

**Eastern New Mexico University
Strategic Plan Report
Academic Units 2009-2010 Report**

Department: Health and Human Services (Communicative Disorders Program - CDIS)
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Mission

Program Mission:

The mission of the Communicative Disorders Program is:

- 1) To meet the needs of the community and to better serve those having communicative impairments by providing high quality but affordable diagnostic and rehabilitative services
- 2) To increase the number of competent therapy providers by increasing the number of Bachelor's and Master's graduates in speech language pathology each year, and....
- 3) To provide a comprehensive outcome-based education supplemented by active learning experiences, both on and off campus to CDIS students at ENMU.

Students obtaining a baccalaureate in CDIS should be academically capable and show proficiency with pre-professional competencies (graduate program pre-requisite skills) in CDIS content areas, basic research, introductory clinical practice, and verbal/written presentation abilities. The comprehensive nature of the undergraduate program, with its emphasis on a broad theoretical foundation in normal and disordered human communication, is to prepare students for graduate study in speech/language pathology and/or audiology. Graduate students in CDIS must demonstrate entry-level competence as defined by ASHA accreditation policy and as specified by Knowledge and Skills Acquisition (KASA) learning outcomes. The overall mission of the Graduate program in CDIS is to prepare students for national certification and licensure as practicing speech-language pathologists.

Link to University Mission:

Eastern New Mexico University combines a traditional learning environment with twenty-first century technology to provide a rich educational experience. The CDIS program enhances this mission with its diversified learning formats – we offer PolyComm courses, internet/WWW courses, and WebCT enhanced courses each semester. Our courses also offer considerable flexibility in scheduling to meet the needs of both traditional and non-traditional students through course offerings in the evenings, on weekends, in summers, and in both 8 and 16 week formats. Eastern emphasizes liberal learning, freedom of inquiry, cultural diversity and whole student life. The ENMU CDIS Program supports these tenets through advanced critical thinking and application tasks during applied learning and life activities, particularly those which work toward the understanding of communicative and cultural diversity (including the diversity of disability). Active learning takes place during case study, laboratory, and clinical practicum exercises, as does scholarship as students design and complete various data-gathering and research activities to improve services to the clients they serve.

Link to College Mission:

The CDIS mission likewise enhances that of the College of Liberal Arts & Sciences in providing courses with content that transcends a wide spectrum of the liberal arts and sciences. Courses address areas such as speech, language(s)/cultural diversity, anatomy/physiology, biology/genetics, acoustics and properties of sound, psychological principles, research, grammar composition/writing, public speaking, and community/client services. As CDIS graduates must provide autonomous services in community based settings, students completing our programs are well prepared for “on your feet” decision making and leadership roles within their occupational placements.

Link to Graduate School Mission:

The mission of the graduate program in CDIS supports that of the Graduate School in multiple ways. The program seeks to encourage research, independent thought, and intellectual/analytical growth by providing up-to-date instruction in the prevention, identification, evaluation, and remediation of speech, language, swallowing, and hearing disorders. The intensive classroom and clinical educational experiences prepare students for state licensure and certification by the American Speech-Language-Hearing Association, and ultimately, to secure successful careers in the field of speech-language pathology and to provide services to clients with communicative disorders. URL: www.enmu.edu/cdis

Strategic Plan

How has the Plan been shared within the Unit?

The mission, strategic, and assessment plans of the Communicative Disorders program are developed jointly by all CDIS faculty. Strategic and assessment plans are discussed at regular faculty meetings. Focused planning meetings specific to both strategic and assessment plan development/revision occur with the CDIS faculty each August, November, January, and April/May each academic year.

Any changes to the unit Strategic Plan?

As speech-pathology is a progressive profession, the CDIS Program at ENMU must be dynamically responsive. This results in changes being made every few years. These changes occur at both undergraduate and graduate levels.

