

## Northern Arizona University

### Communication Sciences and Disorders Strategic Plan 2018-2023

*All full time faculty members reviewed the 2018-2023 CSD strategic plan and provided written feedback. A working group consisting of 3 academic and 1 clinical faculty met to review the comments on 1/15/2021. It was decided to review all objectives to determine if they were met, ongoing, or not yet started. Those that were met were marked as 'MET', those that had been started and are still in progress were marked as 'ONGOING', and those that had not yet been implemented were left without comment. Additionally, the wording for the objective associated with Standards 4.1 and 4.2 was edited based on similar comments from several faculty members. Other comments from faculty were compiled and will be reviewed when the new strategic plan is created in 2024.*

In June 2022, the department chair and associate chairs met to review the existing strategic plan and make a plan for reviewing and updating it. Given that the current plan is written through 2023, it was decided that we should wait until 2024 to create a new mission, goals, and strategic plan that is aligned with the new NAU 2025 – Elevating Excellence.

In August 2023 during the faculty retreat, the faculty reviewed the Strategic Plan to assess progress toward meeting the existing goals in the strategic plan. During a group discussion, we then made appropriate edits to the plan to demonstrate progress. This is the updated version from that meeting.

**Northern Arizona University  
Department of Communication Sciences and Disorders  
5-Year Strategic Plan 2018 - 2023**

### **PREFACE**

**This Communication Sciences and Disorders (CSD) 5-year Strategic Plan provides alignment of our mission, vision, values, and accreditation standards for the period of 2018-2023.**

#### Northern Arizona University Mission:

**Our academic programs, research, public service, and creative endeavors enrich lives and create opportunities in Arizona and beyond. We develop solutions to challenges and drive innovation in a supportive, inclusive, and diverse environment.**

#### NAU Strategic Goals 2018-2021:

- 1. Student Success and Access: Educate students to serve, lead, and achieve**
- 2. Research and discovery: Expand the boundaries of knowledge and creativity**
- 3. Commitment to Native Americans: Become the nation's leading university serving Native Americans**
- 4. Engagement: Strengthen university, community, regional, national, and global ties for the mutually beneficial exchange of knowledge and resources**
- 5. Stewardship: Ensure long-term viability of the university**

#### College of Health and Human Services Mission:

**New mission of CHHS: The College of Health and Human Services prepares students to become competent health professionals while inspiring leaders in practice, scholarship, and service. We strive to improve the health and well-being of the diverse communities we serve.**

Department of Communication Sciences and Disorders Mission:

**The mission of the Department of Communication Sciences and Disorders at Northern Arizona University is to advance the knowledge and practice in human communication and its disorders; to prepare our students to lead in the professions of Speech-Language Pathology and Audiology; and to enable all individuals to communicate, read and write, think and learn to succeed in a changing world.**

**To accomplish this mission, we will...**

- **acquire new knowledge through empirical research**
- **promote scholarship and other creative works**
- **contribute to the profession at local, regional, national, and international levels**
- **foster critical thinking in a learning-centered environment**
- **incorporate technology to enhance classroom and clinical teaching**
- **mentor students to achieve professional competence in serving individuals of all ages**
- **serve as local and regional clinical resource for individuals with communication disorders and differences**
- **foster interprofessional practice**
- **excel in professional service**

**The Department of Communication Sciences and Disorders is committed to enriching research, teaching, learning and the professional service environment by embracing the cultural and linguistic diversity of our region and nation.**

**We are committed to supporting the Mission Statement of the College of Health and**

**Human Services. <https://nau.edu/chhs/deans-office/mission>**

**We are committed to supporting the Mission Statement of Northern Arizona University.**

<https://nau.edu/legacy/strategic-roadmap/>

## **THE DEPARTMENT OF COMMUNICATION SCIENCES AND DISORDERS CORE VALUES**

**Learning Centered: We foster the acquisition of knowledge and skills by integrating problem-based teaching and learning, evidence-based practice, interprofessional education, and critical thinking across the curriculum to promote continuous student improvement.**

**Excellence: We pursue excellence within the classroom, laboratory and clinical settings.**

**Diversity: Our teaching, learning and research are guided by the cultural and linguistic diversity of our region and nation.**

**Integrity: We hold high standards of character and integrity as the foundation for ethical professional conduct.**

## STRATEGIC GOAL ALIGNMENT WITH ACCREDITATION STANDARDS

**CSD's faculty established the following five strategic goals, which are aligned with the Council on Academic Accreditation in Audiology and Speech-Language Pathology (CAA) accreditation standards.**

Standard 1.0 Administrative Structure and Governance

Standard 1.9 The program provides information about the program and the institution to students and to the public that is current, accurate, and readily available.

