

Department of Communication Sciences and Disorders

Strategic Plan

2011-2016

Mission

Introduction

The Department of Communication Sciences and Disorders offers one of the most comprehensive undergraduate programs in the state, one of the largest SLP graduate programs in the country, and a fully accredited AuD program. We embrace collaborating with other departments within CAS and other colleges, participating in service learning activities, strengthening our students' civic engagement, and supporting faculty and student research. We take pride in our excellence in teaching and seek to maintain our emphasis on ensuring that each student in our department receives a quality education.

Our clinic mirrors our academic programs in terms of excellence and strength and is a vital and critical component of our programs; this is the training ground for our student clinicians. We offer a wide range of speech-language pathology and audiology services to clients of every age and provide our students with an excellent foundation of clinical knowledge and skills.

Mission statement

We recognize and build upon the many strengths of our students, faculty, clinical supervisors, and staff to provide a quality, student-focused education that will prepare our students to be excellent, fully credentialed professionals within our disciplines and productive citizens of the state, country, and world.

Vision statements

Guided by the University-wide strategic plan, Educating Illinois, and the College of Arts and Sciences strategic plan, our visions are as follow:

To attract a diverse body of high-quality students to our undergraduate and graduate programs and to support them with first-rate classes, clinical experiences, and research involvement.

To recruit and to retain high-quality faculty and clinical supervisors through provision of appropriate workloads, mentoring, and infrastructure so they can excel in classroom and clinical instruction, research, and service endeavors.

To operate in a collegial environment where all students, faculty, clinical supervisors, and staff are respected and valued for their unique strengths.

Values

Consistent with the University-wide strategic plan, Educating Illinois, and the College of Arts and Sciences strategic plan, we in the Department of Communication Sciences and Disorders value

- an education rich in both theory and practical experiences that enables our graduates to pursue careers in speech-language pathology and audiology with competence and confidence;
- individualized attention to our students;
- faculty and student collaboration in teaching, learning and research that enhances the department's intellectual life;
- collaborative research, service projects, and other partnerships designed to meet society's needs in the widely diverse areas of communication disorders;
- active pursuit of learning and scholarship through research and its dissemination through publication and teaching;
- innovation in the discovery, application and dissemination of new knowledge, in curricular programming, and in community partnerships;
- diversity of ideas, backgrounds, and approaches to the pursuit of knowledge that supports the growth of students, faculty and staff;
- academic freedom and responsibility;
- partnerships across departments and with the community for the benefit of all.

Areas of Strategic Focus

To fulfill our Mission, achieve our Vision, and enact our Values, we work toward goals in the following areas of strategic focus:

Strategic Focus 1: Improve the quality and size of our facilities

Strategic Focus 2: Increase diversity and availability of services offered by our clinic to strengthen student experiences and provide increased research opportunities for faculty, supervisors, and students

Strategic Focus 3: Support faculty and student research efforts

Strategic Focus 4: Enhance recruiting efforts for a diverse body of top-quality graduate students in both audiology and speech-language pathology

Strategic Focus 5: Develop ongoing departmental assessment plan

Strategic Focus 6: Continue strengthening our curriculum

Strategic Focus 1
Improve the quality and size of our facilities

- Goal 1.1 Work with the College to remodel FH 313 to an audiology research space and a speech and hearing science laboratory space
- Goal 1.2 Relocate sound booths in FH 314; medium size to FH 207, large and small to FH 313
- Goal 1.3 Move audiology equipment in FH 214 to FH 207; repurpose FH 214 to become a therapy play room
- Goal 1.4 Move speech and hearing science equipment into FH 313 to create a speech and hearing science lab
- Goal 1.5 Renovate FH 314 to create improved student study and gathering space
- Goal 1.6 Increase number of computers in FH 314
- Goal 1.7 Relocate archives in FH 215A to side rooms in FH 321
- Goal 1.8 Renovate FH 215A into usable office/clinic space
- Goal 1.9 Ensure appropriate space for clinically oriented equipment (i.e., stroboscopy, ABR equipment, AAC devices, hearing aid repairs)
- Goal 1.10 Ensure sufficient cameras in therapy/assessment spaces and monitors in offices to allow for supervision via closed circuit monitoring system

Strategic Focus 2
Increase diversity and availability of services offered by our clinic to strengthen student experiences and provide increased research opportunities for faculty, supervisors, and students

