



LOMA LINDA UNIVERSITY  
HEALTH

**ACTION PLAN/STRATEGIC PLAN**

May 2022

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.

<b>Goal #1: The Department considers Mission-Focused Learning an integral component to program experiences.</b>			
<b>Action Plan:</b>			
<b>Strategies</b>	<b>Measurable Objectives</b>	<b>Responsible Person</b>	<b>Date/Review of Progress</b>
Integration of Mission-Focused Learning Objectives (MFLO)s into a majority of courses across CMSD programs.	Teaching and training of MFLOs via religion and service-learning series coursework.	Religion and Service-Learning course faculty	<p>5/6/2022: In 2021 LLU refined and published 3 core MFLO: (1) Integration of faith in God and course content in relevant and meaningful ways, (2) Orientation and preparation for lives of service, exemplifying LLU's core values (3) Emphasis on health and wholeness informed by the Adventist perspective.</p> <p>5/6/2022: In 2021 the department of religion and our CMSD department collaborated on an SLP specific "Whole Person Care" class. This class specifically discussed the integration of spirituality in SLP work in practical ways, spanning all 3 MFLOs. Anonymous survey feedback from this class was unanimously positive regarding the design and content.</p>
	A presence on student learning platforms (Canvas)	CMSD faculty	5/6/2022: Discussions in progress. MFLOs can be linked on CANVAS. Additional related content can be included to reflect LLU values.
	Integration of MFLO's into course content	CMSD faculty	5/6/2022: Most of our CMSD courses reflect one or more of the 3 MFLO in informal ways (e.g. prayer, the value of service or promoting wholeness). Discussions in progress on how to formally incorporate MFLOs in written and assignment activities, such as reflections and case-studies.

<b>Goal #2: The Department considers Interprofessional Education (IPE) a viable and accessible component of graduate education.</b>			
<b>Action Plan:</b>			
<b>Strategies</b>	<b>Measurable Objectives</b>	<b>Responsible Person</b>	<b>Date/Review of Progress</b>
Identify and provide IPE opportunities which are relevant to the needs of the graduate programs.	Develop a CMSD IPE Committee	CMSD faculty	5/6/2022: In progress
	CMSD faculty representative will bring department needs to the LLU IPE.	CMSD LLU IPE Representative	<p>5/2022: Dept. representative has brought forth to CIPEP the desire to create more IPP opportunities with other professions. Dietary and OT have responded favorably to collaborations.</p> <p>Possible opportunity for OT/SLP collaboration with our service learning trip to Mexico.</p> <p>5/2022: Fall 2022, SLP students will attend the SAHP IPP collaborative event.</p> <p>4/2022: OT and SLP student collaboration regarding pediatric swallowing cases.</p> <p>SLP PT participated in the first interdisciplinary peds lab May 4, 2022 – very positive outcome and learning experience for all participants. CMSD and PT departments want to do more of these, as do the students.</p> <p>Interdisciplinary project: New virtual Autism Family Support Group started.</p>

<b>Goal #3: The Department supports diversity as represented across academia and clinical experiences</b>			
<b>Action Plan:</b>			
<b>Strategies</b>	<b>Measurable Objectives</b>	<b>Responsible Person</b>	<b>Date/Review of Progress</b>
Enhance effectiveness of curriculum and educational programs regarding diversity and inclusion.	Diversity is evident in course content across both undergraduate and graduate curricula	CMUSD Chair and Faculty	04/25/2022 - At the undergraduate level 12/22 (55%) of courses address diversity as is illustrated by the Curriculum Map. There is a designated PLO for the assessment of diversity.  At the graduate level a diversity PLO has recently been added to the Curriculum Matrix and we are in the process of identifying which courses address content related to diversity.
	Installation of a Master of Science degree program bilingual Spanish track	CMUSD Chair and Faculty	4/25/2022 – Although we do not have the faculty or financial resources to support adding an additional track to the MS program currently, it remains a future goal for the department.
	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	04/25/2022 - Established a social justice committee that meets to plan events related to CLD and DEI. Examples of activities include:  Yolanda Martinez – Hispanic woman experience with higher education.  Speed dating – student mingling activity.  Social Justice Stories in CSD – asked people to post experiences related to social justice.  Chaplain Brooks - Intersectionality: A Lesson on Inclusiveness and Belonging.

