

# **SPEECH PATHOLOGY AND AUDIOLOGY PROGRAM**

**Speech Pathology and Audiology Department  
Calvin College**

## **STRATEGIC PLAN 2014-2019**

**Please note: see Appendix for Progress Updates**

### **Mission of the Speech Pathology and Audiology Program**

*The mission of the Speech Pathology and Audiology Program at Calvin College is to prepare students for the vocation of Speech-Language Pathology or graduate work in Audiology within a liberal arts foundation and the context of the Communication Arts and Sciences Department's vision and mission. We specifically seek to provide an academically rigorous program with a Reformed Christian perspective that educates our students to have the essential academic knowledge, clinical skills, and reflective ethical practices that enable them to enter the profession, to become lifelong learners, to persistently improve service to others, to be intentional advocates for individuals who have communicative disorders, to understand, appreciate and respect cultural and linguistic traditions in a diverse world, and to become successful leaders specifically within the professions of speech-language pathology or audiology and more generally in society.*

The Speech Pathology and Audiology (SPAUD) Program Strategic Plan is aligned with Calvin College's 2014-2019 Strategic Plan (<http://www.calvin.edu/about/strategic-plan/>). As such, the format used first identifies the SPAUD Strategic Objective with which the Calvin Strategic Objective is aligned. Then relevant Strategic Objective Commentary is provided to clarify the purpose of the SPAUD Strategic Objective. Next, the Strategic Objective Outcomes and Targets are outlined to indicate how the outcomes were achieved. A chart for all objectives is located in the appendix to better track progress. The results of the completion of those projects and objectives will be discussed with the SPAUD Advisory Board, the program's faculty and clinical instructors, and the Communication Arts and Sciences Department (CAS) Chair. Results will also be reported in the annual review of the CAS Department for the Academic Dean. Action plans for program improvement, as necessary, will result in a timely manner.

## **SPAUD STRATEGIC OBJECTIVE ONE: Obtain and maintain initial accreditation**

### **CALVIN COLLEGE STRATEGIC OBJECTIVE I: Strengthen Calvin's Mission in Education**

I 1. Articulate and implement an educational framework, which embodies our current educational philosophy and enhances and supports Calvin's Reformed Christian mission in higher education.

- a. The framework will ensure that cross-cutting educational components are integrated into the educational goals, outcomes, and assessment plans of the core curriculum, academic programs, and the co-curriculum.

**STRATEGIC OBJECTIVE COMMENTARY:** In April 2011, the SPAUD program received candidacy accreditation (5-year term) from the American Speech-Language-Hearing Association's Council of Academic Accreditation (CAA) before offering the first graduate course. We now must apply for initial accreditation by February 1, 2015 to be granted accreditation by 2016. We also must maintain that accreditation for a period of five years. Therefore, we need to continue to develop the graduate program in ways (e.g., assessment, curriculum, financial support, diverse clinical opportunities and faculty development) that fit CAA requirements.

**STRATEGIC OBJECTIVE OUTCOME:** Students will complete a master's degree in an accredited Speech Pathology program at Calvin College.

#### **TARGETS:**

1. Complete self-study by January 2015
2. Submit application for initial accreditation by February 2015
3. Complete site visit by December 2015
4. Obtain initial accreditation status by 2016
5. Complete annual reports in 2016, 2017, 2018 and 2019

**SPAUD STRATEGIC OBJECTIVE TWO: Continue to build strong program governance to better support and advance SPAUD program goals and objectives**

**CALVIN COLLEGE STRATEGIC OBJECTIVE III: Support Calvin's Mission in Community**

**III 3. Strengthen governance practices, collaboration, and teamwork across the college.**

- a. Calvin will strengthen strategic planning and other college-wide decision-making with increased training, improved structures, and regular review and reporting schedules.
- b. Calvin will improve processes and organizations that require evidence-based decision making and function to meet college-wide requirements such as institutional performance, legal and regulatory compliance, and launching major initiatives.