- Goal 2.1 Hire two additional continuous SLP supervisors, at least one should have expertise in AAC
- Goal 2.2 Increase and improve equipment used for clinical purposes, specifically:
- install wireless access point in clinic
 - purchase iPads for clinic use
 - purchase one Mac desktop for clinical materials use
- Goal 2.3 Develop a formal marketing program for our clinic

Goal 2.4 Develop several additional clinical areas needed to enhance student experiences and faculty research agendas. Specifically, enhance current clinical offerings by developing the following:

- Pediatric audiology
- Early intervention
- Adult neurogenics (e.g., aphasia, TBI)
- Accent Modification
- Outreach Prevention programs

Strategic Focus 3

Support faculty and student research efforts

Goal 3.1 Increase number of undergraduate students involved in research and professional presentations

Goal 3.2 Increase number of graduate students involved in research and professional presentations

Goal 3.3 Develop a department supported, incentive-based student travel grant program

Goal 3.4 Ensure appropriate release time for faculty actively involved in research

Goal 3.5 Develop an incentive-based funding program for research related travel

Goal 3.6 Ensure appropriate mentoring of new faculty

Goal 3.7 Establish an annual research and continuing education symposium sponsored by students in audiology and speech-language pathology

Strategic Focus 4

Enhance recruiting efforts for a diverse body of top-quality graduate students in both audiology and speech-language pathology

Goal 4.1 Host open houses for prospective students in the fall and spring semesters

Goal 4.2 Enhance website for recruiting purposes

Goal 4.3 Create a 25% position as audiology academic advisor

Goal 4.4 Increase consideration of diversity in application review process

Strategic Focus 5

Develop ongoing departmental assessment plan

- Goal 5.1 Create survey to go to employers every year
- Goal 5.2 Establish student advisory board to provide input regarding needed areas of improvement in the programs
- Goal 5.3 Establish Alumni Advisory board to provide input regarding needed areas of improvement in the programs

Strategic Focus 6
Continue strengthening our curriculum

- Goal 6.1 Hire new audiology faculty member with specialization in electrophysiology and/or amplification
- Goal 6.2 Hire new SLP faculty member with specialization in adult language
- Goal 6.3 Increase number of AuD courses offered
- Goal 6.4 Strengthen undergraduate audiology curriculum
- Goal 6.5 Promote bilingual program
- Goal 6.6 Create early intervention program

CSD Report on Progress made on Strategic Plan 2011-2016

Strategic Focus 1

Improve the quality and size of our facilities

- Goal 1.1 Work with the College to remodel FH 313 to an audiology research space and a speech and hearing science laboratory space – **completed FY '11**
- Goal 1.2 Relocate sound booths in FH 314; medium size to FH 207, large and small to FH 313 – **completed FY '11**
- Goal 1.3 Move audiology equipment in FH 214 to FH 207; repurpose FH 214 to become a therapy play room – **completed FY '11**
- Goal 1.4 Move speech and hearing science equipment into FH 313 to create a speech and hearing science lab – **completed FY '11**
- Goal 1.5 Renovate FH 314 to create improved student study and gathering space – **room renovated, furniture required to complete plan. Estimate of \$16,000 received from Widmer's. FY '11**
- Furniture purchased FY '12**
- Goal 1.6 Increase number of computers in FH 314 – **completed FY '11**
- Goal 1.7 Relocate archives in FH 215A to side rooms in FH 321 – **completed FY '11**
- Goal 1.8 Renovate FH 215A into usable office/clinic space – **completed FY '11**
- Goal 1.9 Ensure appropriate space for clinically oriented equipment (i.e., stroboscopy, ABR equipment, AAC devices, hearing aid repairs) – **completed FY '11**
- Goal 1.10 Ensure sufficient cameras in therapy/assessment spaces and monitors in offices to allow for supervision via closed circuit monitoring system – **completed FY '11**

Additional goals for FY '12 – '16

- Goal 1.11 Work with College to secure space for additional computer lab in FH needed to ensure compliance with HIPAA security requirements – **completed summer FY '15**
- Goal 1.12 Work with College and University to renovate FH 319 into a more functional classroom – **completed FY '12**
- Goal 1.13 Renovate RC 207C (room housing video stroboscopy) – **completed FY '12**
- Goal 1.14 Secure back door of Clinic office and FH 314 and 315 with networked locks – **completed FY '12**

