



FIVE YEAR STRATEGIC PLAN

2019-2024

University of Washington
College of Arts and Sciences
Department of Speech and Hearing Sciences



TABLE OF CONTENTS

Table of Contents	2
University of Washington Overview.....	3
Speech and Hearing Sciences Overview.....	5
Speech and Hearing Sciences Vision and Mission	6
Strategic Planning Process.....	7
University of Washington and Speech and Hearing Sciences Areas of Focus.....	7
Aim 1 – To advance academic programs	
Undergraduate and Post-Baccalaureate.....	8
Masters of Science Speech Language Pathology.....	10
Clinical Doctorate of Audiology	13
Doctorate of Philosophy	14
Aim 2 – To advance research programs	16
Aim 3 – To advance clinical training and clinical service delivery	17
Aim 4 – To ensure fiscal stability.....	21
Aim 5 – To promote diversity and inclusion.....	22



UNIVERSITY OF WASHINGTON OVERVIEW

UW VISION

The University of Washington educates a diverse student body to become responsible global citizens and future leaders through a challenging learning environment informed by cutting edge scholarship. Discovery is at the heart of our university. We discover timely solutions to the world's most complex problems and enrich the lives of people throughout our community, the state of Washington, the nation and the world.

UW MISSION

Founded 4 November 1861, the University of Washington is one of the oldest state-supported institutions of higher education on the Pacific coast. The University is comprised of three campuses: the Seattle campus is made up of sixteen schools and colleges whose faculty offer educational opportunities to students ranging from first-year undergraduates through doctoral level candidates; the Bothell and Tacoma campuses, each developing a distinctive identity and undergoing rapid growth, offer diverse programs to undergraduates and to graduate students.

The primary mission of the University of Washington is the preservation, advancement, and dissemination of knowledge. The University preserves knowledge through its libraries and collections, its courses, and the scholarship of its faculty. It advances new knowledge through many forms of research, inquiry and discussion; and disseminates it through the classroom and the laboratory, scholarly exchanges, creative practice, international education, and public service. As one of the nation's outstanding teaching and research institutions, the University is committed to maintaining an environment for objectivity and imaginative inquiry and for the original scholarship and research that ensure the production of new knowledge in the free exchange of facts, theories, and ideas.

To promote their capacity to make humane and informed decisions, the University fosters an environment in which its students can develop mature and independent judgment and an appreciation of the range and diversity of human achievement. The University cultivates in its students both critical thinking and the effective articulation of that thinking.

As an integral part of a large and diverse community, the University seeks broad representation of and encourages sustained participation in that community by its students, its faculty, and its staff. It serves both non-traditional and traditional students. Through its three-campus system and through educational outreach, evening degree, and distance learning, it extends educational opportunities to many who would not otherwise have access to them.

The academic core of the University of Washington Seattle campus is its College of Arts and Sciences; the teaching and research of the University's many professional schools provide essential complements to these programs in the arts, humanities, social sciences, and natural and mathematical sciences. Programs in law, medicine, forest resources, oceanography and fisheries, library science, and aeronautics are offered exclusively (in accord with state law) by the University of Washington. In addition, the University of Washington has assumed primary responsibility for the health science fields of dentistry and public health,



and offers education and training in medicine for a multi-state region of the Pacific Northwest and Alaska. The schools and colleges of built environments, business, education, engineering, environment, information, nursing, pharmacy, public affairs, and social work have a long tradition of educating students for service to the region and the nation. These schools and colleges make indispensable contributions to the state and, with the rest of the University, share a long tradition of educating undergraduate and graduate students toward achieving an excellence that well serves the state, the region, and the nation.

UW CORE VALUES

Shared values are the commitments made by the University community in how we conduct our work. We value:

- Integrity
- Diversity
- Excellence
- Collaboration
- Innovation
- Respect

UW FUTURE VISION

The University of Washington of the 21st Century is:

- Competitive
- Collaborative
- Technology-reliant
- Nimble
- Diversified

UW GOALS – Long Term

Three long-term, institution-wide goals are fundamental to the University's vision, mission and future success:

1. Sustain: Academic excellence and mission; financial stability.
2. Compete: Attract the best students, faculty, and staff; increase and diversify funding.
3. Transform: Embrace technology and interdisciplinary collaboration to meet needs of a diverse and dispersed student body; invest in people and infrastructure to meet 21st century challenges.

