



LOMA LINDA UNIVERSITY
HEALTH

ACTION PLAN/STRATEGIC PLAN

March 2025

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
Actively align our 4 programs (BS, TM, MS, and SLPD) with LLU Values JULIA	Creation of assessment narratives describing how each of our CMSD programs actively integrates and supports LLU core values (Compassion, excellence, humility, integrity, justice, teamwork, wholeness)	CMSD Program Directors	1/21/25: This is a revised objective as LLU values have replaced Mission Focused Learning Outcomes. Program Directors will have the 2024-25 assessment narrative completed by fall 2025.
	Integration of LLU Core Values into the majority of courses across CMSD programs	CMSD Program Directors	1/21/25: The 2025-26 curriculum map for all CMSD programs will now include and record classes and assignments that reflect each of LLU's 7 values. 1/17/2024: Percent of content classes that actively integrated a core LLU mission or value: BS: not yet calculated TM: 31% MS: 58% SLPD: 50% 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. BRIAN	Develop a CMSD IPE Committee	CMSD faculty	1/2025: In progress
	CMSD faculty representative will bring department needs to the LLU IPE.	CMSD LLU IPE Representative	1/2025: Currently in talks with the OT department to create a 5 week course targeting

			<p>interprofessional practice with pediatric cases. Course to be taught by both departments...rotating. Beginning stages to determine the length of course and in which quarter to offer it.</p> <p>1/2025 CMSD presence on CIPEP (University Wide Committee on Interprofessional Education & Practice). CMSD chairs CIPEP Research Workgroup.</p> <p>1/2025: Needs assessment completed for a CMSD/OT/Pharmacy IPE collaboration in the Philippines. Projected for 2026</p> <p>1/2025: Fall 2025, SLP students will attend the SAHP IPP collaborative event with students from 10 programs.</p> <p>1/2025: SLP, OT, and PT collaboration in Jan, May, July, and October 2025 in Mexico.</p> <p>1/2025: SLP/PT to participate in the interdisciplinary peds lab in Fall 2025.</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
<p>Enhance effectiveness of curriculum and educational programs regarding diversity, equity, and inclusion.</p> <p>AIESHEA - (Updated)</p>	Diversity is evident in course content across both undergraduate and graduate curricula.	CMSD Chair and Faculty	2/5/2025 - At the undergraduate level 12/22 (55%) of courses, during the TM year 8/16 (50%) of courses, and at the graduate level 24/45 (53%) 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.
	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	2/5/2025 – NSSLHA has continued to offer the Social Justice Series throughout the school year via virtual sessions featuring events related to CLD and DEI. We have invited NSSLHA clubs from other universities, as well as students from SAHPSA, to participate.
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. Also, new badge reader ERIC/KAREN	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	2/13/25 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	2/13/25 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.
	Move student speech laboratory to an ADA accessible location	Eric Reid, Instrumentation Instructor	2/13/2025 The lab has been moved to lower Burden Hall Room B21. This has improved internet connectivity and printer access. Campus Engineering seems to have initiated the new badge reader installation although the process is not yet complete

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. JENNIFER	Conduct at least one supervision seminar yearly for local Special Education Local Plan Areas (SELPAs).	Director of Clinical Education	2/5/25– 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.		2/5/25– 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.		2/5/25- 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	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	2/14/2025–There is one faculty research collaboration occurring with an LLUMC staff. As other opportunities arise,

<p>participate in the educational training of students.</p> <p>TINA AND JENNIFER</p> <p>JEN, LAMITRA, AND KAREN</p>			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	2/14/2025 – 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	2/14/2025 – 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 at the completion of each quarter of supervision.
Goal #7: The Department provides a mission-and service-centered environment.			
Action Plan:			
Strategies	Measurable Objectives	Responsible Person	Date/ Review of Progress
<p>Foster opportunities for mission and service; help students develop strategies to incorporate mission and service into their personal and professional lives.</p> <p>LAMITRA AND TINA</p>	Provide or permit opportunities for students to be involved in LLU student mission trips.	Chair, Mission Trip Coordinators	<p>1/2025: In July 2024, one faculty member visited China to revisit consideration of reviving the In Person, IPE opportunity in China. Student Mission Trip to China scheduled for Aug/Sept. 2025. 3 Faculty and 8 students. Providing training and consultation on pediatric and adult neurogenic cases.</p> <p>1/2025: SLP, OT, and PT collaboration in Jan, May, July, and October 2025 in Mexico to assist at an interprofessional children's therapy ranch. Assessments and treatments of children with speech, language,</p>

			and swallowing disorders were conducted. SIMS offers opportunities to all students to be involved mission trips
	Incorporate regular community service into NSSLHA activities.	NSSLHA Advisor	2/2025 - Every year, the outreach chair of NSSLHA identifies and provides community service opportunities. There are also fundraisers to help support identified charities. This year, they have supported Reading Partners and will support Best Buddies.
Provide service to LLUH and local communities. AIESHEA - Updated/ERIC	Provide clinical and educational services to LLUH and local communities.	CMSD Faculty	2/2025 –Supports LLUH - Behavioral Health Institute’s Flex Intensive Outpatient Program (IOP) for children with ADHD and associated illnesses by providing a monthly parent education workshop on ADHD and communication-related topics. 2/2025 – The on-campus Autism Clinic, which previously provided 1:1 therapy, was restructured to the "NeuroKind Communication Clinic" and now offers neurodiversity-affirming therapy in small groups. In July 2024, the annual school-age PALS Summer Camp was expanded to include preschool and adolescent participants, with a total of 40 children, ages 2 to 16, attending. The camp will continue with this extended age range. 2/2025 - The department’s American English Dialects clinic serves community members who wish to improve their communication in various