- Goal 1.15 Work with College to secure space for faculty office and research space – **completed summer FY '15**
- Goal 1.16 Work with College to secure space for additional group therapy rooms for Clinic use – **on hold pending new Clinic**
- Goal 1.17 Reorganize Clinic office workspace to increase efficiency – **completed FY '13**
- Goal 1.18 Obtain student seating options outside classrooms for students waiting for class to create a more professional environment in our clinic hallways when clients pass through our hallways. – **Discussed with Facilities. Cost prohibitive.**

Additional goals for FY '14 – '16

- Goal 1.19 Work with Facilities, Provost's Office, and College Office to renovate and expand building for new Clinic – **In FY '14 worked with Facilities, Provost's Office, College Office, and external architects hired by University to develop conceptual design for new Clinic. Awaiting review by Presidential cabinet and Board of Trustees.**
- Goal 1.20 Work with Architects, Facilities, Provost's Office, and College Office to design optimal use of space in new Clinic – **In FY '14 worked with Facilities, Provost's Office, College Office, and external architects hired by University to develop conceptual design for new Clinic. Awaiting review by Presidential cabinet and Board of Trustees.**
- Goal 1.21 Work with Facilities, Provost's Office, and College Office to renovate and repurpose space in FH vacated by Clinic move – **On hold until new clinic is approved and being built.**

Strategic Focus 2

Increase diversity and availability of services offered by our clinic to strengthen student experiences and provide increased research opportunities for faculty, supervisors, and students

- Goal 2.1 Hire two additional continuous SLP supervisors, at least one should have expertise in AAC – **requested one AP SLP supervisor in FY '13 budget request. Not funded. Requested in FY '14 and '15 budget request. Not funded.**
- Goal 2.2 Increase and improve equipment used for clinical purposes, specifically:
- install wireless access point in clinic – **completed by University FY '11**

- purchase iPads for clinic use – **completed FY '11**
- purchase one Mac desktop for clinical materials use – **laptop purchased FY '11**

Goal 2.3

Develop a formal marketing program for our clinic – **A marketing committee was formed in FY '11. This committee has placed ads in Healthy Cells and devised flyers for distribution regarding Aphasia Group and Walk-in Hearing Aid Clinic. A formal plan still needs to be devised.**

FY '12 began collaborating with FUEL.

In consultation with FUEL, in FY '13 we marketed adult rehabilitation groups for Traumatic Brain injury and Aphasia and adult and pediatric (CHERP) hearing aid services to the ISU community, and the Bloomington/Normal community. Complete marketing plan developed:

- **improve the appearance of the clinic (completed FY'13)**
- **develop marketing documents (completed FY '13)**
- **make personal visits to organizations and institutions in the area (initiated FY '13, ongoing)**
- **write and send a clinic news letter (initiated FY '14, will be sent in Nov. and May, staggered with department news letter)**
- **create website specifically for the clinic (to be implemented in FY '15)**

Goal 2.4

Become a recognized regional facility for assessment and treatment of the following specialities:

- Pediatric audiology
- Stuttering
- Language and literacy
- Communication needs of individuals with developmental disabilities (e.g., autism, Down Syndrome)
- Dysphagia and feeding
- Cleft palate
- Adult language (e.g., aphasia, TBI)
- Accent modification

Additional goals for FY '12 – '16

Goal 2.4 Based on comments from consultants to the department, the wording of this goal was revised in FY '13 to better reflect the fact that the Clinic is currently recognized for providing excellent services in a number of areas of speech-language pathology and audiology. Our goal is to develop several additional clinical areas needed to enhance student experiences and faculty research agendas.

Enhance current clinical offerings by developing the following:

- **Pediatric audiology –**
 - **Began planning for CHERP (Children's Hearing Evaluation and (Re)habilitation Program) FY '12**
 - **FY'13 – began seeing patients under new program title (CHERP). Developed new image which is being used on letterhead, posters, fliers marketing the program. New protocols have been developed for delivery of services to pediatric patients, and student training model adjusted.**
 - **Auditory Processing Disorder services expanded to include comprehensive testing by specially trained supervisors in both speech pathology and audiology. Began seeing patients using new model spring, 2013.**
 - **Direct marketing to physicians delayed until clinic able to bill private insurance, projected for fall '14**
 - **Grant received by Lindsay Bondurant to provide hearing services to children in Illinois fall '14**
- **Early intervention**
 - **Will begin discussions with local EI agencies in FY '15**
- **Adult neurogenics (e.g., aphasia, TBI)**
 - **Re-established and expanded Aphasia Group FY '13**
 - **Reestablished, renewed relationships with local SLPs providing services to adult Aphasia and TBI populations; referrals increased FY '13**
 - **Began Brain Aerobics (Cognitive Wellness) program FY '13**