UW GOALS – Short Term

We plan to reach our long-term goals by pursuing five short-term goals:

1. Decrease costs: using resources efficiently and strategically.
2. Increase revenues: balancing revenue streams, tackling big research, and disseminating discoveries.
3. Invest in people: attracting and supporting the best students, faculty and staff.
4. Invest in infrastructure: providing the academic and administrative tools to support students, faculty, and staff.
5. Preserve access: keeping tuition affordable and UW degrees accessible.

SPEECH AND HEARING SCIENCES OVERVIEW

The Department of Speech and Hearing Sciences holds a long-standing history at the University of Washington. The first speech clinic was established in 1936, and in 1941 the Department of Speech was established under the direction of Professor Orr. Today, the Department of Speech and Hearing Sciences (SPHSC) is one of the top-ranked departments in the field. SPHSC has a commitment to excellence achieved through its outstanding undergraduate and graduate offerings, research programs, clinical education programs, and innovative instructional activities. These program attributes allow students to realize substantial scholarly growth during their studies. The Department has a rich tradition of graduate education in both clinical training and research development. Graduates are counted among the finest clinicians and researchers in the country, many of whom head university programs as creative and productive leaders in our profession.

The Department of Speech and Hearing Sciences has a superb record of research achievement and acquisition of extramural grant funds. It has an outstanding faculty, engaged in a variety of teaching and research activities, as well as service to the University and scholarly community. Faculty are national and international leaders in their fields and present a high profile for the University as a whole.

As a unit of the College of Arts and Sciences, the Department of Speech and Hearing Sciences offers the Bachelor of Science, Master of Science, and Doctor of Philosophy degrees. There are approximately 30 faculty members and 240 students across all levels. The Department offers a wide range of undergraduate courses that prepare students for graduate study or to enter the work force. Graduate students are given the opportunity to develop scholarly and professional competence in various areas of specialization including

- psychoacoustics
- physiological processing of acoustics
- vestibular function and disorders
- community based research
- speech, language and hearing development
- speech production
- speech perception
- language processing
- swallowing function and disorders
- cognitive communication disorders
- human communication disorders
- clinical procedures involved in communication disorders

The Department's academic programs are concerned primarily with the processes and disorders of human communication. Research, teaching, and clinical activities are focused on four major areas: 1) the nature of speech, language, and hearing as related to development and neural-typical processing; 2) the nature and characteristics of human communication disorders across the lifespan; 3) the processes and procedures involved in identifying, preventing, and managing these disorders; and 4) human/machine communication including speaker identification and speech recognition.



To complement Departmental curricula in various specialization areas, close interdisciplinary relationships are maintained with other University departments and off-campus centers. Advanced degrees in the speech and hearing sciences prepare students to conduct research, to teach at the college and university levels, and to provide clinical services to people with communication impairments.

SPEECH AND HEARING SCIENCES VISION

The Department of Speech and Hearing Sciences is committed to advancing the scientific understanding of human communication and its disorders, and to improving the lives of people with communication and associated challenges across the life span.

SPEECH AND HEARING SCIENCES MISSION

As a center of excellence, we are committed to innovative education, cutting-edge basic and translational research, evidence-based clinical services for speech, language, swallowing, hearing and balance disorders, and impactful community outreach and education. We strive to align our unique strengths in basic and translational sciences with our educational and research goals.

To achieve these goals, we strive to:

- 1. Expand and enhance our research efforts as worldwide leaders, by achieving**
 - Widespread dissemination of high caliber research
 - Collaborative disciplinary and interdisciplinary research initiatives
 - A diversified portfolio of sponsored research
- 2. Expand and enhance our educational programs, by facilitating the development of:**
 - Critical thinkers who are steeped in theory and evidence across disciplines
 - Problem solvers who create innovative solutions for the benefit of humanity
 - Pioneering pedagogy that is responsive to the diverse needs of our university, community, state, and nation
- 3. Optimize and enrich our clinical service delivery and community outreach, by developing**
 - Robust pathways for dissemination of evidenced-based practice
 - Effective channels to educate and advocate on behalf of our community
 - A client population that reflects the diverse community in which we live

We strive to achieve this vision and mission by maintaining fiscal responsibility, increasing sources of revenue, fostering collaborations across campus, and prioritizing diversity and inclusion to better serve our multi-dimensional community.



