

Strategic Plan for 2020 - 2024

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Mission Statement

The mission of the Department of Communicative Sciences and Disorders (CSD) is to advance understanding of speech, language, voice, swallowing and hearing, and to translate scientific discovery to improve diagnostic and treatment approaches for people with communicative and swallowing disorders. We strive to cultivate knowledge through research and transform lives of people with communicative disorders by preparing future leaders for successful careers in a diverse society.

Where are we now?

The Department of CSD has undergone significant growth and restructuring over the past five years. Significant progress on each of the three Aims in the CSD Strategic Plan for 2015-2020 has been made. New hires, increases in research productivity, and success seeking and acquiring funding are areas in which CSD made clear gains. The culture among the faculty encourages high-level performance in a collegial environment. The PhD program has gone through a major evaluation and reorganization in the last two years that will help achieve excellence in training the next generation of researchers. The MA program has been reinvigorated through curricular revisions that further emphasize professionalism, teamwork, and critical thinking; continued emphasis on master's theses as well as presentations and publications involving MA students; and strengthening linkages to clinical supervisors to ensure high quality clinical experiences to students. The undergraduate minor program continues to attract a growing number of students from across the campus, serving as a solid pipeline to the MA program. The combination of on-line, hybrid, and in-person courses allows for sustaining and potentially growing this program of study.

Strategic Aims

This strategic plan addresses the aims and goals of the Department of Communicative Sciences and Disorders for the next five years. The aims are grounded in the Departmental mission (above) and the Michigan State University (MSU) Mission, which is:

As a public, research-intensive, land-grant university funded in part by the state of Michigan, to advance knowledge and transform lives by:

- providing outstanding undergraduate, graduate, and professional education to promising, qualified students in order to prepare them to contribute fully to society as globally engaged citizen leaders
- conducting research of the highest caliber that seeks to answer questions and create solutions in order to expand human understanding and make a positive difference, both locally and globally
- advancing outreach, engagement, and economic development activities that are innovative, research-driven, and lead to a better quality of life for individuals and communities, at home and around the world

Oversight and Tracking Progress

The Advisory Committee of the Department of CSD will provide oversight of the plan for tracking and assessing progress in achieving our aims. The "Strategic Plan Measurement Protocol" accompanies the Strategic Plan to provide details regarding the measures, criteria for judging progress or goal attainment, assessment timeframes, and the party responsible for obtaining data for each outcome in the 2020-2024 Strategic Plan. The Advisory Committee will work with the responsible parties to accumulate data for each outcome to be compiled into an annual report. The annual report

will be shared with the faculty and staff at a departmental meeting for discussion, assessment of progress, and consideration of how to deploy resources to ensure the aims are achieved.

Aims, Objectives and Outcomes

Aims 1: Advance knowledge through research

Objective 1. Conduct impactful research to understand, enhance, or rehabilitate human communication and swallowing.

OUTCOME #1: Dissemination. (a) CSD faculty will continue to publish their research findings in high-impact peer-reviewed journals or other scholarly outlets with a goal of 3 or more per year per tenure-track faculty member. (b) CSD faculty will disseminate their work through other means including proceedings, published abstracts, and presentations at conferences and meetings appropriate for their area(s) of expertise.

OUTCOME #2: Funding. CSD faculty will average 1 external proposal submission as Principal Investigator (PI) per tenure-track faculty member per year on average or be funded as PI.

Objective 2. Enhance the Department's strong research status both within and outside of MSU by increasing national and international presence and collaborations.

OUTCOME #1: Faculty Composition. Continue to emphasize and expand the Department's diverse areas of expertise through strong faculty retention and recruitment practices. The goals in this five-year period are to: fill all vacant faculty lines in the Department with individuals who have demonstrated potential to develop productive and impactful research programs, retain 100% of faculty who are consistently meeting or exceeding expectations, and promote diversity, equity and inclusion in the Department, College and University via the hires made.

OUTCOME #2: Internal Collaboration. Benchmark the current research collaborations that CSD faculty have internal to MSU in Year 1. Establish a growth target (or maintenance plan) for years 2-5 based on the benchmark data and track annually. As part of the assessment process, target new collaborations, if appropriate, based on Department strengths, research initiatives in the College, or University-wide areas of research emphasis.

OUTCOME #3: External Collaboration. Increase the CSD Department's national and international presence by expanding collaborations with colleagues external to MSU. Benchmark the current research collaborations that CSD faculty have external to MSU in Years 1 – 2. Establish a growth target (or maintenance plan) for years 3 – 5 based on the benchmark data. Track annually and target new collaborations based on trends in the field and research opportunities.

Objective 3. Train the next generation of researchers who will conduct impactful research. [Link: Aim 2, Objective 2]

OUTCOME #1: Funding. Continue to seek funding opportunities from within the department, the college, and the University to provide ongoing support for doctoral education. Increase proposal submissions (internal and external) that provide support for students. [link: Aim 1, Objective 1, Outcome 2]. Benchmark data regarding number of such applications (submitted and funded) as well

as other supportive activities (e.g., creation of CSD proposal repository as examples) in Years 1 – 2 with annual tracking thereafter.