Goal 1.9: Website, catalogs, social media, and advertisements will be revised and updated.

Objectives:

O: 1.9.a. Website, catalogs, social media, and advertisements will be revised to include undergraduate learning outcomes. MET

O: 1.9.b. Website, catalogs, social media, and advertisements will reflect the change from SST prefix to CSD prefix for all coursework. MET

O: 1.9.c. Websites, catalogs, social media, and advertisements will reflect the change from BIS to BS degree in Communication Sciences and Disorders. MET

O:1.9.d. Increase our visibility with the alumni and community with all media formats. ONGOING (Note from 8/23: CSD now has printed rack cards and ADA compliant electronic flyers for all academic programs and the SLH Clinic.)

Strategies:

S: 1.9.a. A subcommittee will address undergraduate changes to the course catalog. Met

S: 1.9.b. CSD faculty and staff will collaborate to make changes to CSD website, social media, and advertisements. A subcommittee named 'CSD Marketing Committee' will be formed to determine best ways to attract future students and maintain and increase our alumni relationship, and connection with other NAU programs and the public at large. Ongoing

### Standard 2.0 Faculty

Standard 2.1 The number and composition of the full-time program faculty (academic doctoral, clinical doctoral, other) are sufficient to deliver a program of study that:

Goals 2.1.1: allows students to acquire knowledge and skills required in Standard 3.0, 2.1.2: allows students to acquire the scientific and research fundamentals of the discipline,

**2.1.3: allows students to meet the program's established goals and objectives,**

2.1.4: meets the expectations outlined in the program's mission and goals, 2.1.5: is offered regularly so that it will allow the students to complete the program within the published time frame for each track.

Objectives:

O: 2.1.a. Hire additional faculty with expertise in dysphagia, cultural and linguistic diversity, and autism. MET

O: 2.1.b. Hire additional faculty to teach undergraduate course work and provide clinical training for students pursuing SLPA certification. ONGOING

O: 2.1 c. Hire a faculty member with expertise in speech science. MET

Strategies:

### **Standard 3.0 Curriculum**

Standard 3.1B An effective entry-level professional speech-language pathology program allows each student to acquire knowledge and skills in sufficient breadth and depth to function as an effective, well educated, and competent clinical speechlanguage pathologist (i.e., one who can practice within the full scope of practice of speech-language pathology). The education program is designed to afford each student with opportunities to meet the expectations of the program that are consistent with the program's mission and goals and that prepare each student for professional practice in speech-language pathology.

Goal 3.1.1B: CSD will provide content and opportunities for students to demonstrate the following professional practice competencies.

Objectives:

O: 3.1.1B a. Cultural Competence: Continue to revise and provide coursework and clinical opportunities to promote working with culturally and linguistically diverse populations. ONGOING

O: 3.1.1B b. Collaborative Practice: Understand principles of interprofessional practice including ethics/values, team roles/responsibilities teamwork and communication in providing client-centered care. ONGOING

O: 3.1.6B c. Clinical Reasoning: Use clinical judgment and self-reflection to enhance clinical reasoning. ONGOING

O: 3.2 Restructure and implement an undergraduate curriculum for a new Bachelors Degree for CSD. MET (implemented in Fall 2020)

Strategies:

S: 3.1.1B a. New faculty hires will provide students with specialized instruction, coursework, and/or research and clinical opportunities in cultural and linguistic diversity for the populations served. ONGOING

S: 3.1.1B b. Mandatory student and faculty training in the area of interprofessional education and practice will be offered by the NAU College of Health and Human Services. ONGOING

S: 3.1.1B c. Students will participate in guided clinical teaching using Simucase, guided observations, and/or use of self-reflection tools in weekly clinical meetings. MET

S: 3.2 The undergraduate curriculum subcommittee will develop the new curriculum. MET

### **Standard 4.0 Students**

Standard 4.1: The program criteria for accepting students for graduate study in audiology or speech-language pathology meet or exceed the institutional policy for admission to graduate study.

Standard 4.2: The program makes reasonable adaptations in curriculum, policies, and procedures to accommodate differences of individual students.

Goal 4.1 and 4.2: Recruit and admit more students from culturally and linguistically diverse groups to meet the mission of the university.

Objective:

O: 4.1.and 4.2: Implement a holistic admission process to recruit and admit culturally and linguistically diverse student populations. ONGOING (GRE optional, Yuma cohort)

Strategies:

S: 4.1 and 4.2a. CSD faculty will organize Native American student recruitment activities with guidance from the ASHA Native American Caucus.

S: 4.1 and 4.2 b. CSD faculty will participate in university efforts to recruit culturally and linguistically diverse middle school, high school, and undergraduate students into the profession.