**STRATEGIC OBJECTIVE COMMENTARY:** The SPAUD Program has been part of the Communication Arts and Sciences (CAS) Department since 1951, mostly as an undergraduate program only. This structure has served the program very well. However, since 2010 the SPAUD program has grown from 2 tenure-track faculty who taught across the CAS curriculum and 4 part-time clinical instructors to 5 tenure-track faculty, 6 part-time faculty, 4 full-time clinical staff, 1 administrative assistant and 17 part-time clinic instructors. All are now teaching exclusively in the SPAUD program. Given the growth and singular focus of teaching, SPAUD program faculty and staff decided in the self-study retreat in August 2014 to investigate creating a SPAUD department rather than a CAS program to better focus on policies, goals and objectives unique to the program.

**STRATEGIC OBJECTIVE OUTCOME:** SPAUD becomes a department with a strong plan for assessment, goals, and clinical and academic program reviews that leads to program improvements.

**TARGETS:**

1. Complete study by CAS ad hoc committee for creating a SPAUD department by November 2014.
2. Seek CAS departmental approval, given study results by December 2014
3. Approved by academic dean and provost to move forward by February 2015
4. Approved by college-wide committees by May 2015.
5. Hire SPAUD department assistant by July 1, 2015
6. Begin SPAUD departmental status by July 1, 2015.
7. Designate SPAUD committees for personal, curriculum, assessment, and facilities by February 2015.
8. Review clinical policies and procedures, including electronic medical records, HIPAA, emergency and health precaution procedures by May 2015.
9. Review and revise student handbook by July 2015.
10. Review academic requirements by May 2015.

## **SPAUD STRATEGIC OBJECTIVE THREE: Enhance support for faculty and staff development**

### **CALVIN COLLEGE STRATEGIC OBJECTIVE I: Strengthen Calvin's Mission in Education**

#### **I 2. Promote student excellence and engagement in learning.**

- a. Calvin will provide increased financial support for instructors who wish to engage students in practices that are known to be high-impact (e.g., academically-based service learning, community-based research, off-campus programs, internships, and research and creative projects with faculty).

#### **I 3. Enable faculty to flourish as teachers and advisors.**

- a. Calvin will implement a faculty workload study that sets reasonable guidelines for faculty productivity.
- b. The Teaching and Learning Network (TLN), Faculty Development Committee, and the Provost's Office will support departments that wish to develop departmental teaching statements (parallel to department scholarship statements).
- c. The TLN will develop a summer seminar for newer faculty to develop a 3-5 year teaching plan (parallel to the scholarship-planning workshops that Calvin has offered).
- d. The provost will coordinate additional college-wide support for faculty and staff development (e.g., to develop faith-informed pedagogy; to deepen theological understanding in relation to disciplines or professions, to gain further competence in diversity, cultural competency, and global literacy; to integrate sustainability themes into the curriculum; to develop cross- or inter-disciplinary teaching skills).
- e. The TLN will work with Advancement to seek external grants to initiate a Calvin Teaching Fellowship program (CTFs, parallel in expectations and application process to CRFs).

### **CALVIN COLLEGE STRATEGIC OBJECTIVE II: Secure Calvin's Mission in Scholarship**

#### **II 1. Secure stable support for faculty scholarship.**

- a. The annual investment in sabbatical and Calvin Research Fellowships will be restored to a level equivalent to 6.5% of the total expenditure on the salaries of tenured and tenure-track faculty.
- b. The college will develop a financial plan for restoring and maintaining scholarship endowments, including those supporting Centers, Institutes, and chairs.
- c. The grants office, provost, and deans will coordinate and enhance their support of faculty seeking external grants and contracts.

- II 2. Promote student engagement in research, scholarship and creative production.
- a. Calvin budgets will support significant numbers of faculty-student research projects.
  - b. The college will place high value on programs and projects that lead to early-career achievements by undergraduates (e.g., presentations, publications, exhibitions, performances).
  - c. Continue to encourage research that includes topics of diversity and inclusion.