OUTCOME #2: Dissemination. Increase inclusion of students on papers, presentations, and proposals. Emphasize growth in the number of projects led by students, when applicable. Benchmark student activity in these areas in Years 1 – 2. Establish a growth target for years 3 – 5 based on the benchmark data. Track annually.

OUTCOME #3: Mentorship Training. Strengthen the training of doctoral students to be exceptional research mentors. Within each advisor's lab, mentorship training will be emphasized. This will be accomplished through readings and discussion, supervision of the doctoral student as they mentor more junior students on projects, etc. At the departmental level, explore how mentorship training can be embedded within the PhD curriculum. Encourage (and track) student participation in mentorship programming at the college and university levels. Benchmark activities in Year 1 and track annually thereafter.

Aim 2: Ensure excellence in academic preparation and experiential learning for students at all levels.

Objective 1. Prepare pre-professional students to be competitive candidates for graduate study in CSD and related disciplines.

a. Enhance the visibility of CSD within the University to attract strong students into the minor program.

OUTCOME #1: Coursework. Assess the feasibility of developing a course(s) and course cross-listings that appeal to undergraduates from a wide range of academic fields and interests. Discuss possibilities with relevant stakeholders (faculty, Deans, etc.) and review currently offered undergraduate coursework from other units in Year 1. In Year 2, decide on the course of action based on the information gathered in Year 1.

OUTCOME #2: Partnerships. Develop partnerships with other Schools, Colleges, Departments, and centers at MSU that can lead to meaningful learning experiences for students in the CSD minor (e.g., Medicine-Nursing simulation labs, C-RAIND, etc.). Gather data from faculty in Year 1 to identify the partnerships currently in place. Establish a plan to expand such experiences (or to maintain them if determined to be sufficient) in Years 2 – 5. Track partnerships and interprofessional learning experiences annually.

OUTCOME #3: Outreach. Participate in university events where undergraduates are exploring degree options and professions to expose students to CSD. Emphasize events and organizations that involve historically disadvantaged students as one means of increasing diversity of the students within the CSD degree programs. Benchmark participation of CSD faculty and students in such events in Years 1 – 2. Establish a growth target (or maintenance plan if appropriate) for Years 3 – 5 based on the benchmark data. Track participation annually.

b. Promote and strengthen undergraduate student research in CSD laboratories.

OUTCOME: Research. Evaluate the undergraduate research happening in CSD using a variety of metrics such as total number of students involved in CSD labs, UURAF participation, and UG research funding acquired. Use Years 1 – 2 to establish a baseline of activities and experiences. Establish a

growth target (or maintenance plan if appropriate) for Years 3 – 5 based on the benchmark data. Track annually.

- c. *Embed inter-professional education (IPE) and inter-professional practice (IPP) concepts into the CSD UG preparation.*

OUTCOME: IPE/IPP Exposure. Assess the mechanisms by which CSD undergraduate students are exposed to the concepts of IPE/IPP. Track annually in Years 1 – 2. Develop a plan to maintain or strengthen student training in IPE/IPP principals in Years 3 – 5. This may include learning opportunities that are incorporated into courses or offered as experiences beyond coursework.

Objective 2. Prepare future leaders to become outstanding clinicians, educators, and scientists to ensure the vitality of the field of communicative sciences and disorders.

Master's Program

- a. *Strengthen and expand clinical placement options and explore other models for students to obtain clinical contact hours.*

OUTCOME #1: Clinical Placements. Identify, and become involved in activities at MSU and in the community that have the potential for clinical placements. Maintain focus on current telepractice opportunities as well as other options. Actively pursue opportunities such as standardized clients, simulation experiences, and alternative clinical education. Emphasize training students in equitable and inclusive practice to serve individuals from diverse backgrounds. Track involvement annually.

OUTCOME #2: Clinical-Research Partnerships. Create new clinical-research partnerships on campus and in the community that allow for student clinical placements that promote evidence-based practicum experiences. Track partnerships and activities leading toward such partnerships, annually in Years 1 – 2 to establish baseline activity. Establish growth target (or maintenance plan if appropriate) for Years 3 – 5. Track activity annually.

OUTCOME #3: Outreach to Supervisors & Alumni. Create opportunities for increased faculty outreach to clinical supervisors and CSD alumni to strengthen partnerships in the community and to bridge the research-to-practice gap. Examples include intentional inclusion of CSD alumni in various curricular activities and creation of clinical training and supervision modules. Benchmark opportunities and involvement in Years 1 – 2. Establish growth target (or maintenance plan if appropriate) for Years 3 – 5. Track opportunities and involvement annually.

