



LOMA LINDA UNIVERSITY
School of Allied Health Professions
Communication Sciences & Disorders

ACTION PLAN/STRATEGIC PLAN

January 2021

DEPARTMENT OF COMMUNICATION SCIENCES AND DISORDERS

Master of Science

Bachelor of Science

Speech-Language Pathology Doctorate

Speech-Language Pathology Assistant Fieldwork

Policy

The Department of Communication Sciences and Disorders will have a strategic plan that is congruent with the mission of Loma Linda University and the School of Allied Health Professions. It will have the support of University administration, and reflect the role of the program within the community. It will include long-term program goals, specific measurable objectives, strategies for attainment, a schedule for analysis, and a mechanism for regular evaluation of the plan itself and of progress in meeting the plan's objectives. The plan and the results of the regular evaluation of the plan and its implementation will be shared with faculty, students, staff, alumni, and other interested parties.

Procedures

The strategic plan will encompass plans for the entire Department; the Master of Science, Bachelor of Science, Speech-Language Pathology Doctorate programs and the Speech-Language Pathology Assistant Fieldwork. The strategic plan will be initiated by the MS Graduate Program Director, in concert with the Department Chair, and will involve input from the full-time faculty and staff. The Graduate Program Directors, the Department Chair, and the faculty may elect to involve students and/or alumni in the development process.

At a designated faculty meeting, the MS Graduate Program Director will lead a discussion that involves input from all faculty and staff. A draft of the initial strategic plan that includes long-term program goals, specific measurable objectives, strategies for attainment, and a schedule for analysis will be developed by the MS Graduate Program Director and presented to the faculty and staff for comments and revisions.

- Goals will be developed after a review of the mission, vision, and values of the University, and following a discussion of how the programs fit into or reflect that vision.
- The strategic plan will be reviewed and updated on an annual basis at a faculty meeting prior to the annual Advisory Committee meeting.
- Review and updates will be presented at the annual Advisory Committee meeting. Input will be sought from Advisory Committee members.
- The plan and the results of the regular review of the plan and its implementation will be shared with faculty, students, staff, alumni, and other interested parties on a regular basis.
- The strategic plan will be revised in eight-year cycles, following ASHA CAA re-accreditation.

Mission, Purpose, and Vision - School of Allied Health Professions

Mission: We continue the teaching and healing ministry of Jesus Christ by creating experiences that challenge our students to be competent and compassionate professionals serving local and global communities.

Value Statement: We foster transformational experiences that inspire compassion, integrity, and excellence, which promote a culture of service.

Vision: We will create a learning environment that inspires our students to lead, to heal, to serve, bringing wholeness to the world.

Mission, Purpose, and Vision – Department of Communication Sciences and Disorders

Mission: The Department of Communication Sciences and Disorders seeks to fulfill the mission of Loma Linda University and the School of Allied Health Professions through the academic and clinical education of communication sciences and disorders professionals.

Purpose: The Department participates in the mission of Loma Linda University and the School of Allied Health Professions: (1) through the education of competent, ethical speech-language pathologists and other related professionals; (2) through the application and expansion of professional knowledge; and, (3) through the speech, language, and hearing services provided as part of the educational program.

Vision: We prepare excellent professionals who are ethical, knowledgeable, proficient, and ready for professional practice.

