

Department of Communication Sciences & Disorders Strategic Plan

Mission Statement

The mission of the Baylor University Department of Communication Sciences and Disorders is to educate men and women for worldwide leadership and service in the areas of Speech-Language Pathology, Audiology, ASL, and Deaf Education by integrating academic excellence, clinical experiences, research, and service to the community.

The mission of the CSD Department strongly supports a Baylor Foundational Assumption that “we find the highest order of personal fulfillment in working constructively for the betterment of others, and that we have an obligation to do so.” In keeping with the Robbins College of Health and Human Sciences’ mission, we aim to create an inter-professional and interdisciplinary environment for learning, promoting evidence-based practice and innovative clinical work and research, hire and retain diverse faculty leaders, develop curricula and experiences that attract and prepare undergraduate and graduate students in the field of communication sciences and disorders, support basic and translational research that advances our field, and engage with culturally diverse students, clients, and communities with respect and high levels of competence.

Vision Statements

The CSD Program is one of the strongest examples of Baylor’s Core Conviction to “Promote the health of mind, body, and spirit as these are understood in the Christian tradition and by the best of modern physical and psychological science.”

The Department seeks to fully integrate academic, research, and clinical experiences to enable students to learn current theories, principles, cutting edge technologies, research methods, and practices in order to prepare students for success as Speech-Language Pathologists, ASL interpreters, Deaf educators, and as future scientists in communication sciences and disorders. The Department creates an educational and work environment which inspires co-discovery through the dynamic interaction of teaching, research, clinic, and learning. Students are equipped for the workplace challenges of today and tomorrow by experiencing a variety of academic, research, clinical, and service experiences within a culturally diverse society.

In the CSD Department we strive to provide an environment where learning can flourish. We endeavor to maintain a culture that fosters the highest level of student learning within a caring environment. We teach undergraduate and graduate students state-of-the-art concepts and techniques in Communication Sciences & Disorders and help students attain their professional goals.

CSD Strategic Plan Themes

Theme 1. Build research capacity

The CSD Department is committed to enhancing communication abilities and the quality of life for all. As committed Christians, we strive to understand all of God's creation and how it impacts our communication and quality of life. Further, we seek to apply our understanding to enhance human's communication skills. We engage in compelling scholarship in order to contribute to our understanding of communication sciences and to develop better means of applying our understanding of communication sciences. Toward this end, we will work consistently with the University's *Pro Futuris* goal of Compelling Scholarship to build national and international prominence in communication sciences and disorders research and scholarship.

Act of Determination 1.1 - Creating and enhancing interdisciplinary research opportunities

The CSD Department is committed to building a team science approach as a primary means to increase research capacity. We define "team science" as a collaborative effort that leverages the strengths and expertise of professionals trained within our field, as well as in different fields, to address a scientific challenge. Team science is an efficient means to address global themes and grand challenges, direct efforts towards multi-dimensional research questions, pursue competitive external funding and to utilize current research infrastructure for such efforts.

Action Step 1.1.1– Establish more formalized research collaborations with Departments and Programs within Robbins College and across academic units at Baylor University (e.g., biology, neuroscience, education, special education, linguistics, voice and theatre)

Action Step 1.1.2 – Establish formalized research collaborations with the Veteran's Administration Hospital, Baylor Scott and White, Baylor College of Medicine and other health care entities.

Action Step 1.1.3 – Establish formalized research collaborations with the education entities, including Early Start and Head Start Programs, School Districts, Christian Academy for the Deaf, and other educational entities.

Action Step 1.1.4 – Establish research collaborations with researchers in other Communication Sciences and Disorders Programs at the state, national and international levels.

Action Step 1.1.5 - Encourage and support scholarship in the clinic with carefully planned translational collaborations that lead to new paths of discovery.

Act of Determination 1.2 - Recruiting and retaining faculty with high research productivity

The CSD Department is committed to recruiting faculty with a commitment to high research productivity. New tenure-track faculty candidates should demonstrate evidence of a research record, exhibit and articulate a strong commitment to high research productivity, as well as demonstrate evidence of collaborative scholarly efforts.

