**COLLEGE OF APPLIED HEALTH SCIENCES**

**DEPARTMENT OF SPEECH AND HEARING SCIENCE**

**2019 STRATEGIC PLANNING**

**GOALS, METRICS, AND INITIATIVES**

**Mission**

Enhancing communication across the lifespan by integrating research and clinical practice from the biological, behavioral, and social sciences.

**Vision**

Serve as a global leader for interdisciplinary research, education, clinical practice, and public engagement in human communication and its disabilities across the lifespan.

**Goals**

Discovery: Provide national and international leadership on research and evidence-based practice related to speech and hearing science

Undergraduate Education: Provide outstanding undergraduate educational opportunities in speech and hearing science

Graduate Education: Provide outstanding graduate educational opportunities in speech and hearing science

Outreach and Engagement: Enhance public engagement and impact with external partners

Resources/Revenue**:** Steward current resources and generate additional resources for strategic investment

**GOALS with Metrics and Initiatives**

**Discovery: Provide national and international leadership in discovery, scholarship, and innovation related to communication sciences and disorders**

**Metrics:**

* Increase number of tenure-track faculty to 19 by 2023
* Increase number of specialized faculty to 7 by 2023
* Increase % of faculty from under-represented groups
* Increase number of faculty at senior rank by 2023
* Increase annual number of grant proposals submitted
* Increase annual sponsored research expenditures
* Increase annual number of peer-reviewed publications

Initiatives:

* Implement 5-year hiring plan
* Develop promotion review processes and guidelines for specialized faculty
* Develop strategies to enhance faculty scholarly productivity
* Promote opportunities for researcher-practitioner partnerships
* Enhance faculty mentoring and grant-writing programs
* Provide support for specialized faculty attendance at professional conferences

Rationale: The goal statement, metrics and initiatives acknowledge hiring and mentoring activities that occur within SHS to enhance faculty development and increase research funding and dissemination of research results.

**Undergraduate Education: Provide outstanding undergraduate educational opportunities in communication sciences and disorders**

Metrics:

* Increase annual number of students graduating from the undergraduate program
* Increase annual % of graduating class employed or accepted to grad school
* Increase annual % of the graduating class that are from under-represented minority groups
* Increase annual % of instructors rated as effective (ICES #1 >4)
* Increase annual % of courses rated as effective (ICES #2 >4)
* Increase number of students engaged in experiential learning

Initiatives:

* Expand/diversify recruitment activities and materials
* Implement Undergraduate Learning Outcomes plan
* Review/enhance undergraduate programs and concentrations
* Encourage faculty to participate in CITL training and the AHS Teaching Academy

**Graduate Education: Provide outstanding graduate educational opportunities in communication sciences and disorders**

Metrics:

* Increase annual number of students graduating from the Ph.D. program
* Increase annual % of graduating class that are from under-represented minority groups
* Increase annual student satisfaction score average with degree programs
* Increase annual % of instructors rated as effective (ICES #1 >4)
* Increase annual % of courses rated as effective (ICES #2 >4)
* Increase number of external placement opportunities

Initiatives:

* Expand/diversify recruitment activities and materials
* Implement Graduate Learning Outcomes plan
* Review/enhance the graduate degree programs
* Expand academic and clinical opportunities for interdisciplinary and interprofessional education
* Develop strategies to expand external placement sites for M.A.-SLP and Au.D. students
* Implement plan to boost financial support for graduate students (e.g., grant support, scholarships, awards)
* Encourage faculty to participate in CITL training and the AHS Teaching Academy

Rationale: The goal statement, measures, and initiatives reflect the need to increase the size, diversity, and quality of our educational programs within the department and to promote effective teaching and student learning outcomes.

**Outreach and Engagement**: Enhance the visibility and societal impact of outreach activities and public engagement with external partners

Metrics:

* Increase number of clinic client appointments per year
* Increase annual number of community engagement activities
* Increase number of community members engaged with department

Initiatives:

* Build capacity to offer CEU for professionals in the community
* Enhance clinic efficiency
* Promote evidence-based practice within internal and external clinical placements
* Create opportunities for bidirectional engagement with the community

Rationale: The goal statement, measures, and initiatives acknowledge the diverse range of outreach and engagement that occur within SHS to encourage translation of research, public service, and community engagement.

**Resources/Revenue:** Steward current resources and generate additional resources for strategic investment

Metrics

* Increase annual indirect cost recovery funds from grants
* Increase number of SHS Majors
* Increase annual revenue generated by SHS courses
* Increase annual revenue generated by the Audiology and Speech-Language Pathology Clinic
* Increase financial support for students via undergraduate scholarships and awards

Initiatives

* Expand SHS course offerings
* Expand student capacity in our clinically-accredited programs
* Implement and promote operational excellence in teaching, outreach, and service activities
* Actively explore additional revenue sources by increasing online education and corporate partnerships to support research and educational goals