**CALVIN COLLEGE STRATEGIC OBJECTIVE III: Support Calvin's Mission in Community**

III 1. Develop a workplace culture in which employees thrive and grow.

III 2. Develop and implement an employee leadership training program.

**STRATEGIC OBJECTIVE COMMENTARY:** Although we have a cohesive, collaborative team of colleagues in SPAUD, there is always room for improvement for improvement of teaching, scholarship, advising and service. The college also has initiated a number of new initiatives that will help us improve our work, as noted above. We see this goal as sustaining and improving what we do and how we do it.

**STRATEGIC OBJECTIVE OUTCOME:** Faculty and staff will successfully meet tenure and promotion or performance raises while also improving the quality of the program and the work we do.

**TARGETS:**

1. Faculty continue to develop plans for improving teaching, research, advising and service annually by May.
2. Provide support for research, including equipment, labs and student research assistants, annually as needed.
3. Provide time and support for presentations on research and evidence-based clinical practices, annually as needed.
4. Provide support for teaching and advising improvement for faculty and adjuncts, annually as needed.
5. Staff continue to develop plans for performance improvement, annually by June.
6. Provide support for continuing education for clinical instruction practices, annually by June.

**SPAUD STRATEGIC OBJECTIVE FOUR: Enhance existing SPAUD curricula to further prepare students for entry-level speech-language pathology positions or to better prepare them for entry into other speech pathology or audiology graduate programs.**

**CALVIN COLLEGE STRATEGIC OBJECTIVE I: Strengthen Calvin's Mission in Education**

I 1. Articulate and implement an educational framework, which embodies our current educational philosophy and enhances and supports Calvin's Reformed Christian mission in higher education.

I 2. Promote student excellence and engagement in learning.

- a. Calvin will provide increased financial support for instructors who wish to engage students in practices that are known to be high-impact (e.g., academically-based service learning, community-based research, off-campus programs, internships, and research and creative projects with faculty).

**CALVIN COLLEGE STRATEGIC OBJECTIVE II: Secure Calvin's Mission in Scholarship**

II 2. Promote student engagement in research, scholarship and creative production.

- a. Calvin budgets will support significant numbers of faculty-student research projects.
- b. The college will place high value on programs and projects that lead to early-career achievements by undergraduates (e.g., presentations, publications, exhibitions, performances).

**CALVIN COLLEGE STRATEGIC OBJECTIVE IV: Strengthen Calvin's Pursuit of Diversity and Inclusion**

IV 1. Deepen understanding within the Calvin community of diversity, inclusive excellence, cultural competency, and global awareness.

IV 2. Advance and support inclusive excellence, cultural competency, and global awareness on campus.

**STRATEGIC OBJECTIVE COMMENTARY:** After gaining candidacy accreditation approval from CAA in 2011, we began offering the five-year bachelor's to master's (BA-MA) degree program. We also designed a better curriculum for students completing only the bachelor's (BA) program, but formal and informal assessments since that time indicated that we should implement the following curricular improvements: (1) provide more opportunities for students to participate in interprofessional education (IPE); (2) provide course content to better fit with certification standards and current clinical practices; (3) create more flexible course schedules and deliveries to help students participate in off-campus semesters; (4) improve students' writing skills; (5) expand graduate curricular offerings by providing credit and non-credit independent learning modules on specialized knowledge and skills; (6) increase clinical

opportunities off and on campus; (7) increase cross-cultural learning opportunities; and (8) consistently provide authentic Reformed faith perspectives across the curriculum.

**STRATEGIC OBJECTIVE OUTCOMES:** The SPAUD Program continues to offer carefully planned and sequenced curricula that address the range of academic and clinical content required for entry-level positions in speech pathology or for graduate work in audiology or speech pathology at other higher education institutions and. The program also integrates meaningfully across the curriculum Reformed Christian perspectives of faith.