Action Step 1.2.1—Proposals for new tenure-track faculty or to replace existing faculty lines should include rationale for how the new hire will address the RCHHS and CSD strategic plan to improve research capacity.

Action Step 1.2.2— Departmental search committee review of new tenure-track faculty applicants should include evaluation of the candidate’s existing and/or potential for high research productivity and evidence of and commitment to collaborative efforts.

Action Step 1.2.3—Adjust teaching loads to allow faculty to build greater research capacity (e.g., establish team taught courses, develop interdisciplinary and/or cross-departmental courses).

Action Step 1.2.4 - Develop top-tier tenure and promotion guidelines to assure that tenure-track faculty are achieving research and scholarly activity.

Action Step 1.2.5- Continue to support faculty and expand faculty travel for continuing education as well as research presentations.

Act of Determination 1.3 - Creating new doctoral program

The CSD Department is committed to developing a premier doctoral program in communications sciences and disorders to train the next generation of scientists with a strong skill-set in research, teaching, and administration anchored in mentoring from high-quality Christian faculty.

Action Step 1.3.1 – Create a committee to assist with development of a Ph.D. program proposal by developing discussion points and researching relevant data to share with faculty.

Action Step 1.3.2 – Develop a shared vision of the Ph.D. program with all faculty input via discussion at monthly faculty meetings, as well as with the Ph.D. committee, and through individual faculty meetings.

Action Step 1.3.3 – Investigate, study, and share information regarding existing Ph.D. programs in Baylor, across Texas, and nationwide to assist in the development of a Ph.D. proposal.

Action Step 1.3.4 – Write a Ph.D. program proposal to submit to the Graduate School for approval. This proposal will include Ph.D. admission standards.

Action Step 1.3.5 – Hire new tenure-track faculty (minimum of 5) to assist with the research, teaching, and administrative needs of the new doctoral program.

Action Step 1.3.6 – Plan for laboratory space and equipment needs for new tenure-track faculty annually.

Action Step 1.3.7 – Determine number and amount of Ph.D. stipends that can be supported within CSD.

Action Step 1.3.8- Continue to develop and maintain laboratory facilities.

Act of Determination 1.4 - Increasing staff support for research efforts

The CSD Department is committed to advocating and providing feedback and assistance for the development of a comprehensive pre- and post-award support office in RCHSS that would assist researchers with statistical support, grant searches, and grant writing, as well as the development of a website to link potential willing and eligible participants to ongoing research projects is paramount.

Action Step 1.4.1 – Provide feedback and assistance to the Dean and administrators working to build RCHSS grant support staff.

Action Step 1.4.2 – Provide feedback and assistance to the Dean and administrators to develop a cost-effective and institutionally-appropriate web-based software for human subject recruitment.

Theme 2. Increase quality and enrollment in existing MS graduate program

The CSD Department is committed to continually increasing its quality of instruction of knowledge and skills in speech-language pathology for our MS graduate students. We are committed to continuing to recruit high-quality graduate students and providing an outstanding graduate student experience. We will strive to recruit and retain a student body of high academic merit with a commitment to service, research, evidence-based practice, and leadership.

Key Metrics:

1. Achievement of entering students
2. Demographic representativeness of students
3. Students' achievement of learning outcomes based upon comprehensive exam and national exam
4. Student satisfaction
5. Student retention and graduation rates (i.e., number of students and number of graduates)
6. Degrees conferred per year
7. Students' success in further education and careers (Ph.D. pursuit and employment rate)

8. Students' peer-reviewed publications and presentations of research at professional meetings.
9. Employer satisfaction survey.

Act of Determination 2.1 – Maintain a high-quality, accelerated, graduate professional training program designed to develop students' clinical, academic, and research skills within a compassionate, Christian-centered, learning environment

Action Step 2.1.1– Continue to monitor student achievement of knowledge and skills (KASA) outcomes each semester using metrics such as academic and clinical outcomes in course work, comprehensive examination pass rate, and praxis pass rate.

Action Step 2.1.2- Continue to monitor student performance and well-being at individual student meetings, faculty meetings, and executive committee meetings.

Action Step 2.1.3– Continue to evaluate graduate outcomes through metrics such as exit survey, alumni survey, and employer survey. Utilize feedback from these metrics to improve program quality.