OUTCOME #4: Supervisor Support. Further incentivize clinical supervisors to participate in the clinical training of CSD MA students through a variety of means such as increasing awareness of privileges afforded to those who supervise students (e.g., MSU library access, free or reduced cost continuing education opportunities). Solicit supervisor input regarding ways the Department of CSD can support them in Years 1 -2. Create and implement a plan developed from the solicited input in Years 3-5.

- b. *Enhance the IPE and IPP opportunities for students in the MA program.*

OUTCOME: IPE/IPP Training. Identify the ways within the CSD curriculum that MA students currently learn “about, from, and with” professionals in other disciplines to determine areas in need of

improvement. [Years 1 – 2]. Establish goals and growth targets for years 3 – 5 that further integrate IPE and IPP experiences into the MA training based on the benchmark data. Track annually.

c. Strengthen and expand international learning experiences for students and faculty.

OUTCOME #1: International Experiences. Maintain international learning experiences such as ERASMUS+ and study abroad in the UK. Continue to seek mechanisms of support for this international work. Track annually the number of opportunities, number of student and faculty participants, and funding for the programs. Use data from Years 1 – 2 to benchmark this activity and establish growth targets (or maintenance plans if appropriate) for years 3 – 5.

OUTCOME #2: Tele-educational Events. Initiate tele-educational meetings between CSD faculty and international clinicians and researchers to create a rich educational experience for students and faculty. Plan the educational meetings in Year 1. Track the number of events and participant experiences in Years 2 – 3. Establish growth targets (or maintenance plans if appropriate) in Years 4 – 5.

Doctoral Program

d. Train the next generation of researchers who will conduct impactful research. [cross listed as Aim 1, Objective 3]

OUTCOME #1: Funding. Increase proposal submissions (internal and external) that provide support for doctoral students and continue to pursue opportunities for department, college, and University funding to provide ongoing support for our doctoral program. [See Aim 1, Objective 3, Outcome 1]

OUTCOME #2: Dissemination. Increase inclusion of students in papers, presentations, and proposals. [See Aim 1, Objective 3, Outcome 2]

OUTCOME #3: Mentorship Training. Strengthen the training of doctoral students to be exceptional research mentors. [see Aim 1, Objective 3, Outcome 3]

OUTCOME #4: Ph.D. Enrollment. Sustain enrollment of PhD students that is appropriate to the size of the tenure-track faculty with a goal of approximately 1-3 students each year. Emphasize national and international recruitment, establish a pipeline of the best MSU students from undergraduate and master's cohorts to the PhD, and attract a diverse group of students into the program.

Aim 3: Enhance outreach and engagement between and among CSD stakeholders

Objective 1. Increase outreach to our alumni and supervisors through partnerships with College and University resources with the goal of fostering greater connections between alumni, students, and faculty.

OUTCOME #1: Outreach to Supervisors & Alumni. Develop additional outreach activities for alumni and clinical supervisors. [Link: Aim 2, Objective 2a, Outcome 3; benchmarking and tracking as described].

OUTCOME #2: CEU & Social Activities. Expand departmental offerings for continuing education, social activities, and open house events that involve alumni, clinical supervisors, students and faculty. [Link: Aim 2, Objective 2.a., Outcomes 3 -4].

Objective 2. Pursue outreach, engagement, and service opportunities that CSD can provide to the University, as well as the broader community that will also serve our research and educational goals.

OUTCOME #1: University & Community Engagement. Identify and prioritize engagement and service opportunities to the university and broader community through discussion with MSU programs, centers and departments (Year 1 – 2). Plan and implement 1 or more new engagement or service events in years 3 – 5 (number of activities depends on resource demands for the selected event(s)).

OUTCOME #2: Telepractice Service Delivery. Expand the current telepractice activities in the Department to engage our sources for contemporary delivery of clinical practicum and to increase sources of clinical supervision. Track telepractice activities annually with targeted expansion consistent with departmental resources. [Link: to Aim 2, Objective 2.a., Outcome 1]

OUTCOME #3: Specialty Clinics. Continue to monitor the current environment for specialty clinic opportunities, on and off campus, and for other sources of engagement using emerging technologies. Conduct annual reviews of opportunities that may be worth pursuing.

Objective 3. Expand efforts to increase diversity across all outreach activities involving students, alumni, faculty, and the community at large

OUTCOME #1: Colloquium. Expand the colloquium series to include one or more presentations annually that address diversity, equity and inclusion (DEI) issues. Track number of activities and participants annually.

OUTCOME #2: Diversity, Equity & Inclusion Training. Utilize the Office for Inclusion and Intercultural Initiatives at MSU at least once annually to increase DEI training for CSD faculty and students. Track number of activities and participants annually, and increase efforts until each faculty member is participating in at least one DEI educational event per year, on average.

OUTCOME #3: Student Groups & Community Contacts. Establish and maintain at least annual contact with two or more MSU student groups or off-campus organizations serving historically disadvantaged people to improve DEI training of CSD faculty and students and to simultaneously inform those groups about CSD degrees and professional opportunities. Track number of contacts and associated outcomes of contacts annually.