**TARGETS:**

1. Post-assessments of IPE activities indicate positive learning outcomes by 2016.
2. Student course evaluations at or above the average of the college by 2016.
3. Evaluations for faculty reappointment, tenure and review at or above the average for the college by 2019.
4. Continue to address diversity and inclusion topics in SPAUD curriculum by 2016.
5. Satisfactory or higher ratings and feedback from external supervisors (internship and CFY) by 2015 and 2018.
6. 100% of the students pass the NESPA Praxis Exam for Speech-Language Pathology annually.
7. Majority of alumni rate their educational experience as satisfactory or better on SPAUD and college-wide surveys annually.
8. Establishment of the Allied Health clinic by August 2015.
9. Additional contracts with clinical partners annually.
10. Essays in capstone course indicate a deep understanding of faith perspectives by 2019.

**SPAUD STRATEGIC OBJECTIVE FIVE: Improve program assessment to better track assessment results and relate to program improvements.**

**CALVIN COLLEGE STRATEGIC OBJECTIVE I: Strengthen Calvin's Mission in Education**

I 1. Articulate and implement an educational framework, which embodies our current educational philosophy and enhances and supports Calvin's Reformed Christian mission in higher education.

- a. The framework will specify a set of educational principles that will guide and coordinate the development of learning outcomes and assessment plans for all components of the curriculum and co-curriculum.

**STRATEGIC OBJECTIVE COMMENTARY:** Although we have made program improvements at the undergraduate and graduate level, given data from remediation plans, feedback from current students and alumni, feedback from clinical supervisors, and advice from the SPAUD Advisory Board, we need to review and then establish systems and policies for assessment to better track all data and then to tie it directly to program improvements.

**STRATEGIC OBJECTIVE OUTCOMES:** The SPAUD Program continues to assess the SPAUD program's effectiveness with a variety of formal and informal tools and then uses those results to improve the program in a timely manner.

**TARGETS:**

1. Review the assessment plan by January 2015.
2. Complete program assessment for Calvin and for accreditation report by February 2015.
3. Determine ways to improve the program based on assessment results by May annually.
4. Use program data to drive program changes by September annually.



**SPAUD STRATEGIC OBJECTIVE FIVE: Improve and maintain facilities and capital equipment sufficiency.**

**CALVIN COLLEGE STRATEGIC OBJECTIVE I: Strengthen Calvin's Mission in Education**

1.1 Articulate and implement an educational framework which embodies our current educational philosophy and enhances and supports Calvin's Reformed Christian mission in higher education.

**STRATEGIC OBJECTIVE COMMENTARY:** As a relatively new program, the need for investment in facilities and capital equipment is critically important. We have grown substantially which has necessitated repurposing of media spaces for clinical spaces. We lack office space for our clinical instructors and the noise from our on-campus clinic disturbs faculty who need to complete their work in their offices. We also need additional clinical space to provide interprofessional medical clinical services to persons in the community. We also need to review our system and policies for capital equipment requests and for maintenance of that equipment over the long term.

**STRATEGIC OBJECTIVE OUTCOMES:** The SPAUD Program has adequate classroom, lab and clinical space with the equipment needed to teach students in class and clinic and to conduct research

**TARGETS:**

1. Complete proposal for Allied Health clinic by October 2014
2. Calvin's planning and Priorities Committee approves Allied Health Clinic by December 2014.
3. Complete Allied Health clinic lease, facility plan and renovation by August 1, 2015.
4. Review clinical and classroom space in the Davos Building by January 2015.
5. Receive permission to renovate faculty offices in DC260 by January 2015.
6. Create policies for capital equipment purchases by May 2015.
7. Review and revise, as needed, classroom, lab and clinical equipment priorities annually by September
8. Review and revise, as needed, system for clinical materials checkout annually by September.