Action Step 2.1.4– Continue to follow national and international advances in the field, which lead to new curricular changes.

Action Step 2.1.5– Continue to explore and encourage the development of continued growth in cultural competence opportunities for faculty, staff, and students.

Action Step 2.1.6– Continue to increase the inter-professional experiences available to our students on- and offsite.

Act of Determination 2.2 – Expand research participation in master's program

Action Step 2.2.1– Develop feasible research opportunities for graduate students to complete in an accelerated time period. These may include evidence-based practice projects embedded into course curriculum or a new translational research-oriented graduate elective offering.

Action Step 2.2.2 – Explore and encourage the participation of enrollment in the thesis requirement in an extended MS program track (i.e., 5 or 6 vs 4 semesters).

Act of Determination 2.3 - Increase enrollment of high quality students in the SLP master's graduate program

The CSD Department is committed to increasing the number of high quality students accepted to and graduating from the SLP master's program. Enrollment will be targeted to increase by approximately 15 students per year until there are 75 onsite students and 25 externship students per year. Key metrics that will be used to facilitate the

completion of this act are admission data such as achievement scores of entering students (Overall GPA, Major GPA, and GRE scores) and number of admissions; cumulative number of graduates.

Action Step 2.3.1 – The Undergraduate Program Director will work with the Chair and the Executive Committee to develop strategies to enhance and increase recruitment of Baylor undergraduate CSD students to continue in the CSD graduate program. These include social events that encourage undergraduate and graduate interactions, curricular changes to encourage December graduation and subsequent spring admission, increased research involvement at the undergraduate level, and planning for a Baylor-to-Baylor BS-MS acceptance program, which would accept students as undergraduates into the graduate program (with specific criteria of admission). Improvement will be measured by increased number of BU undergraduate applications to the graduate program. A 5% increase averaged over Fall, Summer, and Spring semester applications is a tentative initial benchmark.

Action Step 2.3.2 – The Graduate Program Director and Graduate Coordinator will work with the Chair and the Executive Committee to develop strategies to enhance and increase recruitment of potential CSD Master students. These include targeting state and national undergraduate programs with social events, social media, and advertising. Improvement will be measured by increased number of applications to the graduate program. A 5% increase averaged over the Fall, Summer, and Spring semester applications is a tentative initial benchmark.

Action Step 2.3.3 – The Graduate Program Director (GPD) and Graduate Coordinator will analyze applicant, admission, and acceptance data from each semester to determine changes in graduate student quality metrics over time. Stable quality from baseline as well as increases are acceptable outcomes. These data will be shared with the Chair and the Executive Committee a month following completion of acceptance deadlines. The GPD will then share these data with the faculty at a faculty meeting.

Act of Determination 2.4 - Work with the College, Graduate School, and the Office of the Vice Provost for Research to increase funded assistantships and funds for recruitment

Action Step 2.4.1 – Develop resources to provide scholarships. Work with Development Officer to build scholarship funds.

Action Step 2.4.2 – Continue to work with the Graduate School, Dean, and the Office of the Vice Provost for Research to increase assistantships to be commensurate with program growth.

Action Step 2.4.3 - Work with the Graduate School, Dean, and the Office of the Vice Provost for Research to increase financial support from CSD program growth tuition returns.

Action Step 2.4.4 - Work with the Graduate School, Dean, and the Office of the Vice Provost for Research to determine potential tuition reduction through market analysis and national R1 program cost comparisons.

Action Step 2.4.5- Provide a recruitment funding of on-campus visits for top applicants of \$400 per student to cover travel, room, and food costs.

Act of Determination 2.5 - Enhance efficiency of the graduate admissions process

Action Step 2.5.1- Acceptance to the program and Financial aid award notices sent early.

Action Step 2.5.2- Admit top graduate students to the graduate program immediately.

Action Step 2.5.3- Assign a sub-committee to assess the feasibility and benefit of using the CSDCAS system for graduate applications by fall 2019.

Action Step 2.5.4- Assess the feasibility and benefit of using a video interview system for graduate admissions by spring 2019.