STRATEGIC PLANNING PROCESS

The Strategic Plan was guided by input from the SPHSC Executive Committee, a faculty working group, and greater faculty. The context upon which the Strategic Plan was developed included our fiscal health, current and future faculty projections, and the 2018 decision to sunset the Clinical Doctorate of Audiology program.

The Strategic Plan development process included discussions of strengths and weaknesses as well as an analysis of potential barriers to our success. In academic year 2015/2016, the SPHSC Department Chair convened a working group to review and revise SPHSC Vision and Mission (voted and approved by SPHSC faculty Spring 2016). In July 2018, the Executive Committee met for a retreat and began the process of developing our new Strategic Plan. Work on the Strategic Plan continued through to summer 2019. The Strategic Plan was taken to the greater faculty for their review and input in Autumn quarter 2019.

The Strategic Plan outlined below represents how the goals of SPHSC align with the goals of the University of Washington and the University of Washington Graduate School.

UW AND SPHSC AREAS OF FOCUS

University of Washington	University of Washington Graduate School	Department of Speech and Hearing Sciences and Strategic Plan Aims
Sustain: Academic excellence Transform: Embrace interdisciplinary collaboration	Innovation and Excellence	Advance educational programs
		Advance research programs
		Advance clinical training and clinical service delivery
Sustain: Fiscal stability	Administrative Infrastructure and Core Practices	Ensure fiscal stability and growth
Compete: Increase and diversify funding	Advocacy & Advancement	Create a network of engaged stakeholders and expand development efforts
Compete: Attract the best students, faculty, and staff	Diversity and Inclusion	Enhance diversity and inclusion



AIM 1: ADVANCE ACADEMIC PROGRAMS

Undergraduate and Post-Baccalaureate Program

Rationale	Goal	Objective(s)	Action Steps	Schedule
Enhance the quality of students applying to and accepted into our B.S. program	Recruit and target students with solid academic potential, who surpass the CAS' minimum requirements for entry	Enhance our presence and visibility on campus	Develop a plan to attend and sponsor UW events to promote degree	2019-2020
		Enhance our presence and visibility nationally	Develop new marketing materials for major and Post-baccalaureate programs	2019-2020
		Enhance our standing as a competitive major on campus	Collaborate with PCE to better target potential Post-baccalaureate students in WICHE area	2019-2020
			Integrate students and registered student organizations into outreach/recruitment events	2020-2021
Promote excellence in the quality and types of experiences provided by our B.S. program	Innovate and grow the program's learning experiences and opportunities to expand student exposure to the professions and scope of practice	Update B.S. curriculum to reduce redundancy, enhance course sequencing, and reflect changes in scope and nature of practice	Implement new degree program/curriculum	Summer 2019
			Implement transition plans for students	2018-2020
			Launch new UG & Pbac orientations	Summer/Fall 2019
	Add new clinical practice experiences at the UG level	Enhance research experiences for undergraduates	Launch new survey to measure & monitor curriculum change outcomes	Summer 2019
			Implement mandatory course evaluations for first 3 years	2019-2022
			Add in Audiology clinic rotation (SPHSC 391)	Summer 2019
Add in SLP clinic rotation (TBD)	2020-2021			
Develop new clinical research honors project/parameters	2020-2021			



Undergraduate and Post-Bachelor Programs continued from page 8...

		Streamline advising and job counseling, integrating technology	Create online admissions portals and application procedures for UG and Pbac students Launch advising survey with students Make web advising enhancements Modify student advising to integrate and leverage technology and group dynamics	2019-2020 2019-2020 2019-2020 2019-2020
Promote stability and growth of B.S. program	Increase fee-based student enrollment to enhance revenue stream	Increase Postbac numbers by 60% over 5 years (move from 26 to 42 students). Identify novel means of highlighting program strengths and recruiting students	Year 1 – 26 students Year 2 – 30 students Year 3 – 34 students Year 4 – 38 students Year 5 – 42 students Create pipeline/recruitment plan Create updated national marketing campaign with PCE partners Revise website / add video / enhance testimonials	2019-2020 2020-2021 2021-2022 2022-2023 2023-2024 2019-2020 2019-2020 2020-2021
	Develop a new revenue stream	Explore financial benefits of an online B.S. degree program	Discuss philosophy and logistics with Continuum College and College of Arts and Sciences Administration	2019-2020
		Develop new online courses	Continue to develop new distance learning courses applications Update curriculum into online sections of identified courses Develop budget and marketing plans	Summer 2019 2019-2020 2019-2020