S: 4.1 and 4.2.c. Emphasize recruitment of multi-lingual students to meet the clinical needs of underserved populations in the region and state.

S: 4.1 and 4.2.d. Individual students will receive faculty and peer mentoring, and additional tutoring in all areas of graduate coursework and clinical experiences.

### **Standard 5.0 Assessment**

Standard 5.2 The program conducts ongoing and systematic formative and summative assessments of the performance of its students.

Goal 5.2: CSD will demonstrate use of assessments to evaluate and enhance student progress and acquisition of knowledge and skills.

Objectives:

O:5.2 a. Students will pass a comprehensive departmental examination with a score of 70% in each area. **Ongoing**

Strategies:

S: 5.2 a. Faculty instructors for each major course will develop questions in their specific area for the comprehensive departmental examination.

S:5.2 b. Course instructors will decide appropriate remediation per individual student.

Standard 5.3 The program administers regular and ongoing assessment protocols to evaluate the quality of the program and to facilitate continuous quality improvement.

Goal 5.3: CSD faculty will engage in annual curriculum review.

Objectives:

O:5.3 a. CSD will monitor the results of the praxis examination scores for all students across the curriculum. ONGOING

Strategies:

S:5.3 a. CSD faculty will revise coursework and clinical instruction to address student deficiencies.

## **Standard 6.0 Program Resources**

Standard 6.3 The program has adequate physical facilities (classrooms, offices, clinical space, and research laboratories) that are accessible, appropriate, safe, and sufficient to achieve the program's mission and goals.

Goal 6.3 CSD will acquire additional space for classroom, research labs, and faculty offices to deliver a program that is consistent with its mission and goals.

Objectives:

O: 6.3.a. CSD will complete department renovations for academic and clinical study and practice. MET: [Voice/Swallow Lab](#); [Henderson IN-CLD Lab](#); [Office buildout \(336\)](#); [Office 306 renovation](#)

[Acquired RM 319](#); [Air conditioning on 3<sup>rd</sup> Floor](#)

[Ongoing](#); [319 Computer/Projector](#); [Classroom 320 Upgrade for videoconferencing \(scheduled for December 2023\)](#);

Strategies:

S: 6.3.a. Student and faculty workspaces will be renovated. ONGOING

S: 6.3.b. Air conditioning will be installed in the Health Professions building, the Speech-Language-Hearing Clinic on the third floor. MET

S: 6.3.c. Discussion of new building addition with university personnel. ONGOING

Standard 6.4 The program's equipment, educational, and clinical materials are appropriate and sufficient to achieve the program's mission and goals.

Goal 6.4: CSD will demonstrate that the quantity, quality, currency, and accessibility of materials and equipment are sufficient to meet the mission and goals of the program.

Objectives:

O:6.4 a. CSD will continue implementation of the new Electronic Medical Record (EMR) system for clinical practice. MET

O: 6.4b. CSD students will have access to swallowing software system to acquire knowledge and skills in swallowing evaluation and treatment. **MET**

Strategies:

S:6.4.a. CSD faculty and students will receive formal and informal trainings for successful implementation of the new EMR system.

S:6.4.b. CSD will purchase the MBSimP software for all graduate students support the knowledge and skills training for students enrolled in the dysphagia course.

Standard 6.5 The program has access to an adequate technical infrastructure to support the work of the students, faculty, and staff. The technical infrastructure includes access to the Internet, the online and physical resources of the library, and any streaming or videoconferencing facilities needed for the program to meet its mission and goals.

Goal 6.5: The program must demonstrate adequate access to a technical infrastructure that supports the work of the students, faculty, and staff.

Objectives:

O:6.5 a. CSD will use a video recording system for clinical practice to maximize clinician training. **MET**

O:6.5 b. CSD will upgrade the technology in Classroom 320 to the campus standard. (Scheduled for December 2023)

O:6.5 c. CSD will upgrade Classroom 320 technology to video conferencing capability. (Scheduled or December 2023)

Strategies:

S:6.5 a. Maximize use of a clinical video recording system to improve selfreflection and critical-thinking skills.



S:6.5 b. Maximize use of a clinical video recording system to improve didactic coursework.

Standard 6.6 The program has access to clerical and technical staff that is appropriate and sufficient to support the work of the students, faculty, and staff. The access is appropriate and sufficient for the program to meet its mission and goals. Goal 6.6 CSD will demonstrate adequate access to clerical and technical staff to support the work of the students, faculty, and staff.

Objectives:

O:6.6 a. Hire a part-time administrative associate for the clinic office (Potentially no longer a goal. Filling need with graduate student workers)

O:6.6.b. Hire a part-time administrative associate for the CSD office Additional staff hires halted until after OGEI full implementation. **MET** (hired full-time Academic Program Coordinator)