Act of Determination 2.6 – Continue to increase public visibility of Master’s graduate program to increase quality and number of admissions

Action Step 2.6.1 - Update websites with: success stories of graduates; graduates involved in hands on research and teaching activities; success stories from clients of graduate students, new research laboratory sites/information/stories.

Act of Determination 2.7 – Continue to obtain data of graduates for graduate brochures and websites to generate enrollment and funding by demonstrating the effectiveness of the program via exit survey, social media or alumni survey via email

Action Step 2.7.1 – Continue to determine students’ job employment following graduation; students’ success in further education and careers; students’ peer-reviewed publications and presentations of research at professional meetings and share these data on publications.

Act of Determination 2.8 - Engage faculty in recruiting efforts

Action Step 2.8.1 – CSD Faculty and staff will continue to host Homecoming Events for undergraduates, graduates, and alumni.

Action Step 2.8.2 – CSD Faculty and staff will continue to host semester events in the department with active faculty participation to inform undergraduates of the programs available for graduate degrees (i.e., Student mixers, Dr. Pepper Hour, Final study snack, etc.).

Action Step 2.8.3 – CSD Faculty and staff will continue to host Undergraduate and Graduate Events in homes of faculty

Action Step 2.8.4 – Graduate Coordinator, Clinical Coordinator, Graduate Director, and Chair will continue to be available for information days, campus visits, and tours for potential students into the graduate program.

Action Step 2.8.5- Graduate Coordinator, Clinical Coordinator, Graduate Director, and Chair will develop, plan, and implement webinars for question & answers, as well as presentation to reach and recruit potential students outside of the region.

Act of Determination 2.9 - Enhance web page layout of the CSD department

Action Step 2.9.1– Update photos of graduate students in experiential learning opportunities and develop faculty laboratory sites.

Theme 3. Create new graduate programs

The CSD Department is committed to developing new graduate programs that will benefit the state and the nation in the fields of speech-language pathology, audiology, ASL and Deaf Education.

Act of Determination 3.1- The CSD Department will explore the need and potential revenue generation of new graduate programs such as an AuD program (doctoral program) and an ASL/Deaf Ed program (master's program)

Action Step 3.1.1– Assign a working subgroup to discuss and develop feasibility plans for potential new graduate programs through initial committee study.

Theme 4. Increase revenue with existing graduate programs

Act of Determination 4.1- The CSD Department will continue to generate revenue through its existing master's graduate program

Action Step 4.1.1– The CSD Department will increase enrollment following our five year *pro forma* plan. This funding will provide stipend support for doctoral students in the newly developed doctoral program and support funding for an increased number of master's level students.

Act of Determination 4.2- Additional opportunities within CSD and through collaborative efforts within Robbins College and across Baylor University and the Waco community will be developed to increase revenue

Action Step 4.2.1 – Create a Healthy Start initiative over the next five years that include, early childhood language, literacy, and social/emotional health focus as well as parent-supported education opportunities.

Action Step 4.2.2 – Participate in Healthy Aging initiatives that allow CSD contributions in the areas of cognition, language, memory, communication, and quality of life.

Action Step 4.2.3 – Participate in Army/Baylor collaborations to develop a translational center for the study and intervention of traumatic brain injury.

Action Step 4.2.4 – Participate in the Baylor Healthy Living Initiative to better understand the effect of nutrition and sleep and its relation to communication disorders/delays.

Action Step 4.2.5– Participate in the Baylor Institute for Human Flourishing (nutrition, interior design, audiology, sport foundations, CFS, CSD, lifetime fitness, etc.) to increase inter-professional education and collaborative research opportunities.

Action Step 4.2.6 – Develop partnerships with OT and PT programs toward establishing inter-professional courses and experiences. Potentially develop inter-professional simulation laboratories for students to study and learn together.

Action Step 4.2.7 – Develop partnerships with Baylor, Scott, and White toward establishing inter-professional research and clinical experiences associated with preterm birth and audiology.

Action Step 4.2.8 – Continue to develop partnerships with community ENTs and the BU theatre and Truett Seminary to continue to grow CSD’s interdisciplinary vocology program with research and clinical applications as well as outreach to BU theatre and seminary faculty and students. Implement new involvement with the BU coaching staff.