- **In consultation with ISU Veteran’s groups to increase services to students who are returning veterans FY ’13, ongoing in FY ’14 and ’15**
- **With assistance from a donor, began planning adult/medical based curriculum with Nursing summer 2014**
- **Accent Modification –**
 - **In collaboration with the Provost’s Office, began investigating possible collaborations with ELI FY ’12. Has not developed.**
 - **Pursue opportunity to work with alumnus in Korea to conduct accent modification intervention via Skype FY ’14.**
 - **Sent two groups to Korea to work with SELI, one in FY ’14, one in FY ’15. Program ongoing**
- **Outreach Prevention programs**

Goal 2.5 Purchase new diagnostic audiometer to replace old audiometer in FH 207 – **completed FY ’12**

Goal 2.6 Fully utilize Point and Click, the electronic solution that will allow the Clinic to bill and schedule electronically. This solution will also allow the clinic to maintain fully electronic patient records rather than paper-based records, and will allow students to write clinic reports that are reviewed and approved by supervisors in a secure manner.
Implementation initiated FY ’12

Implementation of scheduling, record keeping, and report writing components completed FY ’13; training of supervisors and students ongoing.

Billing component being used to generate patient bills and manage payments initiated FY ’13

Electronic billing of insurance, Medicare, and Medicaid tied to HIPAA compliance and completion of Pre-risk assessment during the Fall, 2013 semester. Anticipated implementation of electronic billing fall, 2014.

Goal 2.7 Ensure all policies and documentation procedures are current and in compliance with University, State and Federal guidelines. **Ongoing**

Goal 2.8 Accomplish CMS credentialing of all supervisory staff - **completed FY’13**

Goal 2.9 Enter into contractual agreements with Medicare, Medicaid, and 3-5 major insurance companies offering coverage in the area – **in progress**

Additional goals for FY '14 – '16

Goal 2.10 Where appropriate, ensure courses contain clinical education experiences that are tracked through KASA to document all students receive clinical education experiences in intervention and assessment in all nine AHSA categories – **completed fall FY '14**

Goal 2.11 Purchase and utilize Typhon to increase ease and accuracy of documenting students' clinical experiences – **completed spring FY '14**

Strategic Focus 3

Support faculty and student research efforts

Goal 3.1 Increase number of undergraduate students involved in research projects and professional presentations

	Fy 11	FY 12	Fy 13	FY 14	FY 15
Projects	53	57	94	55	
Presentations	3	8	15	15	

Goal 3.2 Increase number of graduate students involved in research projects and professional presentations

	Fy 11	FY 12	Fy 13	FY 14	FY 15
Projects	34	24	55	57	
Presentations	4	5	5	9	

Goal 3.3 Develop a department supported, incentive-based student travel grant program – **Faculty and staff initiated a student support fund in CSD's Excellence Account FY '12, ongoing**

Goal 3.4 Ensure appropriate release time for faculty actively involved in research – **faculty starting in Fy '13 were given a lightened course load to facilitate their research and teaching start-ups. Given the number of new faculty we have been able to hire, faculty who are more senior will be able to negotiate reduced teaching loads within one to two years.**

Goal 3.5 Develop an incentive-based funding program for research related travel – **completed FY '11**

- Goal 3.6 Ensure appropriate mentoring of new faculty – **Ongoing**
- Goal 3.7 Establish an annual research and continuing education symposium sponsored by students in audiology and speech-language pathology – **in planning stages for spring '12.**

Work in progress to become an ASHA CEU provider in FY'15.

Placed on hold in FY '14 due to focus on other initiatives in the department.