			American English dialects. It is free of charge and typically focuses on communication in academic and medical settings.
Goal #8: The Department ensures there are sufficient faculty, in number and expertise, to meet teaching, research, service and supervision needs of each 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. KAREN	When needed, appoint a search committee for new faculty members per CMSD policy & procedures.	Chair	2/14/2025 - We have lost two FTE faculty within the past two years; one moved away, the other retired. This year, one of our faculty will retire, and another faculty member will be reducing their workload to 80%. The consideration of hiring at least one FTE doctoral level faculty continues to be a priority, however we must consider how to justify it within our budget.
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	2/14/2025 – Several undergraduate courses are taught by contract instructors, to help balance the workloads of full-time faculty. Currently a few graduate courses are taught by contract instructors. If we are able to hire an FTE faculty, this may help to reduce the number of contract faculty we are currently using.
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	2/2025 - 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 provide support & training for course development, program

			assessment, and other issues that arise.
	Develop manual for contract instructors.	Program Directors	2/2025 – In development
	Financially support continuing education and faculty development, especially on teaching strategies and research, for all full-time faculty.	Chair	2/14/2025– 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
<p>Ensure sufficient faculty, staff, and financial support for faculty members to conduct research, develop clinical specialty, conduct other scholarly activities, teaching excellence, and service.</p> <p>KAREN</p>	Ensure sufficient faculty members in the Department to prevent onerous workloads.	Chair	1/2025 – 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	1/2025 – Implemented for all full-time faculty
	Faculty members identify their own research interests, educational needs, and professional goals.	Individual Faculty	1/2025 – Implemented as applicable for all full-time faculty
	Faculty members develop and use clinics as research opportunities.	Chair; Program Director; Faculty	1/2025 – 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	1/2025 – 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	1/2025 - 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	1/2025 - 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 BRIAN	Both graduate and undergraduate students are recruited to assist in the data collection and analyses of research data for individual faculty research projects	Faculty	1/2025: Starting research comparing treatment effectiveness using AI translation services vs. in person translation services.
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 Prof. Keith Wolgemuth	1/2025 -I am in the process of performing research with one doctoral student examining specific reasons why SLPs may be reluctant to supervise grad students or CFY clinicians. In addition, I am also performing a study with an SLPD alum, Dr. Gowri Arakere, examining SLP interest in the development of an SLPD Program within the nation of India's university system.
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 TINA, KAREN, & DIANA	Tell our story!	CMSD Faculty, Recruitment Committee	2/14/2025 – Two of our students participated in creating recruitment videos with SAHP, telling their story. One was selected for LLU's Answer Your Calling.
	CMSD Information Sessions	CMSD Faculty, Recruitment Committee	2/14/2025 - The BS program has been conducting virtual information sessions for more than three years. MS program has been conducting virtual information sessions for approximately two years. 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	2/14/2025 – A contract teacher attended Walla Walla to promote our department, and we are scheduled to attend La Sierra University's Expo.
	The faculty serve as guest speakers for career courses in: <ul style="list-style-type: none"> local community colleges SDA academies and local public high schools 	Chair; Faculty, Recruitment Committee	2/14/2025 – Connections and opportunities have been sought out for this; however, no presentations have been made.
	Faculty serve as guest speakers in the introductory SLP course.	Chair; Faculty	2/14/2025 – There have been no activities to address this objective.
	Faculty participate in the annual LLU Open House	Chair; Undergraduate Program Coordinator, Faculty representatives	2/14/2025 – Six faculty and four students participated in this year's in-person Open House on 1/26/2025. We also had a booth for the first time and participated in the first virtual programs Open House event.
	Information regarding the programs offered in the department are readily available and disseminated to local schools.	Undergraduate Program Coordinator; CMSD Faculty	2/14/2025 - Students and faculty have attended two My Campus events where local high school students come to learn about careers in health professions. We are scheduled to attend two more.
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. TINA	There is a continued connection with the department and CMSD alumni	Chair; Program Directors	2/14/2025 – An alumni donated \$10,000 towards a new CMSD student recruitment fund! The most active connection with alumni is via PBL facilitation, although alumni do engage
	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	somewhat via social media channels. We have a scholarship fundraising committee made up of students and 1 faculty member who identify at least one fundraiser per academic year to engage current students and alumni. We continue to have a strong relationship with Philanthropy.
	Faculty who so choose, systematically contribute to philanthropy on behalf of the department.	Faculty	2/14/2025 – 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. Three scholarships are offered through the department, with two other scholarships either in development or raising funds towards endowment level. Three additional awards are given to recognize excellence in scholarship, clinic, & service.