

**Speech Pathology and Audiology Department  
Calvin University**

**STRATEGIC PLAN  
2019-2024**

**Mission of the Speech Pathology and Audiology Department**

*The mission of the Speech Pathology and Audiology Department 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 Calvin University'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) Department Strategic Plan is aligned with Calvin University's 2019-2024 Strategic Plan. As such, the format used first identifies the SPAUD Strategic Objective and the Calvin Strategic Objective(s) with which it 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 the plan for measurable targets that will result in the desired outcomes. 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 and the department's faculty and clinical instructors. Results will also be reported in the annual review of the SPAUD Department for the Academic Dean. Action plans for program improvement, as necessary, will be completed in a timely manner.

**SPAUD STRATEGIC OBJECTIVE ONE: Obtain and maintain reaccreditation.**

**CALVIN UNIVERSITY STRATEGY:**

Strategy 5: Realize a university structure that drives growth and sustains educational excellence.

**STRATEGIC OBJECTIVE COMMENTARY:** In April 2011, the SPAUD program received initial accreditation (5-year term) from the American Speech-Language-Hearing Association's Council of Academic Accreditation (CAA). We now must apply for reaccreditation by January 2020 to be granted reaccreditation by 2021. We also must maintain that accreditation for a period of five years. Therefore, we need to continue to develop the graduate program in ways that fit CAA requirements (e.g., assessment, curriculum, financial support, diverse clinical opportunities and faculty development). As a result of our initiatives in this area, students will complete a master's degree in an accredited Speech-language Pathology program at Calvin University.

**TARGETS/INITIATIVES:**

1. Complete self-study by December 2019.
2. Submit application for reaccreditation by January 2020.
3. Complete site visit by Fall 2020.
4. Obtain reaccreditation status by March 2021.
5. Complete annual reports in 2020, 2021, 2022, and 2023.

**SPAUD STRATEGIC OBJECTIVE TWO: Enrich existing SPAUD curricular content and pedagogical practices to further prepare students for entry-level SLP positions or for entry into other SLP or AuD programs.**

**CALVIN UNIVERSITY STRATEGY**

Strategy 1: Strengthen the community's Reformed Christian witness.

Strategy 5: Realize a university structure that drives growth and sustains educational excellence

**STRATEGIC OBJECTIVE COMMENTARY:**

Following our candidacy accreditation period, we gained accreditation from CAA in 2015 with no deficits from accreditation visitors. Since then we have focused our curricular growth efforts on areas identified through formal and informal program assessment. Our program's growth is evident in all targeted areas; however, continued program assessment and certification standards indicate that ongoing improvements are warranted in the following areas: (1) information literacy and critical thinking; (2) cultural competency; (3) interprofessional education and practice; (4) flexibility of course delivery and timing; (5) content relevant to current clinical practice issues; and (6) authentic and responsive integration of faith and learning.

**TARGETS/INITIATIVES:**

1. Move SPAUD 505: Research Methods to first semester of graduate program by Fall 2020.
2. Develop *Diversity and Inclusion Across the Curriculum* document by August 2020.
3. Incorporate complex cases and critical thinking as integral components of SPAUD 515: Special Topics by Summer 2021.
4. Add graduate level autism course to the curriculum by Summer 2021.
5. Update and expand *Writing Across the Curriculum* document to encompass information literacy and critical thinking by September 2021.
6. Document practices of faith integration across the curriculum to assess breadth and depth of our Reformed Christian perspective by 2023.
7. Based on annual program assessment, continue to incorporate course content that is responsive to current clinical issues each year as appropriate.
8. Refine IPE colloquium series annually based on focus group data and pre-post test measures.
9. Obtain additional clinical placement contacts with domestic and international partners annually.

**SPAUD STRATEGIC OBJECTIVE THREE: Expand and refine program offerings through innovation and collaboration to meet needs of students and community.**

**CALVIN UNIVERSITY STRATEGY**

Strategy 2: Enhance the cultural competency of faculty, staff, and students

Strategy 3: Employ growth strategies to diversify and increase student enrollment

Strategy 4: Enact a digital strategy that supports innovation.

**STRATEGIC OBJECTIVE COMMENTARY:**

Program assessment data and educational practice trends indicate that we should expand our program offerings to meet the needs of diversified learners. Our efforts will focus on broadening our community and reaching students who have not been exposed to Reformed Christian tradition. Current and future undergraduate and graduate students will have comprehensive opportunities for clinical experiences within the entire scope of SLP practice. Innovative practices (e.g., online courses, hybrid courses) will reach high school students, post-baccalaureate students, and peer-institution students who do not have CSD programs. These clinical and innovative opportunities will meet the demands of diverse learners in a multimodal culture, as well as increase tuition revenue.

