



LOMA LINDA UNIVERSITY
HEALTH

ACTION PLAN/STRATEGIC PLAN

May 2023

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 through preparation for: 1) American Speech-Language Hearing Association (ASHA) certification, 2) eligibility for public schools credentialing by the Commission on Teacher Credentialing (CTC) and effective implementation of California’s adopted standards and curricular frameworks, 3) eligibility for California state professional licensure by the Speech-Language Pathology and Audiology and Hearing Aid Dispensers Board.

| Goal #1: The Department considers Mission-Focused Learning a integral component to program experiences. | | | |
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| 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. | Teaching and training of MFLOs via religion and service-learning series coursework. | Religion and Service-Learning course faculty | 5/10/2023: MFL objectives 1, 2, and 3 have been integrated into our Whole Person Care course, MFLO 2 has been integrated into our Service-Learning I and II courses. This completes the measurable objective. Integration of MFLO's into other classes will be discussed moving forward. |
| | A presence on student learning platforms (Canvas) | CMSD faculty | 5/6/2023: 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 | 5/6/2023: 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. |
| 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 | 5/15/2023: In progress |
| | CMSD faculty representative will bring department needs to the LLU IPE. | CMSD LLU IPE Representative | 5/2023: Dept. representative has brought forth to CIPEP the desire to create more IPP opportunities with other professions. 5/2023: Currently in talks with PT/OT/SLP/Pharm/Medicine collaboration with a service-learning trip to Philippines. |

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| | | | <p>5/2023: Fall 2023, SLP students will attend the SAHP IPP collaborative event with students from 10 programs.</p> <p>5/2023: OT and SLP student collaboration regarding pediatric swallowing cases in 3/2023 in Philippines.</p> <p>5/15/2023: SLP and OT collaboration in July 2023 in Mexico.</p> <p>SLP/PT participated in the interdisciplinary peds lab April 26, 2023 – very positive outcome and learning experience for all participants. This will be a yearly, voluntary, opportunity for CMSD students every spring.</p> <p>2023: No Current Update Interdisciplinary project: New virtual Autism Family Support Group started.</p> |
| 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 regarding diversity, equity, and inclusion. | Diversity is evident in course content across both undergraduate and graduate curricula | CMSD Chair and Faculty | 05/15/2023 - At the undergraduate level 12/22 (55%) of courses, during the TM year 8/16 (50%) of courses, and at the graduate level 11/31 (35%) of courses/clinics address diversity as is illustrated by the Curriculum Maps. There is a designated PLO for the assessment of diversity in each program. |

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| | | | Undergraduate Portfolio and graduate Service-Learning courses provide students with opportunities to work with CLD communities |
| | Installation of a Master of Science degree program bilingual Spanish track | CMSD Chair and Faculty | 05/15/2023 – 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), and Lamitra Baez | 05/15/2023 – Continued collaboration with a social justice student-committee that meets to plan events related to CLD and DEI. Examples of activities include: Student Zoom Night – Students met in small groups to discuss “Getting to Know You” topics Dr. Kia Johnson – Cultural and Linguistic Considerations When Working with Clients Who Stutter Dr. Jennifer Martin – Explicit Feedback to Promote Self-Regulated Learning Potential upcoming topics: Dynamic Assessment of CLD Clients, Working with Spanish-Speaking Cleft Lip/Palate Clients |
| Goal #4: The Department is housed in a physical facility that meets the office, classroom, student workspace, 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 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 | 5/4/23 This continues to be a strategic need; however, finances are preventing significant progress currently. Will continue to discuss with |

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| | | | school finance and look for funding options. |
| | Hire a full-time clinical director | Chair, SAHP Financial Officer, Director of Clinical Education | 5/4/23 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. |
| 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 | 5/15/23– 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. | | 5/15/23– 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. | | 5/15/23 - The CMSD Director of Clinical Education provides an average of 4-5 supervision seminars to school districts every year. |