Act of Determination 4.3 - Actively foster cross-disciplinary graduate program relationships with RCHHS

Action Step 4.3.1- The CSD Chair should foster inter-departmental collaborations through discussions with other Chairs and CSD faculty.

Action Step 4.3.2 – The Department should offer incentives should be offered for scholars who actively seek and accomplish collaborative graduate grant-seeking efforts.

Action Step 4.3.3 – The Department should determine/identify/develop potential seminars or courses that would provide optimal cross-disciplinary collaboration.

Act of Determination 4.4 – Continue to develop clinical programs to serve Waco community

Action Step 4.4.1 – Continue to seek one new community partner each year beginning Fall 2018.

Act of Determination 4.5 - Promote the college toward corporate sponsorships

CSD will actively pursue corporate sponsorship in terms of naming rights for labs/spaces we already have existing. These could be testing labs for the companies, since the university population is an ideal sample market setting in which to develop products and provides opportunities for our students to be engaged with research.

Action Step 4.5.1– Request and secure College level support to help individual CSD faculty that have no experience in these efforts to develop effective strategies.

Action Step 4.5.2 – Compile a list of potential corporate collaborators for our graduate programs by Fall of 2018, complementing our existing and future research interests as well as Baylor’s continuing Christian mission. For example, an applied feeding laboratory could pursue corporate organizations for graduate programmatic support to fund their kitchen, naming the “*BRAND X*” *Feeding/Swallowing Research Kitchen*.

Action Step 4.5.3 – Develop a significant (self-sustaining) revenue stream between business donors and graduate program scholarship by the Spring of 2019. (Examples: Audiology (Starkey), Neuro rehabilitation (Lumina), Voice (Pentax), Stuttering (SFA, SpeechEasy), Literacy (Lindamood, Interactive metronome), Language (Hanan), Swallowing (Dysphagia Diet), etc.

Theme 5. Strengthen and maintain excellence of the CSD undergraduate program

The CSD Department will continue to emphasize the central importance of diversity, vocation, research, and service in the students' lives and help them explore their value and role in society. Our academic body of knowledge is primarily focused on developing a foundational knowledge of typical development with an introduction to evidence-based assessment, treatment, and prevention of communication disorders, ASL, and Deaf education. CSD is committed to graduating exceptional students who serve others in their chosen discipline and to matriculate to graduate programs and future Ph.D. programs.

Act of Determination 5.1 – Maintaining an Exemplary Undergraduate Experience

CSD is committed to maintaining our exemplary, comprehensive, undergraduate experience through retention of excellent students, high-quality instructors, cutting-edge technology and workspaces, and transformational service experiences.

Action Step 5.1.1 – Develop a plan to search for and recruit students from a range of backgrounds to enrich our community.

Action Step 5.1.2 – Develop a plan to continue to seek additional funding for scholarships and other forms of support for students.

Action Step 5.1.3 – Provide the newest technological innovations for students.

Action Step 5.1.4 – Continue to provide outstanding educational and service experiences.

Act of Determination 5.2 – Advancing Undergraduate Enhanced Learning and Research

CSD is committed to strengthening our undergraduate students' research experience in an effort to enrich and deepen their learning and to develop a community of scholars interested in pursuing the doctoral degree.

Action Step 5.2.1 – CSD will share their faculty research expertise via website lab profile development that includes area of interest, publications, ways that students can get involved, and contact information.

Action Step 5.2.2– CSD will develop a sub-committee to evaluate potential undergraduate activities to occur on a monthly or bi-semester basis to encourage student research (e.g., visit a lab day, CSD undergraduate research poster day, faculty research presentation day(s), etc.).

Action Step 5.2.3 – CSD will invite doctoral students in communication sciences and disorders to facilitate discussion and research interest on topics of interest.

This may be incorporated with our Baylor student speech-language-hearing association calendar of events.

Action Step 5.2.4– The CSD missions committee along with the executive committee will develop research study abroad experiences, including collaboration with Masters and Doctoral level students.

Action Step 5.2.5– The CSD research committee, along with the executive committee, will discuss the feasibility of a summer CSD research program for undergraduate students.