			Potential upcoming topics: CLD as it relates to stuttering and self-directed learning and goal setting
<b>Goal #4: The Department is housed in a physical facility that meets the office, classroom, student workspace, clinic, and lab needs.</b>			
<b>Action Plan:</b>			
<b>Strategies</b>	<b>Measurable Objectives</b>	<b>Responsible Person</b>	<b>Date/ Review of Progress</b>
Obtain space that will meet the Department's needs regarding classrooms, student workspace, and lab space.	Develop a clinic that runs on a full-time basis with a full-time director and part-time clinicians to supervise student clinicians.	Chair, SAHP Financial Officer, Director of Clinical Education	5/4/22 This continues to be a strategic need; however, finances are preventing significant progress currently. Will continue to discuss with school finance and look for funding options.
	Hire a full-time clinical director	Chair, SAHP Financial Officer, Director of Clinical Education	5/4/22 This continues to be a strategic need; however, finances are preventing significant progress currently. Will continue to discuss with school finance and look for funding options.
<b>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.</b>			
<b>Action Plan:</b>			
<b>Strategies</b>	<b>Measurable Objectives</b>	<b>Responsible Person</b>	<b>Date/ Review of Progress</b>
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	5/4/22- Supervision seminars continue to be 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.		5/4/22- Supervision seminars continue to be 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.		5/4/22 - 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:**

<b>Strategies</b>	<b>Measurable Objectives</b>	<b>Responsible Person</b>	<b>Date/ Review of Progress</b>
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	04/25/2022 -There are no current collaboration opportunities however as they arise, collaboration is still an interest/priority.
	Invite LLUMC staff, medical clinical instructors, and school district SLPs to be guest speakers and PBL facilitators.	Program Directors; Faculty	5/2022 - We have approximately 20 SLPs who participate in PBL facilitation from both educational and medical settings. Facilitators continue to be happy and available to participate and are most commonly alumni.
	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	5/2022 - Opportunities to provide mentorship and recognition to CIs and facilitators is under discussion. Previous options are no longer available. A committee may be appointed to address this issue.

<b>Goal #7: The Department provides a mission-and service-centered environment.</b>			
<b>Action Plan:</b>			
<b>Strategies</b>	<b>Measurable Objectives</b>	<b>Responsible Person</b>	<b>Date/ Review of Progress</b>
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	<p>5/6/2022: In September 2021, 8 students participated in our virtual China collaboration addressing speech, language, and swallowing disorders. Ongoing collaboration and case consultation ongoing for Brian and Janine.</p> <p>In October, December 2021 and April 2022, the department took 8, 12 and 5 students (respectively) to Mexico to conduct assessments and treatments to children with speech, language, and swallowing disorders at new location. Another Interdisciplinary opportunity for future Fall trips October and Dec. 2022.</p> <p>There is a plan for a week long service-learning trip to Mexico in September 2022.</p> <p>SIMS offers opportunities to all students to be involved mission trips</p>
	Incorporate regular community service into NSSLHA activities.	NSSLHA Advisor	5/2022 - 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 donation of books for service trips and donating Christmas presents for Operation Shoebox.



<p>Incorporate the service-learning initiative instituted by the School and University into designated courses within the department of CMSD</p>	<p>Countable service-learning activities associated with designated classes</p>	<p>MS Program Director</p>	<p>5/2022 – Service-Learning curriculum launched in fall 2021. First year graduate students are participating in the curriculum via CMSD 531. CMSD 531 teaches foundational pillars of service-learning and students start designing a service-learning group project that meets these specifications. This cohort will deliver these projects as part of CMSD 532 in the summer of 2022.</p> <p>5/2022 - Educational Fieldwork II will continue to function as a second Service-Learning experience for 2nd year graduate students. This experience has been modified in 2021 to include two core service-learning critical reflections. This will help students extend their learning to their professional roles.</p>
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**Goal #8: The Program ensures there are sufficient faculty, in number and expertise, to meet teaching, research, service and supervision needs of the program.**

**Action Plan:**

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>05/2022 – Although there is no active search committee at present, we have 11 full time CMSD faculty. Of those 11, 7 hold PhDs and 3 will be completing PhD programs this year. Additionally, it is the Chair’s goal, as soon as it is financially feasible, to hire 1 more full-time faculty</p>
	<p>Institute a search for new faculty members per CMSD policy &amp; 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>	

Ensure 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	5/2022 - 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	5/2022 – One graduate course, traditionally taught by contract instructors (Counseling in SLP) will be moved to the workload of one of the full-time faculty in fall 2022. There are some undergraduate courses which continue to be taught by contract instructors, but several have moved to full-time faculty workloads.
	Control for balanced workloads for the full-time faculty by hiring enough new faculty to cover the courses formerly taught by contract instructors	Chair	
Ensure 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.	Chair, Program Director	05/2022 – SAHP has developed a committee to address this issue. Additionally, Dr. Nobriga is working on a proposal regarding this endeavor to the CSD faculty. Target proposal date: 09/2022
	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	04/25/2022 – 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. Additionally, the faculty are reimbursed for any continuing education or training expenses toward faculty development.