**TARGETS/INITIATIVES:**

1. Offer SPAUD 101, 217, and 218 as online summer courses by 2020.
2. Offer SPAUD 101, 217, and 218 online during regular semesters by academic year 2020/2021.
3. Pilot online prerequisite course sequence by 2024.
4. Pilot new clinical supervision service-delivery model by Fall 2020.
5. Incorporate service-learning opportunities in two undergraduate courses by Fall 2022.
6. Develop community-based clinical opportunity for graduate student clinicians by 2023.
7. Develop new specialty clinics in on-campus clinic by 2024.
8. Implement peer mentoring and support programs for AHANA, International, and third culture students by September 2020.

**SPAUD STRATEGIC OBJECTIVE FOUR: Expand and enhance physical and digital learning environment.**

**CALVIN UNIVERSITY STRATEGY**

Strategy 3: Employ growth strategies to diversify and increase student enrollment.

Strategy 4: Enact a digital strategy that supports innovation.

Strategy 8: Invest in student living and learning spaces.

**STRATEGIC OBJECTIVE COMMENTARY:**

The SPAUD program will utilize both face-to-face and digital learning environments to expand our course offerings to reach new student populations. Calvin is partnering with an online program management (OPM) company. We anticipate being able to leverage the marketing prowess of the OPM to be able to reach students who cannot attend our courses face-to-face, such as dually-enrolled high school students and people with bachelor's degrees in other fields who need to take leveling courses before applying for a master's degree program in speech-language pathology. We also want to update and upgrade our physical spaces for better collaboration.

**TARGETS/INITIATIVES:**

1. Offer virtual tours for prospective students by fall 2021.
2. Increase the impact of our social media presence by adjusting practices annually based on social media trends data.
3. Establish physical and clinical space by 2024 for fourth year undergraduate students planning to attend graduate school at other institutions.
4. Update and organize clinical space by 2020.
5. Establish virtual space for clinical and research collaboration by 2022.
6. Improve physical space of clinic waiting area by 2020.
7. Update computers for clinical supervision by 2022.
8. Incorporate digital and virtual learning tools across the curriculum by 2024.

## **SPAUD STRATEGIC OBJECTIVE FIVE: Grow and maintain financial and enrollment stability.**

### **CALVIN UNIVERSITY STRATEGY**

Strategy 2: Enhance the cultural competency of faculty, staff, and students.

Strategy 3: Employ growth strategies to diversify and increase student enrollment.

Strategy 5: Realize and university structure that drives growth and sustains educational excellence.

Strategy 7: Cultivate faculty scholarship and student learning that is anchored in disciplinary study and invigorated by effective collaboration.

### **STRATEGIC OBJECTIVE COMMENTARY:**

Our goal is to increase tuition revenue by increasing and maintaining enrollment for SPAUD undergraduate and graduate students and increase enrollment of non-degree-seeking students enrolled in our classes. We will accomplish this goal through initiatives outlined in other places in this strategic plan. Specifically, we will increase enrollment and financial stability through recruitment and retention efforts, curricular refinement, service delivery expansion, and increased faculty and staff capacity for teaching and scholarship.

### **TARGETS/INITIATIVES:**

1. Recruit dually-enrolled high school students by 2022.
2. Increase recruitment and retention of AHANA, International, and third culture students by 5% by 2024.
3. Increase enrollment of undergraduate students by 5% 2024.
4. Enroll at least five non-degree seeking students across the program each semester by 2021.
5. Maintain graduate enrollment of 30 students per cohort each year.
6. Operate within our budget annually.
7. Maintain five fulltime tenure-track faculty lines by 2024.
8. Increase internal and external grant funding by 2024.

## **SPAUD STRATEGIC OBJECTIVE SIX: Support faculty and staff development.**

### **CALVIN UNIVERSITY STRATEGY**

Strategy 1: Strengthen the community's Reformed Christian witness

Strategy 7: Cultivate faculty scholarship and student learning that is anchored in disciplinary study and invigorated by effective collaboration.

**STRATEGIC OBJECTIVE COMMENTARY:** The SPAUD department has a cohesive, collaborative team of colleagues, yet there is always room for improvement of teaching, scholarship, advising and service. Program assessment data have suggested particular improvement is warranted in ensuring consistency across clinical and academic learning environments. University level support is available through a variety of initiatives. Department level proposals for faculty and staff development have been established and new initiatives are in progress. We see this goal as sustaining and improving what we do and how we do it.