Master of Science (M.S.) Degree Program <i>Speech-Language Pathology Option</i> <i>Medical Speech-Language Pathology Option</i> <i>Educational Speech-Language Pathology Option</i>				
Rationale	Goal	Objective	Strategy/Action Steps	Schedule
Promote stability, excellence, and growth in the quality of, and experience provided by, our master's program	Innovate and grow the program's learning experiences and opportunities	Consider new clinical experiences	Evaluate clinical-research collaborations, additions to CHDD, LEND	2019/2020
			Recruit a diverse and representative pool of clients to the SPHSC clinic (Fuel? Marketing/business intern?) and prepare our students with cultural sensitivity training and translators	2019/2020
			Evaluate the inclusion of alternate service delivery models (e.g., telepractice)	2019/2020
		Consider utilizing simulations as a clinical training tool	Evaluate simulation options to provide learning opportunities	2019/2020
		Support faculty in implementing top of the license, evidence-based practice, interprofessional education, cultural competency	Collect information from faculty on current practices	2019/2020
			Provide training experiences and events	2020/2021
	Encourage use of campus resources, such as the Center for Teaching and Learning, to promote use of innovate teaching and learning strategies		2020/2021	
	Ensure a positive environment that embraces freedom of thought, integrity, compassion, and openness to learning	Add quarterly clinical or community focused enrichment opportunities that support students' engagement and well being	Partner with Nexus, MSA, and/or Diversity Committee for an annual event	2019/2020
			Obtain faculty buy-in demonstrated through participation and Department buy-in demonstrated through \$100/event	2019/2020
			Link students with alumni	2019/2020
Generate corresponding growth in resources that support the experience of students in the master's program	Recruit exceptional faculty to enhance diversity and to solidify expertise in necessary content areas	Target tenure-track hire for 2020-2021	Seek approval for tenure-track line from CAS Dean	2018-2019
			Seek guidance from CAS and other campus resources on equity in evaluating diverse faculty applicants	2019-2020
		Increase clinical faculty FTE	Reduce quarter-to-quarter shifts that occur due to didactic and service demands	2021-2022



Master of Sciences Degree Program continued from page 10...

	Draw exceptional students to the master's program to raise the caliber of the learning environment, to enhance diversity, and to filter into doctoral programs	Increase financial support	Investigate, promote and apply for recruitment scholarships, especially for those with diverse backgrounds (Advancement; Advisory)	2019-2020
		Partner with Nexus	Co-host undergraduate event to build strong applicant pool	2020-2021
	Explore revisions and additions to the existing master's program tracks	Develop a track for training SLPs who anticipate working in educational settings (public schools) to meet WA state needs	Draft a specialized program track in "Educational SLP" (EdSLP)	2018-2019
			Finalize budget, launch marketing for EdSLP	2019-2020
			Complete first EdSLP admissions cycle	2020-2021
			Welcome first cohort of "EdSLP" students	2021-2022
		Identify ways to implement MS-PhD opportunities	Evaluate whether an MS-PhD program can fit within the Department's existing model	2021-2022
		Stay in step or in advance of changes related to the clinical doctoral in speech-language pathology	React programmatically and at the national level in response to ASHA's guidelines and movement in the field towards the clinical doctorate in SLP	2020-2021
	Increase outreach and visibility of the master's program	Increase visibility on UW campus	Install new marketing signage	2019-2020
		Increase master's program presence at ASHA	Present on UW SPHSC vision and approach to specialized clinical graduate training	2021-2022
			Systematically track and advertise student and faculty accomplishments	
		Increase awareness and caliber at the undergraduate level and for non-matriculated students	Re-vamp SPHSC 250 (Introduction to SPHSC) to attract eventual master's students	2019-2020
			Development of online undergraduate course(s) to attract eventual master's students	2019-2020
			Promote program through CAS newsletter and UW Today (e.g., fluency camp videographer)	2020-2021
			Coordinate with NSLHA reps who coordinate with other groups to expose UW students	2020-2021
			Develop CEU and/or re-specialization online offerings	2021-2022



Master of Sciences Degree Program continued from page 11...

