



HEALTH PROFESSIONS

**COMMUNICATION
SCIENCES AND DISORDERS**

CENTRAL MICHIGAN UNIVERSITY

Department of Communication Sciences and Disorders
2023-2028 Strategic Plan

Approved December 9, 2022

CSD's Strategic Plan 2023-2028

The Department of Communication Sciences and Disorders (CSD) is comprised of three academic divisions: Audiology, Speech-Language Pathology, and American Sign Language. The Department includes 33 faculty/staff, and serves approximately 120 graduate and 200 undergraduate students. CSD's clinical programs are accredited in both speech-language pathology and audiology by the Council on Academic Accreditation (CAA) of the American Speech-Language-Hearing Association (ASHA). Over 5,000 clients/patients are seen annually at the Carls Center for Clinical Care and Education, including 90+ participants in the Summer Specialty Clinics program.

The mission of the Department of Communication Sciences and Disorders is to provide high quality undergraduate and graduate education necessary for entry into professional practice across the range of practice settings and to be eligible for relevant state and national credentials for professional practice; provide high quality clinical services to the community; and to instill in students a strong commitment to their respective professions and their associated lifelong learning opportunities.

In order to accomplish this mission, the department believes it is essential to integrate:

- Persistent attention to excellence in teaching,
- High-quality clinical practices and services for our clients, including involvement of clients, families, and significant others in the total rehabilitation process,
- State-of-the-art technology,
- Support for students, staff, and faculty research,
- Support for continuing education of staff and faculty;
- Cultural sensitivity and diversity, and
- Dedication to open communication and teamwork, both within the department and interdepartmentally.

CSD's continuing commitment to these ideals is reflected in the following strategic plan for 2023-2028 which is comprised of three imperatives, each of which aligns with one or more University and College initiatives, and includes several strategies for implementation and projected targets for measuring success. Please note that assumed for all three, and thus not necessarily made explicit in any given imperative, are the core elements of: 1) a community of outstanding faculty, students and staff; 2) a culture of shared governance; 3) a commitment to diversity and inclusion; and 4) fiscal and environmental sustainability.

Imperative I: Nurturing Student Success^{*^}

In alignment with the core mission of Central Michigan University (CMU) and the College of Health Professions, the Department of Communication Sciences and Disorders provides students with an exceptional education in speech, language, and hearing studies, and associated clinical professions. We strive for continuous quality improvement in the academic, research, mentoring, and community service opportunities we offer. We value students and practitioners and support their scholastic progress, career success, and ongoing professional development.

Strategies

1. Provide high quality faculty, staff, equipment, and materials in support of student success.
2. Promote diversity in the recruitment and retention of faculty, staff and students.
3. Evaluate academic programs for continuous improvement in quality and efficiency.
4. Provide multiple and varied educational opportunities including modes of clinical and academic instruction (face-to-face, online, simulation, hyflex, and hybrid), study abroad, and service-learning for degree and/or non-degree-seeking learners.
5. Provide personalized, proactive advising and mentoring services in support of students’ academic and clinical success, transition to the workforce, and continuing professional education.
6. Follow the employment of our graduates and serve as a resource for their ongoing professional development.

Targets	Date	Metrics
1. 90% of student-learning program assessment criteria will be met.	2023, per program assessment schedule	Program assessments
2. CSD will increase the diversity of the signed undergraduate majors and minors and admitted graduate student populations (e.g., self-reported race, disability, ethnicity, gender, SES, first generation students, veteran status, national origin, other) to 12%. For example, Divisions may increase outreach activities to historically underserved populations.	2023, annually	CMU admissions reports, Program admissions reports
3. 90% of recent graduates surveyed will report positive satisfaction with their CSD learning experience.	2023, per program assessment schedule	Program assessments
4. 15% of CSD academic offerings will be other than traditional lecture based, face-to-face classroom instruction (e.g., online, hybrid, study abroad, service-learning, simulation, interprofessional education).	2025	Registrar’s office
5. 90% of recent graduates surveyed will report positive satisfaction with the CSD advising they received.	2023, per	Program assessments

	program assessment schedule	
6. 90% of surveyed alumni who have completed the AuD or SLP MA programs will report positive satisfaction with their academic and clinical preparation.	2023, per program assessment schedule	Program assessments
7. CSD will establish a baseline of DEI opportunities (e.g., course experiences, workshops, conference sessions, community events) offered to and participated in each semester by students, faculty, and staff (Year 1). Starting Year 2, CSD will increase opportunities offered within the curriculum by 10% each semester and continue to offer outside opportunities as they become available.	Yr1 (2023) Yr2 (2024)	DEI Committee baseline survey CHP, CAA annual reports

**aligns with CMU's Strategic Pathway 1 (Enhance the overall academic quality and environment of CMU), Pathway 2 (Distinguish CMU as the equitable and inclusive marketplace of ideas, thoughts and actions), and Pathway 3 (Build and foster a reciprocal ecosystem of innovation, economic development and cultural enrichment between and among the many communities throughout the state of Michigan).*

^aligns with CHP's Strategic Goal 1 (Promote a transformative environment that provides experiences which cultivate personal and professional growth)

Imperative II: Fostering Scholarly Activity*^

Consistent with the values of the Central Michigan University (CMU) and the College of Health Professions, the Department of Communication Sciences and Disorders recognizes diverse forms of scholarship including theoretical, applied and interdisciplinary research; the scholarship of teaching and learning; and innovative approaches to clinical practice. We strive to support the advancement of knowledge by our faculty, staff and students in the speech, language, and hearing disciplines.