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| Goal # 6: The program ensures 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 | 5/2023 –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 | 5/2023 – We have many community SLPs who participate in PBL facilitation, but we are noticeably lacking facilitators from our LLU entities due to payroll obstacles. We are problem-solving this, as it would greatly benefit all parties. Current facilitators enjoy working with the students 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 | 5/2023 – Opportunities to provide mentorship and recognition to CIs and facilitators are under discussion. Previous options are no longer available. A committee may be appointed to address this issue. |
| 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 | 5/15/2023: In September 2022, 12 students participated in our virtual China collaboration addressing speech, language, and swallowing disorders. Ongoing collaboration and case consultation ongoing. In December 2022 and Feb 2023, the department took 8 and 12 students (respectively) |

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| | | | <p>to Mexico to conduct assessments and treatments to children with speech, language, and swallowing disorders at new location. Additional opportunities scheduled for August 2023, November 2023, and January 2024 for future trips</p> <p>SIMS offers opportunities to all students to be involved mission trips</p> |
| | Incorporate regular community service into NSSLHA activities. | NSSLHA Advisor | 5/2023 - 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 and materials for service trips and donating Christmas presents for Operation Shoebox. |
| Incorporate the service-learning initiative instituted by the School and University into designated courses within the department of CMSD | Countable service-learning activities associated with designated classes | MS Program Director | <p>5/2023 – 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>5/2023 - Educational Fieldwork II continues to function as a second Service-Learning experience for 2nd year</p> |

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| | | | graduate students. This experience was modified in 2021 to include two core service-learning critical reflections. This will help students extend their learning to their professional roles. |
| 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 |
| Maintain enough full-time faculty to cover teaching, research, service, and supervision needs. | When needed, appoint a search committee for new faculty members per CMSD policy & procedures. | Chair | 05/2023- Although there is no active search committee at present, we have 10 full time CMSD faculty. All of which hold a doctoral degree. |
| Maintain an adequate number of contract instructors to meet instructor needs | Control for balanced workloads for the full-time faculty by hiring enough contract instructors | Chair | 5/2023 - Some undergraduate courses will continue to be taught by contract instructors, to help balance the workloads of full-time faculty. |
| Ensure full-time faculty and contract instructors are current and relevant and use teaching techniques that facilitate learning. | Provide continued formal mentoring for faculty and contract instructors. | Chair, Program Director | 05/2023 - SAHP has developed a committee to address this issue. |
| | Develop manual for contract instructors. | Program Directors | Not yet implemented |
| | Financially support continuing education and faculty development, especially on teaching strategies and research, for all full-time faculty. | Chair | 05/2023- This is a priority in the department. Additionally, the faculty are reimbursed for any continuing education or training expenses toward faculty development. |
| 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 |
| Ensure sufficient faculty, staff, and financial support for faculty members to conduct research, | Ensure sufficient faculty members in the Department to prevent onerous workloads. | Chair | 5/2023 - The CMSD Chair actively addresses this issue. |

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| develop clinical specialty, conduct other scholarly activities, teaching excellence, and service. | Discuss workloads and goals with each faculty member annually. Develop a plan for step and rank increases. | Chair; Program Director; Individual Faculty | 05/2023 – Implemented for all full-time faculty |
| | Faculty members identify their own research interests, educational needs, and professional goals. | Individual Faculty | 05/2023 – Implemented for all full-time faculty |
| | Faculty members develop and use clinics as research opportunities. | Chair; Program Director; Faculty | 05/2023 – 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 | 05/2023 – Implemented for all full-time faculty |
| | 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 |
| 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 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 | 5/2023 - (2022-23 school year): Two graduate students have assisted with faculty research targeting Imposter Phenomenon in new grads from PT/OT/SLP programs. |
| 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 | 5/2023 - (2022-23 school year): Two graduate students have assisted in the preparation for a course which one of our faculty teaches for Harvard Macy Institute/Harvard Macy Medical School. Course name: <i>Communication Styles/Professional Identity Formation</i> |
| Goal #11: The department maintains an adequate pool of qualified applicants to support each of its programs. | | | |