Foster existing, and develop new, connections within the local community and the national community to serve the needs of our students, the citizens of the State of Washington, and the professional community associated with the field of communication sciences and disorders	Increase collaboration with allied health practitioners and with educators	Refine IPE course with colleagues in rehabilitation sciences, OT, and PT	Respond to student feedback from initial cohort to launch revision 2020 or 2021	2018-2019
		Build connections for cross-training model with College of Education	Define opportunities for shared coursework	2018-2019
			Submit an OSEP training grant to support cross-trained first-year students	2019-2020
	Broaden the network of UW partnerships that support classroom education and clinical education	Connect with additional interdisciplinary faculty related to communication sciences and disorders	Identify instructors interested in MS teaching who would bring unique expertise to the program	2020-2021
	Increase community engagement	Build leadership in continuing education	Prioritize distance education for continuing education events offered to the public by our clinical faculty, in coordination with the state	2018-2019
			Host clinical/research event(s), potentially involving current students or alumni	2021-2022



Clinical Doctorate of Audiology				
Rationale	Goal	Objective	Strategy/Action Steps	Schedule
The AuD program is sunsetting at the end of 2020-2021	Ensure students succeed throughout the remainder of their program	Ensure completion of Capstone projects for last cohort (3rd years)	Program director will monitor progress with periodic check-ins with students	2019-2020
			Program director will monitor progress with periodic check-ins with mentors	2019-2020
			Work with student services regarding the capstone colloquium logistics	2019-2020
		Ensure last cohort (3rd years) receives diverse and appropriate types and amounts of outside clinical placements	Program director and field work coordinator will meet regularly to review	2019-2020
		Ensure two remaining cohorts receive support (e.g., 601 credits) during their 4th year externship	Facilitate smooth transition between faculty monitoring 4th year externships as faculty are sunset when contracts end. Program director may join one or two of the meetings to answer any questions specific to sunset	2019-2020 2020-2021
		Provide support to students as the transition to sunset continues	Program director and student services will meet at least twice quarterly with students to provide updates and answer any questions	2019-2020
Meet the high demands for audiology services in the state of Washington and nationwide	Train high quality students for the profession of audiology in an efficient and cost-effective manner	Evaluate feasibility of starting a new AuD program	Discuss feasibility of AuD program with EC, Deans of CAS, and faculty	2021-2022
			Gather data from stakeholders regarding draft program structure and costs	2021-2022
			Consider tenure-track hires targeted to support the program	2021-2022 2023-2024



Doctorate of Philosophy				
Rationale	Goal	Objective	Strategy/Action Steps	Schedule
Promote stability, excellence, and growth in the quality, and experience provided by, our doctoral program	Innovate and grow the program's learning experiences and opportunities	Curriculum review	Determine the foundational requirements (undergraduate coursework) for students without a Speech and Hearing degree	2018-2019
			Create list of acceptable alternatives for program course requirements	2019-2020
			Develop and maintain a list of interdisciplinary course offerings for electives and pair with systematic student feedback regarding the courses	2019-2020
			Evaluate form and content of core curriculum for doctoral students (DRF, methods, seminars) with consideration of potential themes	2019-2020
			Generate new course offerings, including coverage of social determinants of health (e.g., equity/positionality/public health)	2020-2021
			Critical mass analysis to sustain PhD curriculum	2021-2022
			Implement core curriculum changes	2022-2023
	Enhance doctoral research training opportunities through increased access to SPHSC, UW, and collaborative expertise across campus	Attract students in related fields to our doctoral offerings	Examine and promote current and potential future course offerings that encourage cross-disciplinary discussions and learning	2020-2021
			Maximize and formalize research opportunities to learn skills and approaches across labs	Identify priority opportunities for cross-lab training Actively recruit doctoral students who have interest/skills that would allow cross-lab collaboration



Doctorate of Philosophy continued from page 14...