Goal #1: The Department considers Mission-Focused Learning a integral component to program experiences.			
Action Plan:			
Strategies	Measurable Objectives	Responsible Person	Date/Review of Progress
Integration of Mission-Focused Learning Objectives (MFLO)s into a majority of courses across CMSD programs.	Integration of MFLO's into course content	CMSD faculty	2/9/2021 – discussion in progress
	A presence on student learning platforms (Canvas)	CMSD faculty	2/9/2021 – discussion in progress
	Teaching and training of MFLOs via religion and service-learning series coursework.	Religion and Service Learning course faculty	2/9/2021 – discussion in progress
Goal #2: The Department considers Interprofessional Education (IPE) a viable and accessible component of graduate education.			
Action Plan:			
Strategies	Measurable Objectives	Responsible Person	Date/Review of Progress
Identify and provide IPE opportunities which are relevant to the needs of the graduate programs.	Develop a CMSD IPE Committee	CMSD faculty	1/27/2021 – discussion in progress
	CMSD faculty representative will bring department needs to the LLU IPE.	CMSD LLU IPE Representative	1/27/2021 – discussion in progress
Goal #3: The Department supports diversity as represented across academia and clinical experiences			
Action Plan:			
Strategies	Measurable Objectives	Responsible Person	Date/Review of Progress
Enhance effectiveness of curriculum and educational programs with regard to diversity and inclusion.	Diversity is evident in course content across both undergraduate and graduate curricula	CMSD Chair and Faculty	1/27/2021 – discussion in progress
	Installation of a Masters of Science degree program bilingual Spanish track	CMSD Chair and Faculty	1/27/2021 – discussion in progress
	NSSLHA-lead activities regarding cultural/linguistic diversity (CLD) within and across disciplines e.g. social justice discussions, panelist-lead discussions, journal group, community service events specific to CLD.	Christina Nobriga (NSSLHA Advisor), Aieshea Banks, and Lamitra Baez	2/10/2021 – discussion in progress
Goal #4: The Department is housed in a physical facility that meets the office, classroom, student work space, clinic, and lab needs.			
Action Plan:			
Strategies	Measurable Objectives	Responsible Person	Date/ Review of Progress
Obtain space that will meet the Department's needs regarding classrooms, student work space, and lab space.	Develop a clinic that runs on a full-time basis with full-time director and part time clinicians to supervise student clinicians.	Chair, SAHP Financial Officer, Director of Clinical Education	01/2021 – CAA Site Visit (11/12-13/2020) recommendations included the addition of full or part-time clinic supervisors for our clinic which will enable our clinic to thrive and grow. Discussion of specific strategies to achieve this goal are in progress.

			<p>01/2020 – Although we now have the clientele to support a full-time clinic, we do not have the financial resources to support a clinical director. We are at present in active pursuit of resources to support a full-time clinical director.</p> <p>10/2017 – Although we now have clinic space, we do not have the financial resources or enough clientele to support a full time clinic</p>
	Hire a full time clinical director	Chair, SAHP Financial Officer, Director of Clinical Education	<p>01/2021 – CAA Site Visit (11/12-13/2020) recommendations included the addition of full or part-time clinic supervisors for our clinic which will enable our clinic to thrive and grow. Perhaps we need specific strategies to achieve this.</p> <p>01/2020 – Although we now have the clientele to support a full-time clinic, we do not have the financial resources to support a full-time clinical director. We are at present in active pursuit of resources to support a full-time clinical director.</p> <p>10/2017 – Although we now have clinic space, we do not have the financial resources or enough clientele to support a full time clinic director.</p>
	Meet with SAHP Associate Dean of Finance, Kent Chow, periodically and consistently for updates on planning for additional departmental space (classrooms, student work space, and lab space).	Chair; Program Directors; Director of Clinical Education	01/2020 – Goal met. Will revisit as needs arise
	Include: several classrooms large enough to accommodate 60 students; smaller classrooms that would accommodate small group/learner-centered instruction; student lounge/work space; faculty break room; speech instrumentation lab.	Kent Chow – SAHP Financial Officer	<p>01/2020 –Goal met. Will revisit as needs arise.</p> <p>05/2017 – CMSD moved into a newly renovated facility which provided much needed faculty office space and clinic space, but department continues to need</p>