| Action Plan: | | | |
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| 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, Recruitment Committee | 5/2023 – We are in the process of forming a new Recruitment committee. New videos and concepts are planned for the future. The CMSD Recruitment Committee will be addressing this along with the Social Media Committee. 05/2023 – The social media committee has worked with Jordyn Smith (SAHP Communications) to complete a probationary period to demonstrate capability to provide appropriate content for our own social media channels. Awaiting scheduling of a meeting to request approval and hoping channels go live by Fall of 2024. |
| | CMSD Information Sessions | CMSD Faculty, Recruitment Committee | 5/2023 – The BS program has been conducting information sessions for approximately a year and a half. Current students are invited 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. |
| | The department recruit via presentations to students who attend SDA universities and other private universities that do not offer SLP programs | Chair; Faculty, Recruitment Committee | 5/2023 –Department of recruitment & student affairs provided a schedule and invited each department to join them at transfers and career fairs. In some cases, zoom meetings are being considered as a viable |

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| | | | alternative to in-person meetings. |
| | 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, Recruitment Committee | 5/2023 – Reports from the CMSD Recruitment Committee; we continue to establish virtual meetings with students and counselors from a variety of schools. |
| | Faculty serve as guest speakers in the introductory SLP course. | Chair; Faculty | 5/2023 – There is a continued dialogue with the present Intro course instructor regarding this endeavor. She envisions incorporating a faculty presence in her course. This may include having faculty with expertise in specific specialty areas (e.g., Fluency – Dr. Hollister), video tape a mini lecture on the subject which would then be kept and used each year as part of that specific lesson module. |
| | There are webpages on the department website devoted to the specialty clinics offered in the departmental programs. | Faculty; LLU Webmaster | 5/2023 - This has not happened yet |
| | Faculty participate in the annual LLU Open House | Chair; Undergraduate Program Coordinator, Faculty representatives | 5/2023 - CSD faculty and undergraduate program coordinator participated in the virtual Open House. |
| | Information regarding the programs offered in the department are readily available and disseminated to local schools. | <ul style="list-style-type: none"> o CMSD Diversity Recruitment Committee and CMSD Recruitment Committee are now one committee o CMSD Faculty | 05/2023 - Several opportunities, researched by our Clinic Administrative Assistant, have been announced to the faculty over the school year. Faculty attend and participate as schedules permit to interface with high school and community college students regarding the CMSD programs |

Goal #12: Student scholarship funding within the department is increased.

Action Plan:

| Strategies | Measurable Objectives | Responsible Person | Date/ Review of Progress |
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| <p>Student scholarship funding continually increases with the goal of eventually being able to offer 1-2 full scholarships to worthy students.</p> | <p>There is a continued connection with the department and CMSD alumni</p> | <p>Chair; Program Directors</p> | <p>05/2023 – The most active connection with alumni is via PBL facilitation, although alumni do engage somewhat via social media channels. Our connection with Philanthropy has weakened since last year, but they remain available for any large donors/events. Three scholarships are now offered through the department. Three additional awards are given to recognize excellence in scholarship, clinic, & service. A proposal for more active connection with our alumni is under development and discussion.</p> |
| | <p>Connections with philanthropy (SAHP Development) are strengthened.</p> | <p>Chair; Director of Development</p> | |
| | <p>Current students are connected with alumni via CI mentorship and SAHP Homecoming Weekend activities.</p> | <p>Director of Clinical Education; CMSD SAHP Homecoming Committee Representative</p> | |
| | <p>Faculty who so choose, systematically contribute to philanthropy on behalf of the department.</p> | <p>Faculty</p> | <p>05/2023 – There are some CMSD faculty actively involved in this endeavor. We have a Grow Together departmental representative who occasionally provides information to faculty regarding how to give.</p> |