	Promote inclusion and sense of belonging	Create connection among students and with faculty	Individual annual meetings with PhD Program Director and students to support students and provide an opportunity for feedback	2018-2019
			Promote student events, workshops, engagement with SHACS committee, with DSA	2019-2020
Generate corresponding growth in resources that support the experience of students in the doctoral program	Build innovative research training opportunities for doctoral students	Obtain doctoral training grant	Define PhD training mission in service of future grant submission	2020-2021
			Explore alternative sponsors for doctoral training grants (e.g., Dept. of Ed)	2020-2021
		Submit T32 or NSF training grant	2022-2023	
		Tap industry and community opportunities for training and funding	Disseminate a list of faculty-generated opportunities to students annually	2020-2021
	Increase outreach	Connect with SPHSC alumni and community	Share past successes of our PhD students for advancement	2019-2020
	Increase recruitment of underrepresented minorities	Attract students with strong financial support packages	Actively recruit students who would qualify for administrative supplements and educate faculty on how to obtain that funding	2020-2021
Highlight the rich resources available through UW		Utilize resources offered through GO-MAP (e.g., National Name Exchange, Outreaching Grads Program, Recruitment Materials Toolkit, etc.)	2020-2021	



AIM 2 – ADVANCE RESEARCH PROGRAMS

Rationale	Goal	Objective	Strategy/Action Steps	Schedule
To support and enhance a robust research portfolio both at the principal investigator and department levels	To enhance interdisciplinary research	Within department	Lightning Talks in faculty meetings	2018-2019 continue
			Get to know existing faculty platforms through research day	2019
			Use Doctoral research forum to bring faculty together to discuss research around PhD student talks	2019-2020
			Research round tables	2019-2020
		Outside dept	Reshape SHACS to be used as a platform for interdisciplinary conversations (e.g. develop incentives, involved in the life of the department)	2020-2021
	To enhance department research infrastructure	To optimize existing resources	Use new equipment inventory database to optimize resource allocation across labs	2019-2020
			Identify and operationalize shared laboratory space	2019-2020
		Junior faculty career support	Use research round tables for identifying funding, grant writing and career development conversations	2019-2020
			Continue faculty mentorship program and legacy planning for senior faculty support	2019-2020
	To enhance outward facing presence of our research	Increase funding opportunities	Marketing for donors through department newsletter	2019-2021
Maintain top environmental score (in grant applications)			2018-2019	
Maintain reputation		Reputation management	2018-2020	



AIM 3 – ADVANCE CLINICAL TRAINING AND CLINICAL SERVICE DELIVERY

Rationale	Goal	Objective	Strategy/Action Steps	Schedule
To optimize and enrich clinical service delivery and community outreach	Support and enhance clinical education at all levels (including diversifying caseload demographics, disorders, and identifying underserved populations)	BS Program: Develop guided observational opportunities	Work with clinical faculty to identify appropriate observational opportunities for UG students	2019-2020
		BS Program: Develop clinical honors projects	Work with BS program director and clinical faculty to define clinical honors projects	2020-2021
		BS Program: Consider feasibility of offering UG clinical experiences	Clinic director, BS program director, clinic unit heads meet to discuss logistics, roadblocks, etc.	2021-2022
		MS Program: Reconfigure clinic into a 1 st -year SLP students only clinic	Clinic director and clinical faculty meet to outline clinic practica for 1 st year MS students only beginning in fall 2021	2019-2020
			Clinic director and clinical faculty review FTE needs for clinic and budget appropriately	2020-2021
		MS Program: Develop clinical simulation program	Clinic director and unit heads identify appropriate use of simulations for ASHA clock hours	2019-2020
			Expand use of simulations to provide experiences with cases not seen in clinic or in most outplacements	2021-2022



Aim 3 - Advance Clinical Training and Clinical Service Delivery continued from page 17...

		MS Program: Increase use of telepractice to expand clinical experiences	Identify key clinical faculty who will develop and expand use of telepractice model for seeing clients	2019-2020
			Expand telepractice to remote school districts to provide telepractice therapy services	2021-2022
		Audiology Clinic: Consider development of pediatric audiology program	Clinic director, Audiology program director, and audiology clinical faculty meet to discuss feasibility of developing pediatric audiology program in clinic	2019-2020
		Audiology Clinic: Increase clinical audiology opportunities for SLP students	Clinic director and clinical audiology faculty meet to define clinical experiences for SLP students	2019-2020
			Implement expanded audiology clinical experiences for SLP students	2020-2021
		PhD Program: Develop and expand clinical research collaborations	Clinic director, research program director, and selected research faculty meet to discuss increasing clinical research	2020-2021
	Improve community services and education	In House: Move to a free clinic model	Clinic director and clinic manager to develop transition plan to free clinical services and establish policies and protocols	2019-2020
			Clinic director and clinic manager develop marketing plan for free clinic	2020-2021



Aim 3 - Advance Clinical Training and Clinical Service Delivery continued from page 18...

