



LOMA LINDA UNIVERSITY
HEALTH

ACTION PLAN/STRATEGIC PLAN

January 2024

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 maintain 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.			
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	01/17/2024: Completed 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.
	Integration of MFLO's into course content and/or? via Canvas	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	1/2024: In progress
	CMSD faculty representative will bring department needs to the LLU IPE.	CMSD LLU IPE Representative	1/2024: CMSD presence on CIPEP (University Wide Committee on Interprofessional Education & Practice) 1/2024: Needs assessment initiated for a CMSD/OT/Pharmacy IPE collaboration in the Philippines. 1//2024: Fall 2024, SLP students will attend the SAHP IPP collaborative event with students from 10 programs.

			1/2024: SLP and OT collaboration in February 2024 in Mexico. 1/2024: SLP/PT to participate in the interdisciplinary peds lab in Spring 2024
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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	01/19/2024 - 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.
	Installation of a Master of Science degree program bilingual Spanish track	CMSD Chair and Faculty	01/19/2024 - Research in progress regarding the viability of this proposal. So far there does not seem to be a specific curriculum at the national accreditation level to use as a model. More information to come.
	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.	NSSLHA Advisor	1/2024 - NSSLHA provides an annual social justice series that presents events related to CLD and DEI.

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	1/19/24 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	1/19/24 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	1/19/24– 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.		1/19/24– 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.		1/19/24 - The CMSD Director of Clinical Education provides an average of 4-5 supervision seminars to school districts every year.

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.	MS/TMS Program Director; Research Course Instructor	1/19/2024–There is one faculty research collaboration occurring with an LLUMC staff. As other opportunities arise, collaboration is an interest & priority.
	Invite LLUMC staff, medical clinical instructors, and school district SLPs to be guest speakers and PBL facilitators.	Program Directors; Faculty	01/19/2024 – 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	01/19/2024 – Opportunities to provide mentorship to CIs and facilitators are under discussion. Previous options are no longer available. CIs are recognized with certificates and access for continuing education approximately once per quarter.
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, Mission Trip Coordinators	1/2024: In December 2023, one faculty member visited China to revisit consideration of reviving the In Person, IPE opportunity in China. Plan is to continue on a small trial basis. To begin September 2024. 1/2024: Summer 2023 and Fall 2023, 8 students participated in

			<p>a Mexico clinical mission experience at an interprofessional children's therapy ranch. Assessments and treatments to children with speech, language, and swallowing disorders were conducted. Additional opportunities are scheduled for Winter, Summer, and Fall quarters for 2024.</p> <p>SIMS offers opportunities to all students to be involved mission trips</p>
	Incorporate regular community service into NSSLHA activities.	NSSLHA Advisor	1/2024 - Every year, the outreach chair of NSSLHA identifies and provides community service opportunities. There are also fundraisers to help support identified charities.
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	Service-Learning Coordinator	1/19/2024 - It was determined that the foundational service-learning content addressed in CMSD 531 and 532 Service-Learning I and II, could easily be addressed in existing course, CMSD 586 Educational Fieldwork I. CMSD 588 Educational Fieldwork II is already the vehicle for delivering the full-time service-learning component. Therefore, CMSD 531 and 532 were discontinued, effective Fall 2023.

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	01/19/2024 - We have lost two FTE faculty over the past year; one moved away, the other retired. We are considering hiring one more FTE doctoral level faculty if we can justify it within our budget. If so, we will begin the interview process in spring 2024.
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	1/19/2024 - 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	1/2024 - MS faculty meet every 2-4 weeks to discuss ongoing issues within the program in an effort to support each other and strengthen the program. Contract teachers are connected with a FT faculty who provides support & training for course development, program assessment, and other issues that arise.
	Develop manual for contract instructors.	Program Directors	1/2024 - In development
	Financially support continuing education and faculty development, especially on teaching strategies and research, for all full-time faculty.	Chair	1/19/2024- 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, develop clinical specialty, conduct other scholarly activities, teaching excellence, and service.	Ensure sufficient faculty members in the Department to prevent onerous workloads.	Chair	1/2024 – 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	1/2024 – Implemented for all full-time faculty
	Faculty members identify their own research interests, educational needs, and professional goals.	Individual Faculty	1/2024 – Implemented as applicable for all full-time faculty
	Faculty members develop and use clinics as research opportunities.	Chair; Program Director; Faculty	1/2024 – Implemented as applicable for all full-time faculty
	Hire full-time or contract faculty, if needed, to allow time for research and other professional development activities.	Chair	1/2024 – Implemented as department budget will permit 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	1/2024 - There is currently a university-wide policy in place which would override the need for this objective.
	Assist and/or support faculty in efforts to secure grants and other funding to support research and program development.	Chair; Program Director	1/2024 - 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	1/2024 - No faculty-lead research with student involvement initiated during the 2023-24 school year.
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	1/2024 - No faculty-lead research with student involvement initiated during the 2023-24 school 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>	Tell our story!	CMSD Faculty, Recruitment Committee	1/2024 – We were not given approval to start our own social media channels, so we are aligning our “tell our story” campaign within the SAHP channels. The recruitment committee disbanded.
	CMSD Information Sessions	CMSD Faculty, Recruitment Committee	1/19/2024 - The BS program has been conducting virtual information sessions for more than two years. MS program has been conducting virtual information sessions for approximately a year now. In addition, in the Fall of each school year, the BS program has been conducting Virtual Advisors Workshops for high school and community college advisors.
	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	1/19/2024 – There have been no activities to address this objective over the past eight months.
	<p>The faculty serve as guest speakers for career courses in:</p> <ul style="list-style-type: none"> o local community colleges o SDA academies and local public high schools 	Chair; Faculty, Recruitment Committee	1/2024 – A presentation was given to a class of pre-health professionals at La Sierra University.
	Faculty serve as guest speakers in the introductory SLP course.	Chair; Faculty	1/19/2024 – There have been no activities to address this objective.
	There are webpages on the department website devoted to the specialty clinics offered in the departmental programs.	Faculty; LLU Webmaster	1/19/2024 – There have been no activities to address this objective.
	Faculty participate in the annual LLU Open House	Chair; Undergraduate Program Coordinator, Faculty representatives	1/19/2024 – Four faculty and one staff member are scheduled to participate in this year’s in-person Open House on 1/28/2024.

	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 and CMSD Recruitment Committee are now one committee ○ CMSD Faculty 	01/19/2024 - 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
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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	01/2024 – The most active connection with alumni is via PBL facilitation, although alumni do engage somewhat via social media channels. Our connection with Philanthropy has strengthened since last year, with an ongoing positive relationship. Three scholarships are now offered through the department. Three additional awards are given to recognize excellence in scholarship, clinic, & service. We do not have the time or resources for more active connection with our alumni is under development and discussion.
	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	
			01/2024 – 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.