<b>Goal #9: There are sufficient faculty and financial resources to support timely promotion in rank and step increases.</b>			
<b>Action Plan:</b>			
<b>Strategies</b>	<b>Measurable Objectives</b>	<b>Responsible Person</b>	<b>Date/ Review of Progress</b>
Ensure 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	4/2022 – The CMSD Chair actively addresses this issue.
	Discuss workloads and goals with each faculty member annually. Develop a plan for step and rank increases.	Chair; Program Director; Individual Faculty	04/2022 – Implemented for all full-time faculty
	Faculty members identify their own research interests, educational needs, and professional goals.	Individual Faculty	04/2022 – Implemented for all full-time faculty
	Faculty members develop and use clinics as research opportunities.	Chair; Program Director; Faculty	04/2022 – Implemented for all full-time faculty
	Hire full time or contract faculty, if needed, to allow time for research and other professional development activities.	Chair	04/2022 – Implemented for all full-time faculty as needed.
	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	Ongoing/as arises
<b>Goal #10: CMSD students at all academic levels are encouraged to ultimately consider pursuing doctoral education</b>			
<b>Action Plan:</b>			
<b>Strategies</b>	<b>Measurable Objectives</b>	<b>Responsible Person</b>	<b>Date/ Review of Progress</b>
Faculty involves/includes 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	5/2022 - (2021-22 school year): One graduate student has participated/assisted with faculty research targeting the validation of a pediatric swallowing assessment tool.
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	5/2022 - (2021-22 school year): In progress. No update due to the lack of presentation opportunities. Student interest in presenting has also significantly decreased this year.

**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
<p>The department has a presence in other universities, community colleges, high schools, the internet, and social media to recruit prospective students</p>	<p>Tell our story!</p>	<p>CMSD Faculty, Recruitment Committee</p>	<p>5/2022 - Recruitment committee meets once per month. New videos and concepts are currently being developed and/or in progress. The CMSD Recruitment Committee is addressing this along with the Social Media Committee.</p>
	<p>CMSD Information Sessions</p>	<p>CMSD Faculty, Recruitment Committee</p>	<p>5/2022 – The BS program has been conducting monthly information sessions for approximately a year and a half. Current students are involved to attend and answer questions and share information about their experiences. Discussion re: information sessions for other CMSD programs are ongoing. Information session notices are posted on SAHP social media accounts.</p>
	<p>The department recruit via presentations to students who attend SDA universities and other private universities that do not offer SLP programs</p>	<p>Chair; Faculty, Recruitment Committee</p>	<p>5/2022 - The chair has recruited at several SDA universities in the past. There has however been a recent conversation with the SAHP Assoc Dean of Student Affairs re: coordinating schedules to combine travel to these different sites. They are also considering including zoom meetings as a viable alternative to in-person meetings (in some cases).</p>

	<p>The faculty serve as guest speakers for career courses in:</p> <ul style="list-style-type: none"> <li>○ local community colleges</li> <li>○ SDA academies and local public high schools</li> </ul>	Chair; Faculty, Recruitment Committee	5/2022 – Reports from the CMSD Recruitment Cmte; Due to COVID we had virtual meetings with students, counselors from a variety of schools.
	Faculty serve as guest speakers in the introductory SLP course.	Chair; Faculty	5/2022 – 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.
	There are webpages on the department website devoted to the specialty clinics offered in the departmental programs.	Faculty; LLU Webmaster	5/2022 -New updates to come this summer
	Faculty participate in the annual LLU Open House	Chair; Program Assistant	5/2022 - CSD faculty and program directors participated in the virtual Open House. Invited current students to participate, good outcome and feedback.
	Information regarding the programs offered in the department are readily available and disseminated to local schools.	<ul style="list-style-type: none"> <li>○ CMSD Diversity Recruitment Committee</li> <li>○ CMSD Recruitment Committee</li> <li>○ CMSD Faculty</li> </ul>	<p>04/26/2022 - Sending links for virtual meetings and social media links to counselors</p> <p>5/2022 – The faculty have served as guest speakers in career courses and career fairs at middle schools, high schools, and community colleges in LA, San Bernardino, and Riverside counties since 2019. Activity decreased primarily due to the pandemic. However, plans are to resume, starting with a college day at a Moreno Valley high school in June.</p>

**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	05/2022 – The most active connection with alumni is via PBL facilitation, although alumni do engage via social media channels. A stronger connection has been established with Philanthropy; however, we currently do not have a SAHP representative. Once this position is filled, specific efforts to recruit large donations will be made. Three scholarships now offered through the department. Three additional awards are given to recognize excellence in scholarship, clinic, & service.
	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	
	Faculty who so choose, systematically contribute to philanthropy on behalf of the department	Faculty	05/2022 – 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 Au.D 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"> <li>o Prospective recruitment of an adequate number of appropriately trained new faculty</li> <li>o Identification of available prospective students</li> <li>o Description of facilities, equipment and resources that are necessary</li> <li>o Prospective program income and expense projections</li> <li>o Academic quality assurance</li> </ul>	Delegated faculty	04/2022 - Process not yet initiated due to lack of resources (space, funding and faculty)