			<p>additional classroom space, student workspace, and lab space.</p> <p>01/2016 - CMSD continues to need more classroom space</p> <p>01/2014 - CMSD began using the newly renovated and dedicated classroom space</p> <p>05/08/2013 - Conversion of pool room scheduled to begin</p> <p>10/17/2012 - First mention of proposal to renovate and dedicate a classroom for CMSD use</p>
Goal #5: The program insures that clinical instructors in the school districts and medical centers value clinical instruction and participate in continuing education to improve knowledge and skills in supervision, mentoring, and clinical instruction.			
Action Plan:			
Strategies	Measurable Objectives	Responsible Person	Date/ Review of Progress
Provide opportunities for clinical instructors (CIs) in the school districts and medical centers to demonstrate effective clinical supervision practices.	Conduct at least one supervision seminar yearly for local Special Education Local Plan Areas (SELPAs).	Director of Clinical Education	01/2021 - Supervision seminars are now offered by the Council of Academic Programs in Communication Sciences and Disorders (CAPCSD) via online access. These courses are offered at no cost to the consumers. The Director of Clinical Education will provide the link to online supervision coursework to all interested clinical supervisors
	Develop and offer an online supervision seminar that can be accessed by medical CIs.		01/2018 - Two supervision seminars are offered each year including a course during SAHP Alumni Weekend (Spring of each year) and a 2-day Supervision Symposium offered every summer (2014, 2015, 2016 & 2017)
			01/2021 - Supervision seminars are now offered by the Council of Academic Programs in Communication Sciences and Disorders (CAPCSD) via online access. These courses are offered at no cost to the consumers. The Director of Clinical Education

			will provide the link to online supervision coursework to all interested clinical supervisors
	Conduct at least one supervision seminar yearly for school districts and medical centers.		1/2021 – Due to the COVID-19 pandemic, the supervision seminars have been suspended temporarily. 1/2020 - The CMSD Director of Clinical Education provides an average of 4-5 supervision seminars to school districts every year.
Goal # 6: The program insures that clinical instructors see themselves as a part of the educational process.			
Action Plan:			
Strategies	Measurable Objectives	Responsible Person	Date/ Review of Progress
Provide opportunities for clinical instructors in the LLUMC, school districts, and medical sites to participate in the educational training of students.	Develop cooperative research opportunities for LLUMC staff who want to participate in research with LLU students and faculty.	Program Directors; Research Course Instructor	1/2021 –There are no current collaboration opportunities however as they arise, collaboration is still an interest/priority. 10/18/2017 - Faculty are in the process of collaborating with LLUMC SLPs on a research project
	Invite LLUMC staff, medical clinical instructors, and school district SLPs to be guest speakers and PBL facilitators.	Program Directors; Faculty	1/2021 – We have approximately 20 SLPs who participate in PBL facilitation. 10/2017 - We have had several SLPs from local schools who participate as PBL facilitators, and 2 medical SLPs, none from LLUMC so far
	Provide mentoring opportunities for CMSD faculty to mentor CIs and facilitators. Provide some tangible recognition (e.g., certificate).	Program Directors; Chair; Director of Clinical Education	1/2021 – CI are eligible for 3 hours of cost free (to the CI) Continuing Education (CE) offered through LLU CMSD per academic quarter of supervision per year.

Goal #7: The Department provides a mission-and service-centered environment.			
Action Plan:			
Strategies	Measurable Objectives	Responsible Person	Date/ Review of Progress
Foster opportunities for mission and service; help students develop strategies to incorporate mission and service into their personal and professional lives.	Provide or permit opportunities for students to be involved in LLU student mission trips.	Chair; Program Directors	1/2021 – The department sponsors mission trips to China and Mexico. Additionally, SIMS offers opportunities to all students to mission trips to Mexico, Brazil, and other locations. 10/2017 - The department sponsors three mission trips each year including China, Mexico, and Sierra Leone. Up to twelve 2 nd Year Graduate students are chosen to accompany faculty on the trips. Additionally, all students (in any class in the department) are encouraged to participate in school-wide and university-wide mission trips.
	Incorporate regular community service into NSSLHA activities.	NSSLHA Advisor	1/ 2021 - Every year, the outreach chair of NSSLHA identifies and provides community service opportunities. There are also fundraisers to help support identified charities. Examples of activities include but are not restricted to: 1) volunteering to read with high-risk children, 2) donating Christmas presents for CAPS Christmas Fiesta, and 3) provision of mentorship through My Campus activities. More activities are scheduled for May is BHSM
Incorporate the service learning initiative instituted the School and University into designated courses within the department of CMSD	Countable service learning activities associated with designated classes	MS Program Director	1/2021 – Service Learning curriculum will launch in fall 2021. First year graduate students will participate in the curriculum via CMSD 531. In summer 2022, 2nd year graduate students will continue via CMSD 532.