**Appendix**  
**SPAUD Strategic Plan Benchmarks**  
**9-15-17**

Strategic Objectives	Action Plan	Responsible Party	Due Date	Progress
<b>Target 1: Accreditation</b>				
1a. Obtain CAA initial	Complete application	Program & Clinic Director	Feb 2015	Completed
	Prepare for site visit	Program & Clinic Director	Sep 2016	Completed
	Respond, as needed to CAA feedback	Program & Clinic Director	Feb 2016	Completed
1b. Maintain CAA initial accreditation	Submit annual department reports to Dean	Program Director	Annually by Sept 20	Completed 2015; Working on 2016
	Submit annual CAA accreditation	Program Director	Annually by Feb 1	Working on 2017
<b>Target 2: Program Governance and Improvement</b>				
2a. Create a SPAUD	Determine effects on SPAUD and CAS	CAS Committee	Nov 2014	Completed
	Create SPAUD committees: Curricular, Admissions, Assessment,	SPAUD Staff	Feb 2015	Completed
	Bring to PPC and Faculty Senate	CAS Chair and SPAUD Program	May 2015	Completed
	Hire Department Assistant	SPAUD Staff	July 2015	Completed
2b. Review clinical policies and procedures	Work with Calvin's Health Clinic on HIPAA compliance updates, third-party billing, and electronic medical records.	SPAUD Clinic Director and Clinic Administrative Assistant	July 2015	Continuing, given consultant recommendations in July 2015
	Revise student handbook	SPAUD Clinic Director and Clinic	Aug 2016	Completed
2c. Review academic requirements	Assess effectiveness of GPA and Clinical function requirements	SPAUD Faculty and Staff	Sept 2016	Completed; changed to 3.0 for each semester & 3.3 for Early Admits

<b>Target 3: Faculty and Staff Development</b>				
3a. Sustain faculty development plans	Faculty continue to develop plans for improving teaching, research, advising and service.	SPAUD Faculty	Annually	Continuing.
	Provide support for research incl. equipment, labs and student research assistants	SPAUD Chair; Grants and Development Office	Annually	Continuing.
	Provide time and support for presentations on research and evidence-based clinical practices	Faculty and Clinic Instructors	Twice each semester; begin in Feb 2015	Completed.
	Provide support for teaching improvement for faculty and adjuncts	SPAUD Program Director; Teaching and	Reviewed annually by Sept 1	Reviewed 6/15; 7/16; 7/17
3b. Sustain clinical staff development	Staff continue to develop plans for performance improvement	SPAUD Chair and Clinic Director	Annually	Reviewed 6/15; 7/16; 7/17
	Provide support for continuing education for clinical instruction practices	SPAUD Program Director and Clinic Director	Reviewed annually by Sept 1	Reviewed 6/15; 7/16; 7/17
<b>Target 4: Curriculum Development</b>				
4a. Expand graduate curricular offerings	Develop non-credit modules of special topics (e.g., voice, motor speech, special education rules and paper work; autism, fluency, trachs and vents, etc.) identified by alumni, clinical instructors and employers as areas of needs.	Curriculum Committee	Ongoing: 2-3 per year	Voice and Motor Speech modules completed by Sept 2015; Add trach and vent module in 2016 (postpone to 2018)
4b. Develop IPE and IPP opportunities	Collaborate with allied health professionals in clinical settings to offer more interprofessional educational opportunities.	Curriculum Committee	Ongoing	IPE with nursing & with CCRS

4c. Improve undergraduate curriculum	Develop and offer undergraduate courses in an online format to facilitate off-campus semester opportunities.	Curriculum Committee	Add 1-2 courses annually	SPAUD 218 Summer 14 & 15. Added 101 and 217 in 2016: Re-evaluate 2018
	Provide 3rd-year students with mentored on-campus experiences (SPAUD 370)	SPAUD 370 Instructor	Dec 14	Completed Dec 2015.
	Include Seniors in BA program with required clinic experience (associated with Capstone Course)	SPAUD 599 Instructor	Feb 2015	Completed February 2015
4d. Improve students' writing skills,	Enhance and coordinate the writing and reading assignments across our curriculum so that students are well-prepared for our graduate research methods class and ready to use evidence-based practice in other graduate courses.	Faculty and Clinic Instructors	Feb 2015	Completed
	Collect and score samples of students' 2nd-year and 4th-year writing (essays, research papers, clinic reports) to determine who may qualify for remediation;	Chair and Peggy Goetz	May 2015	Completed; Changed to using SPAUD 210 assignment.
	Assign a graduate assistant to tutor students who need writing remediation	Chair and Peggy Goetz	Ongoing	Completed