Major changes from the 2009-10 year which are reported in this document:

- We’ve combined our undergraduate curriculum coursework with our graduate leveling sequence to enable us to offer all undergraduate courses twice per year (once online and once on campus).
- We updated our undergraduate curriculum to create an interdisciplinary composite major which can be completed fully online.
- We revised our graduate curriculum to strengthen our evidence-based practice and research emphasis
- We’ve begun the process of “standardizing” our curriculum at both graduate and undergraduate level to make sure that core competencies are addressed in applicable classes in sequence. This will assist us in assuring a high-quality, consistent education even when resource faculty must be used to teach courses. It also enables us to switch certain classes between professors without “re-inventing the wheel” or inadvertently neglecting important curricular aspects. We are looking at the program as a whole (rather than a collection of courses) much more so than we have previously.

Progress to date on unit’s Strategic Plan goals or objectives?

We streamlined a bit and consolidated a few things. We still have work to do in this area, particularly with the reporting of graduate student outcomes. Our instructor mentoring was improved, but still requires much more attention. Details are reported below.

Form 1: STRATEGIC PLAN FOR 2009-2010

Objectives = Specific measurable targets for accomplishing goals

Measures = Specific performance data relating to the objective

Outcomes = Results

Actions Taken = Use of results to improve planning/achieve mission

<p>Goal 1 Effectively acquire and manage departmental resources to improve academic instruction/clinical opportunities and overall student achievement of KASA learning outcomes and competencies.</p> <p><u>Rationale:</u> This is particularly important for CDIS as program enrollments and course offerings are increasing. Lack of proactive management will result in habitual faculty overloads, decreased scheduling and course flexibility, and reduced clinical opportunity and supervision for students in clinical practicum situations.</p>			
Objective(s)	Measure s	Outcome(s)	Action(s) Taken
<p>1) The Department will reallocate existing faculty resources and procure new faculty and professional staff to:</p> <p>a) Eliminate faculty overloads</p> <p>b) Support current and projected growth while maintaining supervision standards as specified by ASHA</p> <p>c) Obtain additional full-time faculty by 2010 fall semester</p>	<p>a) Use resource line to continue with instructional resource faculty</p> <p>b) Use resource line to add clinical supervision faculty PRN to support new enrollment and billable contracts; advertise & hire resource staff supervisors as needed (Sp10);</p> <p>c) A new f/t line was approved for Program Director/faculty (25% release and 75% teaching and supervision) in SU09; Recruit, interview, and hire new faculty for 2010-2011 year.</p>	<p>a) Reduced total faculty overload to 9 credits in the fall and 6 credits in the spring. It's still too high.</p> <p>b) Reduced load for Clinic Director by hiring "after-school" practicum supervisor.</p> <p>c) Advertised for position throughout SP/SU09 - were unable to fill; Position was then pulled due to lack of funding in FA09; Position was unfilled all year.....in SP10, another faculty member resigned. We now have two vacant positions. Advertised doctoral level position in SP and SU10 with no applicants; send 300 letters to graduate programs; no response.</p>	<p><u>Status:</u></p> <p>a) We need more work on this. The university has funded 1 position for our department and we continue to advertise for this. The Program has further funded a ½ time position using revenues generated from billable services.</p> <p>b) Continue this objective; Our growth has not yet stabilized.</p> <p>c) One f/t position was approved for immediate hire; The other position is approved as well, but is on hold until budget constraints can be lessened (The Program is paying for a half-time person from our PSPLH account - 20k plus benefits); Continue to advertise; We hope to fill this position ASAP. We will need to consider "growing our own" with minority doctoral fellowship to replace future retirements.</p>