### **TARGETS/INITIATIVES:**

1. Hire new tenure-track faculty member by fall 2020.
2. Participate in the new Calvin faculty development initiative by 2024.
3. Provide scaffolded department-level cultural competence training annually.
4. Establish regular meetings by Spring 2020 for clinical and academic teachers to collaborative in order to increase consistency and quality of student education.
5. Establish support plan for adjunct faculty by Fall 2020.
6. Incorporate sharing of pedagogical and faith-learning practices into departmental meetings by Fall 2020.
7. Faculty continue to develop plans for improving teaching, research, advising and service annually by June.
8. Staff continue to develop plans for performance improvement, annually by June.
9. Provide time and support for presentations on evidence-based clinical and academic practices, as needed.
10. Provide support for continuing education for clinical instruction practices, annually by June.
11. Provide support for research, including equipment, lab space, and student research assistance, annually as needed.
12. Provide support for teaching and advising improvement for teaching faculty/staff, annually as needed.

**SPAUD STRATEGIC OBJECTIVE SEVEN: Refine program assessment to increase quality of assessment data and related program improvements.**

**CALVIN UNIVERSITY STRATEGY**

Strategy 5: Realize and university structure that drives growth and sustains educational excellence.

**STRATEGIC OBJECTIVE COMMENTARY:** The SPAUD program continues to assess the effectiveness of its program. In light of current assessment data, feedback from current students and alumni, input from clinical supervisors, and advice from the SPAUD Advisory Board, we should refine our formal and informal assessment tools in order to obtain more impactful assessment information. Updated assessment procedures will be implemented across the undergraduate and graduate curricula. Results from those assessments will be incorporated at regular intervals in order to make responsive and appropriate programmatic improvements.

**TARGETS/INITIATIVES:**

1. Complete program assessment for Calvin and reaccreditation report by February 2020.
2. Incorporate mechanism for program-level student feedback into assessment by Fall 2020.
3. Incorporate new mechanism for alumni and employer feedback into assessment by Fall 2021.
4. Develop plan for course-level assessment by Fall 2020.
5. Implement course-level assessment annually to encompass all undergraduate and graduate courses over the span of 5-7 years.
6. Complete annual program assessment prior to start of new academic year.
7. Use assessment data to guide appropriate program changes annually to be implemented on a semester-by-semester basis.



**Appendix**  
**SPAUD Strategic Plan 2019-2024**

Strategic Objectives	Action Plan	Responsible Party	Due Date	Progress
<b>Target 1: Obtain and maintain accreditation</b>				
1a. Complete self-study by December 2019	Complete application	Program & Clinic Director	Dec 2019	Completed
1b. Submit application for reaccreditation by Jan 2020	Submit application	Program & Clinic Director	Jan 2020	Completed
1c. Complete site visit by Fall 2020	Prepare for site visit	Program & Clinic Director	Fall 2020	Completed
1d. Obtain reaccreditation status by March 2021		Program Director	March 2021	Completed
1e. Complete annual reports in 2022, 2022, 2023	Submit annual CAA	Program Director	Annually by Feb 1	In Process
<b>Target 2: Enrich existing SPAUD curricular content and pedagogical practices to further prepare students for entry-level SLP positions or for entry into other SLP or AuD programs.</b>				
2a. Move SPAUD 505: Research Methods to first semester of graduate program by Fall 2020.	Submit to EPC and CSC	Program Director	Fall 2020	Completed
2b. Develop <i>Diversity and Inclusion Across the Curriculum</i> document by August 2020.		Peggy	Fall 2020	Completed
2c. Incorporate complex cases and critical thinking as integral components of SPAUD 515: Special Topics by Summer 2021.			Summer 2021	
2d. Add graduate level autism course to the curriculum by Summer 2021.	Submitted to EPC and Faculty Senate	Program Director	Summer 2021	Completed
2e. Update and expand <i>Writing Across the Curriculum</i> document to encompass information literacy and critical thinking by September 2021.		Peggy	Sept 2021	
2f. Document practices of faith integration across the curriculum to assess breadth and depth of our Reformed Christian perspective by 2023.		Peggy	2023	
2g. Based on annual program assessment, continue to incorporate course content that is responsive to current clinical issues each year as appropriate.		Jen	Ongoing	Ongoing
2h. Refine IPE colloquium series annually based on focus group data and pre-post test measures.		Jen		Ongoing
2i. Obtain additional clinical placement contacts with domestic and international partners annually.				Ongoing

**Target 3: Expand and refine program offerings through innovation and collaboration to meet needs of students and community.**