4e. Increase students' cross cultural knowledge and skills	Establish and further develop collaborations with local, national and international organizations (e.g., central city health centers; literacy and ESL centers; interims in China, and training of Afghanistan physicians) for cross-cultural opportunities.	Faculty and Clinic Instructors; Grants and Development Office	Ongoing	China Interim Completed May-June 2014; 2016 Afghanistan Medical Training January 2015; Jamaica, 2016
4f. Develop a plan for integrating Reformed faith discussions across the curriculum.	Review and revise 2009 plan for integrating faith issues with course content.	Curriculum Committee	Sept 2015	Continuing
4g. Expand clinical learning opportunities	Develop Allied Health clinic in addition to Calvin's present speech and hearing clinic	Program Director, Clinic Director, Grant Office	Aug 2015	Completed
	Increase VA hospital clinical site to 3 ½ days per week.	Clinical Instructor for External Clinicals	Feb 2015	Completed
	Expand concussions screens to other schools	Clinic Director & Clinical Instructor	Sept 2014	Added one more school district 9/14; Discontinued 2015; 2016 due to online system
	Investigate grant opportunities for mobile hearing screen unit.	Audiology and Grants Office	Sept 2015	Moved to November 2015; deleted 7-16 per dept. vote
	Develop relationships with external SNF and preschool sites for speech and hearing services.	Clinic Instructor for External Clinicals	Sept 2015	Moved to January 2016; deleted preschool 2017; continued SNFs and VA

<b>Target 5: Improve Program Assessment</b>				
5a. Review assessment plan.	Determine most effective methods of assessment and ways to collect and disseminate it.	Assessment committee and advisory	Jan 2015	Completed revised writing 2017
5b. Complete program assessment for Calvin and for accreditation report	Collect assessment data from alumni surveys, internal and external clinical instructors, student evals of courses and external CIs, and advisory board members	Assessment committee and program director	Feb 2015	Completed
5c. Determine ways to improve the program based on assessment results	Analyze data, determine areas needed to improve, and develop plan to implement improvements; report to CAS Chair and Dean	Assessment committee and advisory committee	May 2015	Completed
5d. Use program data to drive program changes.	Implement program improvements based on assessment data	Assessment committee, program director and other Calvin committees and	Reviewed annually by Sept 1	Reviewed 9/19/15; Will review again by 9/30/16
<b>Target 6: Facilities and Equipment Sufficiency</b>				
6a. Complete Allied Health clinic facility	Calvin's Planning and Priorities Committee	Program Director	December 2014	Completed November
	Complete Allied Health clinic lease, facility plan and renovation	Program and Clinical Director; Allied Health Clinic director	August 1, 2015	Opened September 8, 2015
	Review clinical and classroom space in the DeVos Building and the CCRS	Faculty and Staff	January 2015; moved to annual goal.	Completed; need lab space for Oommen-- Done 2017
6c. Review and revise, as needed, classroom, lab and clinical equipment	Work with faculty and staff on prioritizing capital equipment purchases for clinics,	Facilities and Equipment committee	July 2015	Completed for 2015; continued in 2016.

6d. Review and revise, as needed, system for clinical materials checkout.	Reassess Classroom and Lab equipment needs	Facilities and Equipment committee	Reviewed annually by Sept 1	Completed 7/2015; 7/16; 7/17
	Review current practice and if need be, revise checkout system	Facilities and Equipment committee	Reviewed annually by Sept 1	Completed 7/2015; 7/16; 7/17