Goal 1: Continued (Objective 2)			
Objective(s)	Measure s	Outcome(s)	Action(s) Taken
2) Revise faculty loads and CDIS course offerings/rotations to better address undergrad and graduate program needs. Objectives include:			<u>Status:</u>
a) Change leveling course sequence to 8 weeks so that students may start in any semester of the year	a) Move 2 courses to Su08; change rotations so that sequenced courses are offered in same semester; add preclinical and hearing course; adjust loads	a) Completed; Enrollment is growing steadily	a) Remove; Complete development of Preclinical (CDIS 441) to begin F10
b) Complete graduate catalog changes	b) 1: Develop part-time graduate program (3 year vs.2 year program) 2: Make changes based on data collected in 08-09 (adjust hours, move 1 course from summer, divide special project hours, revise portfolio presentations) 3: Gather data on student GPA, outcome achievement , graduation timelines, course re-takes, academic probation/suspensions, and GPA over the next 3 years	b) 1: Draft completed; implement as requested in F10 2: Catalog changes proposed and approved; program outcomes should be easier to achieve 3: In progress	b) 1: Remove from plan 2: Continue portfolio revisions; develop new research courses as outlined in grad catalog 3: Continue as planned (move to data section)
c) Adjust present undergraduate degree	c) Streamline curriculum; create specific outcomes for pre-requisite graduate preparation that better align with graduate school needs (e.g., revise courses objectives, syllabi, and outcomes); complete mid-catalog change	c) Completed; specific objectives reviewed and syllabi/content adjusted as necessary	c) Remove from list; address as indicated by assessment plan data
d) Offer undergraduate degree online	d) Consolidate online leveling with undergraduate degree to create identical curriculum; schedule courses to offer each class twice per year (once online, once on campus), preferably in different semesters; develop pre-dinical course and add additional hearing to online rotation; adjust load; complete mid-catalog change	d) Completed; Catalog changes approved for early implementation; program begins this summer and enrollment is very promising	d) Remove from list; CDIS 441 in dvp for FA10 run, develop online language courses
e) Establish consistent banked credit rotation for faculty	e) Work release time for one faculty member per semester into course rotation	e) Unsuccessful	e) Continue, but will likely be impossible until we are fully staffed

Continued (Objective 3)

Objective(s)	Measures	Outcome(s)	Action(s) Taken
<p>3) The Department will acquire and use clinical equipment, materials, and teaching aids for classrooms, applied activities, and laboratories. Specific objectives include:</p> <p>a) Continue update of clinical and teaching/lab materials PRN</p> <p>b) Acquire statistical software for learning lab; add additional software PRN</p> <p>c) Investigate purchase of digital video capture system</p>	<p>a) Continue acquisitions as needs dictate</p> <p>b) Investigate, purchase, and install</p> <p>c) Survey faculty and supervisor needs for teaching; determine software, camera, internet, and microphone needs; obtain estimates/bids for equipment and install; obtain funding through billable services or (if too costly), through ER&R process</p>	<p>a) Purchased and installed:</p> <ul style="list-style-type: none"> • Wireless hub for additional student internet access • IRespond clicker and survey system • Multiple tests for clinic (expanded memory and adult choices a good deal this semester) • Flatscreen monitors for faculty and secretary • Billing/book-keeping software for tracking clinical revenues • New scanner • Crosscut shredder • Additional jumpdrives for client records <p>b) Funds have been saved for this; We will purchase stats package this summer</p> <p>c) Needs determined, bids obtained, vendor chosen, ER&R written, and monies awarded</p>	<p><u>Status:</u></p> <p>a) Continue acquisitions as needed; Retain objective (this needs to remain a priority for expenditure of PSPLH budget)</p> <ul style="list-style-type: none"> • Implement IRespond clicker system into teaching to improve student engagement <p>b) Work this software into new graduate research sequence</p> <p>c) Install system this summer; begin building video library (with 441 and 504 clips being a priority); expand as needed for future teaching situations</p>