3a. Offer SPAUD 101, 217, and 218 as online summer courses by 2020.		Brian (101, 218) Beth (217)	2020	Completed
3b. Offer SPAUD 101, 210, 217, and 218 online during regular semesters by academic year 2020/2021.		Brian (101, 218) Beth (217) Peggy (210)	Fall 2020	101 completed; 210, 217 and 218 in process
3c. Pilot online prerequisite course sequence by 2024.			2022	Completed
3d. Pilot new clinical supervision service-delivery model by Fall 2020.		Jen	Fall 2020	
3e. Incorporate service-learning opportunities in two undergraduate courses by Fall 2022		Peggy (Phonetics)	Fall 2020	
3f. Develop community-based clinical opportunity for graduate student clinicians by 2023.		Jen	2023	In process
3g. Develop new specialty clinics in on-campus clinic by 2024.		Jen	2024	
3h. Implement peer mentoring and support programs for AHANA, International, and third culture students by September 2020.		Beth, Peggy, Brian, Heather	Sept 2020	Completed

**Target 4: Expand and enhance physical and digital learning environment.**

4a. Offer virtual tours for prospective students by fall 2021.		Emily	Fall 2021	Completed
4b. Increase the impact of our social media presence by adjusting practices annually based on social media trends data.			Review Annually	Ongoing
4c. Establish physical and clinical space by 2024 for fourth year undergraduate students planning to attend graduate school at other institutions.			2024	
4d. Update and organize clinical space by 2020.		Travis	2020	Completed
4e. Establish virtual space for clinical and research collaboration by 2022.			2022	Completed
4f. Improve physical space of clinic waiting area by 2020.			2020	Completed
4e. Update computers for clinical supervision by 2022.		Emily	2022	Completed
4f. Incorporate digital and virtual learning tools across the curriculum by 2024.			2024	Ongoing

<b>Target 5: Grow and maintain financial and enrollment stability.</b>				
5a. Recruit dually-enrolled high school students by 2022.			2022	
5b. Increase recruitment and retention of AHANA, International, and third culture students by 5% by 2024.			2024	Completed
5c. Increase enrollment of undergraduate students by 5% by 2024.			2024	Completed
5d. Enroll at least five non-degree seeking students across the program each semester by 2021.			2021	Completed
5e. Maintain graduate enrollment of 30 students per cohort each year.				Completed
5f. Operate within our budget annually.				Ongoing
5g. Maintain five fulltime tenure-track faculty lines by 2024.			2024	In process
5h. Increase internal and external grant funding by 2024.			2024	
<b>Target 6: Support faculty and staff development.</b>				
6a. Hire new tenure-track faculty member by fall 2020.	Department. Dean and PSC	Program Director	Fall 2020	Completed
6b. Participate in the new Calvin faculty development initiative by 2024.			2024	
6c. Provide scaffolded department-level cultural competence training annually.			Annually	In Process
6d. Establish regular meetings by Spring 2020 for clinical and academic teachers to collaborative in order to increase consistency and quality of student education.			Spring 2020	In Process
6e. Establish support plan for adjunct faculty by Fall 2020.			Fall 2020	
6f. Incorporate sharing of pedagogical and faith-learning practices into departmental meetings by Fall 2020.		Peggy	Fall 2020	
6g. Faculty continue to develop plans for improving teaching, research, advising and service annually by June.			Review annually	

6h. Staff continue to develop plans for performance improvement, annually by June.			Review annually	
6i. Provide time and support for presentations on evidence-based clinical and academic practices, as needed.				
6j. Provide support for continuing education for clinical instruction practices, annually by June.			Review annually	
6k. Provide support for research, including equipment, lab space, and student research assistance, annually as needed.			Review annually	
6l. Provide support for teaching and advising improvement for teaching faculty/staff, annually as needed.			Review annually	
<b>Target 7: Refine program assessment to increase quality of assessment data and related program improvements.</b>				
7a. Complete program assessment for Calvin and reaccreditation report by February 2020.			Feb 2020	Completed
7b. Incorporate mechanism for program-level student feedback into assessment by Fall 2020.			Fall 2020	In Process
7c. Incorporate new mechanism for alumni and employer feedback into assessment by Fall 2021.			Fall 2021	In Process
7d. Develop plan for course-level assessment by Fall 2020.		Peggy	Fall 2020	In Process
7e. Implement course-level assessment annually to encompass all undergraduate and graduate courses over the span of 5-7 years.			Fall 2020	
7f. Complete annual program assessment prior to start of new academic year.			Fall 2020	Completed
7g. Use assessment data to guide appropriate program changes annually to be implemented on a semester-by-semester basis.			Ongoing	

