



ACTION PLAN/STRATEGIC PLAN

January 2016

DEPARTMENT OF COMMUNICATION SCIENCES AND DISORDERS

Master of Science

Bachelor of Science

Speech-Language Pathology Doctorate

Speech-Language Pathology Assistant Fieldwork

Policy

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

Procedures

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

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

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

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

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

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

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

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

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

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

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

Goal # 1: The Department is housed in a physical facility that meets the office, classroom, student work space, clinic, and lab needs.

Action Plan:

Strategies	Measurable Objectives	Responsible Person	Date/ Review of Progress
Obtain space that will meet the Department's needs regarding offices, classrooms, student work space, clinic space, and lab space.	Meet with SAHP Associate Dean of Finance, Kent Chow to develop a proposal for space for the entire Department, including general description of the Department's needs.	Chair; Program Directors; Director of Clinical Education; Faculty	10/17/2012 - First mention of proposal to renovate Lower Burden Hall for CMSD 01/29/2014 - Conversations continue 02/2014 - meetings with CMSD and LLU construction project planner began 12/2015 - Update from Kent Chow in CMSD Faculty Meeting - Continued delays in initiating construction
	Meet with SAHP Associate Dean of Finance, Kent Chow, periodically and consistently for updates on planning new physical facility.	Chair; Program Directors; Director of Clinical Education	Meetings have been ongoing since 2012 (see above)
	Include: several classrooms large enough to accommodate 60 students; smaller classrooms that would accommodate small group/learner-centered instruction; offices for each faculty member; clinical/therapy rooms that would accommodate 3 to 4 clients or small groups simultaneously; student lounge/work space; faculty break room; speech instrumentation lab.	Kent Chow	10/17/2012 - First mention of proposal to renovate and dedicate a classroom for CMSD use 05/08/2013 - Conversion of pool room scheduled to begin 01/2014 - CMSD began using the newly renovated and dedicated classroom space 01/2016 - CMSD continues to need more classroom space
	Develop a communication lab/clinic that runs on a full-time basis with full-time director and part time clinicians to supervise student clinicians.	Director of Clinical Education	Contingent upon acquiring a new department space
	Hire a full time clinical director	Chair	Contingent upon acquiring a new department space

Goal # 2: 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 (SELPA's).	Director of Clinical Education	Two supervision seminars are offered each year including a course during SAHP Alumni Weekend (Spring of each year) and a 2-day Supervision Symposium offered every summer (2014, 2015, & 2016)
	Develop and offer an online supervision seminar that can be accessed by medical CIs.		This has not yet been implemented
	Conduct at least one supervision seminar yearly for school districts and medical centers.		The CMSD Director of Clinical Education provides an average of 4-5 supervision seminars to school districts every year.
Goal # 3: The program insures that clinical instructors see themselves as a part of the educational process.			
Action Plan:			
Strategies	Measurable Objectives	Responsible Person	Date/ Review of Progress
Provide opportunities for clinical instructors in the LLUMC, school districts, and medical sites to participate in the educational training of students.	Develop cooperative research opportunities for LLUMC staff who want to participate in research with LLU students and faculty.	Program Directors; Research Course Instructor	Not yet implemented
	Invite LLUMC staff, medical clinical instructors, and school district SLPs to be guest speakers and PBL facilitators.	Program Directors; Faculty	We have had several SLPs from local schools who participate as PBL facilitators, and 2 medical SLPs, none from LLUMC so far
	Provide mentoring opportunities for CMSD faculty to mentor CIs and facilitators. Provide some tangible recognition (e.g., certificate).	Program Directors; Chair; Director of Clinical Education	CI are eligible for 3 hours of cost free (to the CI) Continuing Education (CE) offered through LLU CMSD per academic quarter of supervision per year.
Goal # 4: 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	The department sponsors one mission trip to China each year. Up to eight 2 nd Year Graduate students are chosen to accompany faculty on the trip. Additionally, all students (in any class in the department) are encouraged to participate in