Goal 1: Continued (Objective 4)			
Objective(s)	Measures	Outcome(s)	Action(s) Taken
<p>4) The Department will maintain high-quality clinical teaching opportunities. Specific objectives include:</p> <p>a) Retain outside contracts for clinical funding</p> <p>b) Maintain present level of clinical service delivery to community</p> <p>c) Continue PR at community events, with community agencies, and outreach contacts to preserve referrals/client base</p> <p>d) Develop multimedia practicum supervisor training presentations</p>	<p>a) Renew clinical therapy contracts; We are unable to expand at this point due to faculty/staff shortages</p> <p>b) Maintain present numbers of clients served and established sites of service; Establish CAPD services; Consider establishing support group services, establishing center-based therapies, and expanding group therapies</p> <p>c) Continue speaking engagements and community screening events</p> <p>d) Investigate platforms and media server options, develop content, and distribute</p>	<p>a) Contract for RCC-6 renewed; RGH in progress; Heartland will be addressed in AY10-11.</p> <p>b) CAPD clinic now available; AAC clinic evaluated multiple clients this year (and is working in cooperation with vendor evaluators as well); Internet support groups piloted with mixed results; Community service projects required for 506 course with excellent results</p> <p>c) Completed</p> <p>d) In progress</p>	<p><u>Status:</u></p> <p>a) Complete but retain on strategic plan. Obtain contract for 0-3 agency as soon as faculty/supervision loads allow</p> <p>b) Develop AAC loaner/rental contract with PMS; Center based therapies will have to be deferred until we have more space and more supervisors</p> <p>c) Continue unchanged</p> <p>d) Continue until complete</p>

Goal 1: Continued (Objective 5)			
Objective(s)	Measures	Outcome(s)	Action(s) Taken
<p>5) Continue invited speaker program to increase auxiliary student instruction</p>	<p>5) Invite 2 speakers per year; Investigate webinar hosting to bring in more "outside" speakers.</p>	<p>5) 3 speakers (2 in fall and 1 in spring) ; webinar hosting deferred due to lack of time and budget</p>	<p><u>Status:</u> Continue; Keep Webinar hosting on the slate for upcoming years as time and budget permit</p>

Goal 2 Increase CDIS course enrollment/retention			
Objective(s)	Measure s	Outcome(s)	Action(s) Taken
			<u>Status:</u>
1) Update and implement formal recruiting plan	1) Increase media and print exposure (e.g., completion of clinical services brochure, new mailing of leveling postcards), investigate printing costs of recruiting materials jacket and compile materials; print posters; continue radio, newspaper, and magazine spots; continue attendance at university and community events	1) Drafts for clinic brochure completed and approved; will print this summer; postcards mailed; other print materials deferred due to budget constraints (we used the web and strategic phone calls to advertise our new programs).	1) Print clinic brochures this summer; print posters this year as budget allows; Continue the rest unchanged
2) Maintain website; expand PRN	2) Add FAQ, client resource page, supervisor's page, expansion of the student resource page, and link to program newsletter	2) Updates posted regularly, with more substantial revisions completed during Christmas and summer breaks	2) Complete "upgrades" this summer with items as listed in #2.
3) Develop program newsletter	3) Develop and send	3) Completed. Sent to alumni and prospective students	3) Convert next newsletters to PDF prior to emailing.
4) Continue faculty/staff and GA recruiting efforts	4) Present at Freshman seminar, fairs, public forums, recruiting events, etc.; continue media exposure as listed above	4) Completed.	4) Continue as planned; reinstate FS talks in FA10
5) Develop GenEd upper division global diversity course	5) Complete course development and propose "Communication, Culture, and Disability" within 2 years (when faculty FTEs can support)	5) Proposal drafted and syllabus prepared	5) Will propose to CLAS in F10 with catalog changes; will teach online using resource faculty PRN
6) Continue Freshman Seminar Learning Community and Dual Credit partnerships	6) Maintain as currently offered; Solicit other high schools and add dual credit sections as able	6) Completed.	6) Propose Intro to Health Care Professions as permanent course with catalog revisions in FA10
7) Improve student performance	7) Offer free tutoring to CDIS students 2 times per week	7) Completed. Tutoring was offered by GAs PRN all year.	7) Continue

Goal 3 Continue program alignment with ASHA certification and accreditation standards. (This is a perpetual goal for our Graduate Program as standards change periodically and program progress/compliance to accreditation must be reported and explained annually).