Strategies

1. Recruit and retain exceptional faculty, staff and students in the pursuit of scholarship.
2. Provide the necessary resources to our faculty, staff and students to support excellence in their scholarly and creative activities.
3. Recognize faculty, staff and student scholarly activities of distinction, and promote these accomplishments in our public-facing materials.

Targets	Date	Metrics
1. Year 1, CSD will establish a new mechanism for financially supporting student, faculty, and staff scholarly/creative activities that promote and advance DEI (e.g., research focused on underserved populations, DEI training activities). Starting Year 2, CSD will fund at least one scholarly/creative activity.	Yr1 (2023) Yr2 (2024)	DEI Committee action
2. The publicly disseminated scholarly/creative activities produced by CSD faculty, staff, and students will increase by 10%.	2025	CSD annual report
3. CSD will increase its support for faculty, staff, and student production and public dissemination of scholarly/creative activities by 10% (e.g., PD, release time, research funding).	2025	CSD annual report
4. CSD will identify 10 or more faculty, staff and/or student scholarly/creative activities of distinction (e.g., awards, publications, presentations, clinical programs, community outreach activities) and acknowledge them in Department and/or College public-facing materials.	2023, annually	CSD annual report

**aligns with CMU's Strategic Pathway 2 (Distinguish CMU as the equitable and inclusive marketplace of ideas, thoughts and actions) and Pathway 3 (Build and foster a reciprocal ecosystem of innovation, economic development and cultural enrichment between and among the many communities throughout the state of Michigan).*

^aligns with CHP's Strategic Goal 2 (Cultivate collaborative opportunities that enhance discovery and service) and Goal 3 (Invest resources to increase public awareness, advance financial stability and maintain physical facilities to support the Vision and Mission of the College).

Imperative III: Strengthening Partnerships^{*^}

As does Central Michigan University (CMU) and the College of Health Professions, the Department of Communication Sciences and Disorders values mutually beneficial partnerships with alumni, government agencies, corporations, not-for-profit organizations, and other community groups. We strive to enhance our existing partnerships and create new opportunities for community engagement in Mt. Pleasant, Mid-Michigan, and beyond.

Strategies

1. Increase the number and/or scope of mutually beneficial partnerships at the local, mid-Michigan regional, state, national, and/or international levels.
2. Survey our community partners about their perceived benefits of collaborating with the College of Health Professions. Use these data to inform CSD discussions about partnership improvement and growth.
3. Identify and publicly recognize partnerships of distinction and promote these partnerships in our public-facing materials.

Targets	Date	Metrics
1. The number of CSD partnerships (e.g., alumni, government agencies, corporations, not-for-profit organizations, and other community groups) will increase by 10%.	2023, bi-annually	CHP database
2. 90% of surveyed community partners will report they view their relationship with CSD and/or CHP as mutually beneficial.	2023, annually	CHP survey
3. CSD will identify five or more community partners of distinction, which will be acknowledged in CSD public-facing materials.	2023, annually	CSD website
4. CSD will offer and/or identify five or more continuing education opportunities for our community partners.	2023, annually	CSD Internal Report

**aligns with CMU's Strategic Pathway 3 (Build and foster a reciprocal ecosystem of innovation, economic development and cultural enrichment between and among the many communities throughout the state of Michigan) and Pathway 5 (Redefine and expand our business model to include opportunities in lifelong learning, partnerships with organizations and midcareer educational needs).*

^aligns with CHP's Strategic Goal 2 (Cultivate collaborative opportunities that enhance discovery and service) and Goal 3 (Invest resources to increase public awareness, advance financial stability and maintain physical facilities to support the Vision and Mission of the College).

Strategic Plan Review

The CSD Strategic Plan will be reviewed on a regular basis in the context of the development and evaluation of annual department goals and program budget according to the following timeline:

Semester	Academic Week	Month	Strategic Plan: CSD
Fall	Prep	Aug	Review proposed CSD annual goals and budget as proposed from prior spring; review progress on CSD strategic plan and update as necessary
Fall	3	Sept	Approve any updates to CSD strategic plan; approve CSD annual goals and budget
Fall	14	Nov/Dec	Review CSD-wide progress on annual goals; review Fall enrollment and Spring projections; budget update/review
Spring	6	Feb	Review CSD-wide progress on annual goals; review Fall enrollment and Spring projections; budget update/review
Spring	15	Apr	CSD-wide annual goals report; CSD budget update/review; review Spring enrollment and Fall projections; set tentative goals and budget for the next year