			<p>1/2020 – Service Learning curriculum is in the process of significant changes in order to optimize the service learning experience for the students.</p> <p>2/2019 – Three graduate cohorts have now been assessed for knowledge and application of service learning during designated course CMSD 588 – Educational Fieldwork II.</p> <p>10/2017 - In school year 2016-17, the first cohort of 2nd year graduate students were assessed for their knowledge and application of service learning using <i>the LLU Service Learning Rubric</i>.</p> <p>On May 26, 2016, CMSD 588 – Educational Fieldwork II was accepted and endorsed by LLU as a service learning course.</p>
<p>Goal #8: The Program ensures there are sufficient faculty, in number and expertise, to meet teaching, research, service and supervision needs of the program.</p>			
<p>Action Plan:</p>			
Strategies	Measurable Objectives	Responsible Person	Date/ Review of Progress
<p>Increase the number of full time faculty members to 13, eight of which will hold an earned PhD.</p>	<p>Assign a search committee.</p>	<p>Chair</p>	<p>01/2021 – Although there is no active search committee at present, we have 11 full time CMSD faculty. Of those 11, 7 hold PhDs and 3 are in various stages of progress in PhD programs. Additionally, it is the Chair’s goal, as soon as it is financially feasible, to hire 1 more full-time faculty</p> <p>10/2017 - When funds and space become available, this will be initiated.</p>
	<p>Institute a search for new faculty members per CMSD policy & procedures.</p>	<p>Chair/ Search Committee</p>	
	<p>Identify, mentor, and support MS faculty members who wish to pursue a PhD.</p>	<p>Chair; Program Directors</p>	
			<p>1/2021 - We have 1 faculty members who has benefited from this process and 3 in progress. Another faculty member (not one of the 3) has recently completed a PhD.</p>

Insure there are at least two faculty with expertise in adult neurogenic disorders and two faculty with expertise in child speech and language disorders and at least one full-time faculty with expertise in each of the big nine	Actively recruit additional Ph.D. faculty to insure timely replacement and/or hiring.	Chair; Program Directors	1/2021 - At present, we have faculty with expertise which represents all of the big nine areas.
	Provide monetary incentives for new faculty recruitment.	Chair	
Reduce number of contract instructors	Some of courses which have been historically taught by contract instructors are included in the workloads of full-time faculty	Chair/ Search Committee	1/2021 – One graduate course, which is traditionally taught by contract instructors (Counseling in SLP) will eventually move to the workload of one of the full-time faculty once they have completed their doctoral program. There are some undergraduate courses which continue to be taught by contract instructors, but several have moved to full-time faculty workloads. 10/2017 - Ongoing assessment and implementation of this objective as needed.
	Control for balanced workloads for the full-time faculty by hiring enough new faculty to cover the courses formerly taught by contract instructors	Chair	
Insure full-time faculty and contract instructors are current and relevant, and use teaching techniques that facilitate learning.	Provide formal mentoring for new faculty and contract instructors.	Program Directors	01/2021 – SAHP has developed a committee to address this issue. Additionally, Dr. Nobriga will bring a proposal regarding this endeavor to the faculty. 10/2017 - This initiative continues to need improvement
	Develop manual for contract instructors.	Program Directors	Not yet implemented
	Financially support continuing education and faculty development, especially on teaching strategies, as well as research, for all full-time faculty.	Chair	1/2021 – This is a priority in the department primarily for full-time faculty. One step toward achieving this goal (within our department) is the development of a Curriculum Discussion Group which meets monthly.

