Strategic initiatives**

1. 2.5 Successfully renew CAA accreditation. (22) **Quality Improvement**
2. 5.4 Increase faculty-student publications by 20% from current levels. (17.5) **Growth of Scholarship**
3. 5.3 Increase successful external training grant applications by 50% over the next 3 years, from current levels. (17.25) **Growth of Scholarship**
4. 5.2 Increase successful external (funded) research grant applications by 50% over the next 3 years, from current levels. (16.75) **Growth of Scholarship**
5. 3.2 Increase number of highly qualified potential scholars who apply to the CSD PhD program by 50%. [Baseline= 4] (14.75) **Enrollment Growth**
6. 2.1 Fully implement SAMS to monitor student competencies. (14.75) **Quality Improvement**
7. 5.5 Promote and sustain graduate student participation in research and EBP. (14) **Growth of Scholarship**
8. 1.2 Market the department. (13.75) **Identity**
9. 1.1 Determine distinctive aspects of CSD to brand and market the department nationally and internationally. (13.5) **Identity**
10. 2.9 Enhance student performance through improved effectiveness. (13.5) **Quality Improvement**
11. 2.2 Evaluate and systematically refine the formative and summative assessments of clinical performance. (12.5) **Quality Improvement**
12. 2.8 Facilitate Increased faculty, CE, doctoral student interaction and professional growth. (11.25) **Quality Improvement**
13. 5.1 Increase faculty-student presentations at national and international levels by 50%, by 2012, from current levels. (11.25) **Growth of Scholarship**
14. 2.7 Increase interdisciplinary collaboration within the college, University, and community. (9.75) **Quality Improvement**
15. 3.1 Increase by 3% each year for the next 3 years the number of applicants representing diversity across all graduate programs. (9.5) **Enrollment Growth**
16. 2.4 The CSD Academic Affairs committee will monitor the scope and sequence of the curriculum to insure continuous quality improvement. (6.5) **Quality Improvement**
17. 6.2 Facilitate participation in leadership opportunities for faculty and CEs. (5.5) **Leadership**
18. 7.1 Increase international collaboration. (5.5) **Globalization**
19. 6.1 Develop student leadership abilities across all levels of students. (5) **Leadership**
20. 4.2 Explore virtual classrooms as alternative access. (4.5) **Physical Space**
21. 4.1 Insure most effective utilization of space available. (3.5) **Physical Space**
22. 2.6 Maintain an Updated CSD faculty/staff and student resource documents. (3.5) **Quality Improvement**
23. 2.3 Define precisely when revised syllabi are considered a substantive change. (0) **Quality Improvement**