		In House: Expand services to underserved populations in community	Clinic Director, clinic manage, and clinical faculty meet to identify underserved populations and develop plan to reach out to them	2020-2021
		Community Outreach: Expand CE opportunities for community SLPs	Clinic Director and fieldwork team develop an expanded offering of CE events for community SLPs	2020-2021
		Community Outreach: Expand number of off-site placements	Clinic Director and fieldwork team develop marketing and outreach plan to expand off-site placements	2020-2021
	Create robust pathway for dissemination of research in and use of EBP	Foster communication between didactic instructors and clinical supervisors	Plan regular meetings between unit heads and corresponding didactic instructor	2019-2020
		Develop philosophy for implementation of clinical research in the department	Dir of Research and Dir of Clinic meet to discuss steps for developing philosophy	2020-2021
			Schedule meetings with other stakeholders to solicit input	2021-2022
Update clinic management procedures and build financial stability of clinic	Develop donation program to support free clinic	Work with Development and Advisory Council to solicit and raise funds to support clinic operations	2019-2020	
		Develop database to more accurately track hearing aid sales/revenues	Office manager and audiologists meet to define and develop database	2019-2020
	Solidify plan for new audiology clinic model and develop marketing plan for new audiology clinic model	Continue and expand program to take audiology externs	2019-2020	
		Clinic director, clinic manager, audiologists, and FUEL reps meet to discuss appropriate marketing plan	2020-2021	



Aim 3 - Advance Clinical Training and Clinical Service Delivery continued from page 19...

			Write job description for state-line audiology lecturer	2020-2021
	Stabilize and expand HAAP program		Work with Advisory Council to develop a donation base to support the HAAP program.	2019-2020
			Include funding in budget for HAAP work study student, hearing aid repairs and oversight for ongoing years	2020-2021
	Stabilize clinic office personnel		Review all clinic procedures and identify optimal staffing levels and job descriptions	2019-2020
			Write optimal office staff FTE into future dept budgets	2020-2021
	Reassess Medisoft for appropriateness for clinic/ client tracking		Clinic director, clinic manager review Medisoft	2020-2021
	Consider need for and feasibility of EMR system		Evaluate available EMR systems and determine need/appropriateness for the clinic	2021-2022
			If needed and appropriate determine funding source for purchase and implementation of EMR	2022-2023



AIM 4 – ENSURE FISCAL STABILITY

Rationale	Goal	Objective	Strategy/Action Steps	Schedule
To ensure fiscal health of SPHSC	Evaluate systemic spending patterns	Assess teaching and buyout policy	Engage Executive Committee for evaluation of current teaching policy. Take revised teaching policy to faculty for discussion and vote.	2019-2020
	Ensure fidelity of expenditures	Engage Program Directors in budget processes and expenditures	Schedule quarterly budget meetings with program directors to evaluate program spending	2019-2020
		Annual department budget review	At the end of each academic year the Chair and Administrator will compile comprehensive department wide budget reconciliation as well as compile two-year future projections	2019-2020
	Ensure fiscal vitality	Creation of consistent revenue streams	Explore online courses with Continuum College Continue engagement with College of Arts and Sciences Advancement team	2019-2021



AIM 5: PROMOTE DIVERSITY AND INCLUSION

Rationale	Goal	Objective	Strategy/Action Steps	Schedule
SPHSC defines and embraces diverse students, faculty and staff who represent differences in nationality, sexual orientation, ethnicity, socio-economic status, linguistic, ability (or disability), religious, political, age (at any level) and gender identity amongst a group or groups of people.	Outreach and Recruitment	Increase diverse applicant pool	Increase awareness of admissions committee on diversity issues through training.	2019-2020
			Work with UG Program Director with direct admissions and recruit from high schools and community colleges.	2019-2020
		Increase number of diverse offers extended	Offer admission to qualified underrepresented minorities	2019-2020
		Increase number of diverse offers admitted	Apply for GoMap assistantship grant	2019-2020
	Ensuring success of currently enrolled students	Increase visibility	Form NEXUS group	2018-2019
			Develop handout with resources	2018-2019
			Develop mentor model	2019-2020
	Improve faculty engagement and awareness	Faculty training	Training on diversity, implicit bias, inclusion, cultural competence, etc. for faculty as a whole	2018-2019
			Extended training on enhancing diversity and inclusion and limiting bias for faculty search committee members	2019-2020