Objective(s)	Measures	Outcome(s)	Action(s) Taken
<p>1) Address specific academic and practicum program standards & accreditation issues identified as faculty concerns</p> <p>Note: Progress on this objective has been interrupted due to the resignation of the prior Graduate Coordinator/Program Director.</p>	<p>1a) Simplify KASA outcomes:</p> <ul style="list-style-type: none"> • Id. "critical" outcomes • Pull sub-objectives from KASA (retain on syllabi) • Eliminate reduplicative measurements <p>1b) Address other Grad Requirements</p> <ul style="list-style-type: none"> • Revise special project process • Revise portfolio presentations • Re-visit practicum rating scale and weekly practicum meetings • Develop data tracking and student reporting system 	<p>1a) First revision completed this year.</p> <p>1b) In progress:</p> <ul style="list-style-type: none"> • Catalog changes for new research sequence is approved. • Portfolio presentations have been moved to CDIS 590. • Complete. Mandatory behaviors incorporated into grade; practicum meetings changed to PRN. • Data tracking in preliminary stages; some spreadsheets have been developed 	<p>1a) This will be specifically targeted along with "streamlining" KASA outcomes and the reporting process in SU10; We will be investigating database construction for reporting and measurement of the outcomes.</p> <p>1b) Continue:</p> <ul style="list-style-type: none"> • Develop new research courses as specified in catalog • Continue revision of process (consider elimination of presentation altogether) • Remove from plan • Continue with specific focus on entering and tracking KASA outcomes and clock hours; secondary focus is on compiling aggregate completion time, course repeat, and graduation rate data to determine possible correlations between UG GPA, GRE, or other intrinsic student variables and success.
<p>2) Address other accreditation issues currently needing attention</p> <p>a) Employer survey b) Alumni survey c) Practicum evaluations</p>	<p>2a/b) Construct surveys/collect data from employer and 08-09 1 year post alumni and 09-10 CFY alumni; (construct email database of both groups)</p> <p>2c) Continue surveys/rating scales for review of practicum and externship supervisors, experiences, pre-requisite knowledge needs, and recommendations each semester; analyze and incorporate into plan</p>	<p>2a) In progress. Emails collected.</p> <p>2b) In progress. Emails collected</p> <p>2c) Completed. Data from practicum continues to improve. Other surveys will be analyzed in FA10</p>	<p>2a) This is scheduled to happen this summer. Continue and run annually</p> <p>2b) Continue</p> <p>2c) Employer and alumni surveys will run in SU10 and annually thereafter. Practicum surveys run every semester. This remains on the plan.</p>

The Department will use strategic planning and program assessment results to review graduate and undergraduate curriculum, adjust program offerings, track student statistics, and meet the needs of students entering the field and clients requiring our services.			
Objective(s)	Measure s	Outcome(s)	Action(s) Taken
1) "Standardize" comprehensive examination process	1) Develop comp question pool with alternate questions of equal difficulty, procedures for scoring, and remediation process to guide students who must re-write or re-take comps	1) This was completed and implemented in SP10. Faculty members have concerns and are not yet satisfied as the internal validity of questions has NOT been established. Do questions speak directly to outcomes? Are specific outcomes appropriately emphasized?	1) Continue to examine; We are not through with this process just yet
2) Use longitudinal data to inform program planning; analyze and implement annual system review schedule	2a) Design multi-year collection system for graduate employment statistics; Track students across 5 years beginning with 2009 graduating class	2a) In progress	2a) In progress; We need a database
	2b) Work with department secretary to compile data from portfolios and track across multiple years	2b) In progress	2b) In progress
	2c) Develop system to gather special project feedback	2c) Informal interviews completed	2c) Data confirmed need for changes in research development process (this will be addressed by our new research sequence).
	2d) Continue development of data collection/tracking databases, form letters, automated form-fills, budget and inventory spreadsheets	2d) In progress	2d) Continue. This will likely be a perpetual process....once the system is established, we can take this off of the strategic plan.