			school-wide and university-wide mission trips.
	Incorporate regular community service into NSSLHA activities.	NSSLHA Advisor	This does happen and is an ongoing process, as leadership changes each year.
Incorporate the service learning initiative instituted the School and University into designated courses within the department of CMSD	Countable service learning activities associated with designated classes	MS Program Director	On May 26, 2016, CMSD 588 – Educational Fieldwork II was accepted and endorsed by LLU as a service learning course.
Goal # 5: The Program insures 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
Increase the number of full time faculty members to 13, eight of which will hold an earned PhD.	Assign a search committee.	Chair	Not yet initiated
	Institute a search for new faculty members per CMSD policy & procedures.	Chair/ Search Committee	Not yet initiated
	Identify, mentor, and support MS faculty members who wish to pursue a PhD.	Chair; Program Directors	We have 1 faculty member who has benefited from this process, one in progress, and one who plans to enter a PhD program in Fall 2016
Insure there are at least two faculty with expertise in adult neurogenic disorders and two faculty with expertise in child speech and language disorders and at least one full-time faculty with expertise in each of the big nine	Actively recruit additional Ph.D. faculty to insure timely replacement and/or hiring.	Chair; Program Directors	Not yet initiated
	Provide monetary incentives for new faculty recruitment.	Chair	Not yet initiated
Reduce number of contract instructors	A majority of courses which have been historically taught by contract instructors are included in the workloads of full-time faculty	Chair/ Search Committee	Not yet initiated
	Control for balanced workloads for the full-time faculty by hiring enough new faculty to cover the courses formerly taught by contract instructors	Chair	Not yet initiated

Insure full-time faculty and contract instructors are current and relevant, and use teaching techniques that facilitate learning.	Provide formal mentoring for new faculty and contract instructors.	Program Directors	This initiative continues to need improvement
	Develop manual for contract instructors.	Program Directors	Not yet implemented
	Financially support continuing education and faculty development, especially on teaching strategies, as well as research, for all full-time faculty.	Chair	This is a priority in the department primarily for full-time faculty.

Goal # 6: There are sufficient faculty and financial resources to support timely promotion in rank and step increases.

Action Plan:

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

Goal # 7: CMSD students at all academic levels are encouraged to ultimately consider pursuing doctoral education

Action Plan:

Strategies	Measurable Objectives	Responsible Person	Date/ Review of Progress
Faculty involve/include interested students in faculty research	Both graduate and undergraduate students are recruited to assist in the data collection and analyses of research data for individual faculty research projects	Faculty	<u>2014-15 school year:</u> Approximately 25 SLP students were recruited to participate in at least 2 different faculty-initiated research projects <u>2015-16 school year:</u> Approximately 20 students have been recruited to participate in 3-4 different faculty-initiated research projects.
Faculty mentor interested students in conducting 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	<u>2015-16 school year:</u> Two students were mentored through the research process which culminated in a poster presentation at ASHA.

Goal # 8: 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	The department recruit via presentations to students who attend SDA universities and other private universities that do not offer SLP programs	Chair; Faculty	The chair has recruited at several SDA universities in the past. This is an activity that must continue.
	The faculty serve as guest speakers for career courses in: <ul style="list-style-type: none"> o local community colleges o SDA academies and local public high schools 	Chair; Faculty	A presentation is scheduled at San Bernardino Valley College for May 2016
	Faculty serve as guest speakers in introductory SLP courses	Chair; Faculty	Not yet implemented
	There are webpages on the department website devoted to the specialty clinics offered in the departmental programs.	Faculty; LLU Webmaster	Not yet implemented
	Faculty participate in the annual LLU Open House	Chair; Program Assistant	This is an activity that the chair and program assistant contribute to annually.

	Information regarding the programs offered in the department are readily available via social media	Faculty	Not yet implemented
Goal # 9: 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	
	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	
Goal # 10: Consider the viability of establishing an AuD program within the department.			
Action Plan:			
Strategies	Measurable Objectives	Responsible Person	Date/ Review of Progress
Consider proposing a new AuD program which would be submitted to the university and then the Council on Academic Accreditation (CAA) for program approval	<p>If determined to go forward, the proposal would include:</p> <ul style="list-style-type: none"> ○ Prospective recruitment of an adequate number of appropriately trained new faculty ○ Identification of available prospective students ○ Description of facilities, equipment and resources that are necessary ○ Prospective program income and expense projections ○ Academic quality assurance 	Delegated faculty	Process not yet initiated