Strategic Focus 4

Enhance recruiting efforts for a diverse body of top-quality graduate students in both audiology and speech-language pathology

- Goal 4.1 Host open houses for prospective students in the fall and spring semesters –
**Program fully initiated FY '11 for AuD, in FY'11 initiated fall open house for SLP.
In FY '14 will initiate spring open house for SLP. Programs will be ongoing**
- Goal 4.2 Enhance website for recruiting purposes - **Program initiated FY '11, will be ongoing.
Redesigning website, completion target, fall FY '15.**
- Goal 4.3 Create a 25% position as audiology academic advisor
No longer a goal given merging of undergraduate SLP and audiology programs into one undergraduate CSD major and the creation of an undergraduate advisor position and a Graduate Program Director position.
- Goal 4.4 Increase consideration of diversity in application review process – **ongoing**

Strategic Focus 5

Develop ongoing departmental assessment plan

- Goal 5.1 Create survey to go to employers every year – **survey created and sent in FY '11, will revise and send FY 12.
In collaboration with University Assessment Services, revised survey and sent FY '12
Work with UAS on survey ongoing.**
- Goal 5.2 Establish student advisory board to provide input regarding needed areas of improvement in the programs - **Program initiated FY '11, will be ongoing and Department Chair will serve as advisor.
Student Advisory Board formalized - In FY'12**

Goal 5.3 Establish Alumni Advisory board to provide input regarding needed areas of improvement in the programs – **conducted alumni focus groups in FY '11; targeting 40th anniversary activities throughout FY '12 to increase alumni engagement with department**

Initiated focus groups with SLP and AuD alumni to solicit suggestions for improvement Summer, FY '14. Will hold every other summer.

Additional Goals FY '14 – '16

Goal 5.4 **Create and send survey to SLP and AuD alumni who are 1 – 3 years post graduation independent from UAS survey – done summer '13**

Worked with Graduate school to create survey of graduate alumni. Data collected spring of 2014.

Strategic Focus 6

Continue strengthening our curriculum

Goal 6.1 Hire new audiology faculty member with specialization in electrophysiology and/or amplification – **search to be conducted in FY 12.**

Search failed, received approval to search again in FY '13

Hired new audiology faculty member with specialization in amplification in FY '13. Will begin work in FY '14

One faculty member retired in spring of '14, permission granted to search for replacement to start fall '15

Goal 6.2 Hire new SLP faculty member with specialization in adult language – **search to be conducted in FY 12.**

One new faculty member with specialization in adult language hired in FY '12; will begin work in FY '13.

Goal 6.3 Increase number of AuD courses offered – **AuD faculty began planning work in FY 11, in FY 12 submitted proposals to College and University Curriculum.**

Changes approved and implemented in FY '12

Goal 6.4 Strengthen undergraduate audiology curriculum – **CSD 349 redesigned to present more in depth hearing science information, will be taught starting spring of 2012.**

FY '12 began discussion regarding further revision of undergraduate curriculum. Changes will be finalized FY '13.

Major revision of entire undergraduate curriculum completed in FY '13. Approval received in fall 2014. Changes implemented.

Goal 6.5 Promote bilingual program – **Began conversations with bilingual therapy firm in Chicago aiming to strengthen bilingual course and clinic offerings starting FY '13**

Will continue discussion of realigning program to be consistent with ISBE's standards in FY '15

Goal 6.6 Create early intervention program

Additional goals for FY '12 – '16

Goal 6.7 Hire three new SLP faculty members who would provide the department with specialization in motor speech, dysphagia, voice/resonance, early intervention, and AAC.
– **Permission granted to search for two new TT SLP faculty members – FY '13**

Hired two new faculty members with expertise in medically-related areas of SLP in FY '13; will begin work in FY '14.

Granted permission to search for one new faculty member in SLP in FY '14. Search failed. Granted permission to search for one new faculty member in SLP in FY '15.

Goal 6.8 Begin formally documenting student participation in non-research oriented projects and presentations.

Undergraduate	FY 12	Fy 13	FY 14	FY 15
Projects	65	56	117	
Presentations	4	3	6	

Graduate	FY 12	Fy 13	FY 14	FY 15
Projects	13	1	28	
Presentations	7	1	43	

Additional goal for FY '14 – '16

Goal 6.9 **Begin work on revising SLP graduate curriculum. Draft of new curriculum presented to department spring of 2014. Discussion, primarily of electives to continue FY '15.**

Goal 6.10 **Initiate a study abroad aspect of the CSD curriculum in FY '14**

First study abroad program conducted in FY '14, program ongoing.