Goal #9: There are sufficient faculty and financial resources to support timely promotion in rank and step increases.

Action Plan:

Strategies	Measurable Objectives	Responsible Person	Date/ Review of Progress
Insure sufficient faculty, staff, and financial support for faculty members to conduct research, develop clinical specialty, conduct other scholarly activities, teaching excellence, and service.	Insure sufficient faculty members in the Department to prevent onerous workloads.	Chair	1/2021 – The CMSD Chair actively addresses this issue. 10/2017 -Ongoing assessment and implementation of this objective.
	Discuss workloads and goals with each faculty member annually. Develop a plan for step and rank increases.	Chair; Program Director; Individual Faculty	01/2021 – Implemented for all full time faculty 10/2017 -Implemented for all full- and half-time faculty as of fall 2015
	Faculty members identify their own research interests, educational needs, and professional goals.	Individual Faculty	01/2021 – Implemented for all full time faculty 10/2017 -Implemented for all full- and half-time faculty as of fall 2015
	Faculty members develop and use clinics as research opportunities.	Chair; Program Director; Faculty	01/2021 – Implemented for all full time faculty 10/2017 -Implemented for all full- and half-time faculty as of fall 2015
	Hire full time or contract faculty, if needed, to allow time for research and other professional development activities.	Chair	01/2021 – Implemented for all full time faculty as needed. 10/2017 -Implemented for all full- and half-time faculty as of fall 2015
	Develop and implement a policy and procedures for financially supporting and equitable assignment of paid release time.	Chair; Program Director	Not yet implemented
	Assist and/or support faculty in efforts to secure grants and other funding to support research and program development.	Chair; Program Director	On going/as arises

Goal #10: CMSD students at all academic levels are encouraged to ultimately consider pursuing doctoral education			
Action Plan:			
Strategies	Measurable Objectives	Responsible Person	Date/ Review of Progress
Faculty involve/include interested students in faculty research	Both graduate and undergraduate students are recruited to assist in the data collection and analyses of research data for individual faculty research projects	Faculty	<p><u>2020-21 school year:</u> Two faculty initiated projects in progress this year.</p> <p><u>2018-19 school year:</u> Two faculty have initiated research in which students are involved in the data collection.</p> <p><u>2017-18 school year:</u> Faculty have initiated research for which students are involved.</p> <p><u>2015-16 school year:</u> Approximately 20 students have been recruited to participate in 3-4 different faculty-initiated research projects.</p> <p><u>2014-15 school year:</u> Approximately 25 SLP students were recruited to participate in at least 2 different faculty-initiated research projects</p>
Faculty mentor interested students in presenting research outside of graduate program requirements	Faculty exercise the option to select 1-2 interested students to analyze subsets of their research data, write literature reviews and results to present at poster sessions in state and/or national level professional conferences.	Faculty	<p><u>2020-21 school year:</u> Due to the COVID-19 pandemic, little opportunities have existed for attendance to professional conferences.</p> <p><u>2019-20 school year:</u> One SLPD graduate co-presented a poster session with their faculty mentor at the 2019 ASHA Convention in Orlando, FL.</p> <p><u>2018-19 school year:</u> One SLPD graduate co-presented a poster session with their faculty mentor at the 2018 ASHA Convention in Boston, MA.</p> <p><u>2017-18 school year:</u> Two students were mentored through the research process which culminated in a poster presentation at ASHA.</p>

			2015-16 school year: Two students were mentored through the research process which culminated in a poster presentation at ASHA.
Goal #11: The department maintains an adequate pool of qualified applicants to support each of its programs.			
Action Plan:			
Strategies	Measurable Objectives	Responsible Person	Date/ Review of Progress
The department has a presence in other universities, community colleges, high schools, the internet, and social media to recruit prospective students	Tell our story!	CMSD Faculty	1/2021 - Recommendation from the chair of our most recent CAA Site Visit is that we "Tell our story" via student testimonies on video and share the testimonies on our website. There are videos developed and/or in progress through the SAHP Director of Alumni and Communications. The CMSD Recruitment Committee also addresses this issue. It may be more relevant to discuss how to get those stories onto the CMSD website. The faculty have lots of ideas on how to address this objective. More discussion to come.
	CMSD Information Sessions	CMSD Faculty	1/2021 - The BS program has been conducting monthly information sessions for approximately a year. Discussion re: information sessions for other CMSD programs are ongoing.
	The department recruit via presentations to students who attend SDA universities and other private universities that do not offer SLP programs	Chair; Faculty	The chair has recruited at several SDA universities in the past. This is an activity that will continue.
	The faculty serve as guest speakers for career courses in: <ul style="list-style-type: none"> o local community colleges o SDA academies and local public high schools 	Chair; Faculty	1/2021 - Reports from the CMSD Recruitment Cmte and CMSD Diversity Recruitment Cmte reflect ongoing activity regarding this objective. 2/2019 - The faculty have served as guest speakers in career courses and career fairs at local

			high schools over the past 10 months. 10/2018 - This activity occurs when invited by local community colleges however it has not yet been implemented in SDA academies and local high schools
Faculty serve as guest speakers in the introductory SLP course.	Chair; Faculty		1/2021 – There was a dialogue with the present Intro course instructor regarding this endeavor. She is very excited about incorporating a faculty presence in her course. CMSD Faculty have some ideas regarding how to make this work. 2/2019 – The faculty serve as guest speakers in career courses and fairs at local high schools. No opportunity to speak in intro SLP courses seem to be available currently.
There are webpages on the department website devoted to the specialty clinics offered in the departmental programs.	Faculty; LLU Webmaster		1/2021 - More development to come. 2/2019 - New videos under development which will be available on the CMSD website.
Faculty participate in the annual LLU Open House	Chair; Program Assistant		1/2021 – Three representatives from CMSD this year 1/2020 – Three faculty involved this year 2/2019 – More faculty are involved each year. One additional faculty in 2018; two additional faculty in 2019 10/2017 - This is an activity that the chair and program assistant contribute to annually.
Information regarding the programs offered in the department are readily available and disseminated to local schools.	<ul style="list-style-type: none"> ○ CMSD Diversity Recruitment Committee ○ CMSD Recruitment Committee ○ CMSD Faculty 		1/2021 – Both committees are actively engaged in development and recruitment

Goal #12: Student scholarship funding within the department is increased.			
Action Plan:			
Strategies	Measurable Objectives	Responsible Person	Date/ Review of Progress
Student scholarship funding continually increases with the goal of eventually being able to offer 1-2 full scholarships to worthy students.	There is a continued connection with the department and CMSD alumni	Chair; Program Directors	01/2021 – The most active connection with alumni is via PBL facilitation. Three scholarships now offered through the department. More information to come.
	Connections with philanthropy (SAHP Development) are strengthened.	Chair; Director of Development	
	Current students are connected with alumni via CI mentorship and SAHP Homecoming Weekend activities.	Director of Clinical Education; CMSD SAHP Homecoming Committee Representative	02/2019 – Additional scholarships are being developed by CMSD. 10/2017 - University process for scholarship funding is in transition. More information to come.
	Faculty who so choose, systematically contribute to philanthropy on behalf of the department	Faculty	01/2021 – There are some CMSD faculty actively involved in this endeavor.
Goal # 13: Consider the viability of establishing an AuD program within the department.			
Action Plan:			
Strategies	Measurable Objectives	Responsible Person	Date/ Review of Progress
Consider proposing a new AuD program which would be submitted to the university and then the Council on Academic Accreditation (CAA) for program approval	If determined to go forward, the proposal would include: <ul style="list-style-type: none"> o Prospective recruitment of an adequate number of appropriately trained new faculty o Identification of available prospective students o Description of facilities, equipment and resources that are necessary o Prospective program income and expense projections o Academic quality assurance 	Delegated faculty	01/2021 - Process not yet initiated due to lack of resources (space, funding and faculty)