Act of Determination 5.3 - Achieving Positive Outcomes in Undergraduate Programs

CSD is committed to the quality of its undergraduate academic experience through the refinement of its instructional quality, development of technologies and cutting-edge educational, clinical, and research spaces, and improvement of undergraduate experiences by surveying alumnus and practicing professionals.

Action Step 5.3.1– CSD will participate in the College’s initiative for tracking alumnus to gauge undergraduate academic experiences and post-undergraduate placements to improve and refine undergraduate program experiences.

Action Step 5.3.2– CSD will continue to update its departmental website that allows for the attraction and exposure to its undergraduate programs in speech-language pathology, Deaf Education, minor in Interpreter Training, and other opportunities.

Action Step 5.3.3– CSD will ensure that curricular and co-curricular opportunities are available to help students discern their vocation and enrich their understanding of their professional scope of practice.

Action Step 5.3.4– CSD will provide students with a sufficient breadth of experiences to allow them to choose the part of the field in which they are the most comfortable and to maximize potential employment opportunities.

Action Step 5.3.5– CSD will develop and incorporate service learning opportunities within courses and as extra-curricular activities to help students develop their service and leadership skills.

Action Step 5.3.6– CSD will develop and implement an exit survey for students to evaluate our undergraduate experience to continue to improve all facets of the undergraduate program.

Theme 6. Increase global engagement/experiences for faculty and students

The CSD Department recognizes that its sphere of influence is the world itself, so Baylor must prepare its graduates and encourage its faculty to participate in and seek solutions that embody a global society. CSD's mission is consistent with Baylor's mission aims "to educate men and women for worldwide leadership and service by integrating academic excellence and Christian commitment within a caring community." CSD will carry out its global engagement opportunities via mission experiences, study abroad opportunities, and on-campus formal and informal learning experiences that embody a global perspective.

Act of Determination 6.1 - Increase student global engagement opportunities

Action Step 6.1.1– Seek ways to increase funding for exploratory travel for faculty for future global engagement opportunities and sites.

Action Step 6.1.2 – Increase one new global engagement opportunity per year. The CSD missions committee will work with the College's Associate Dean of global engagement and other University representatives to develop potential missions.

Action Step 6.1.3 – Increase scholarships for global engagement opportunities.

Action Step 6.1.4 – Increase the number of students participating in CSD global engagement opportunities.

Action Step 6.1.5 – Be involved in ASHA and CAPCSD global initiatives.

Action Step 6.1.6- CSD will work with study abroad to develop these opportunities.

Act of Determination 6.2 - Increase the amount of CSD research and clinical service occurring across the globe

Action Step 6.2.1– By 2020, 25% of CSD faculty will be involved in research and clinical service outside the United States.

Act of Determination 6.3 – Continue to infuse cultural diversity topics and issues across all graduate curriculum

Action Step 6.3.1– The CSD curriculum committee will assess the infusion of cultural diversity in each graduate course as well as in the clinical curriculum to assess student learning opportunities. Findings and recommendations from the assessment will be presented at faculty meetings for discussion and improvement where needed.

Action Step 6.3.2– The CSD faculty and executive committee will assess courses and opportunities to increase student cultural competence.

Act of Determination 6.4 - Increase promotion of global engagement opportunities

Action Step 6.4.1– Develop a section of the CDS website for global engagement opportunities. Regularly updated pictures of students and faculty as well as testimonials from students about how the global experience has impacted them should be featured.

Theme 7. Enhance involvement of the entire Baylor family

The CSD Department recognizes the importance of continued involvement with alumni of both our undergraduate and graduate programs. We are committed to continued involvement with alumni in ways that benefit current and former students and faculty.

Acts of Determination 7.1- Continue outreach to Baylor alumni

Action Step 7.1.1– Develop a broader array of strategies for communication with alumni, as well as other constituents, including strategies for contact databases and management.

Action Step 7.1.2– Use emerging technologies to encourage networking of new graduates with alumni who are established in the profession.

Action Step 7.1.3- Ensure the Baylor family is well-informed of the services that are available to them and to their families through our many speech-language and audiology services and clinics.

Action Step 7.1.4- Use emerging technologies to develop a periodic departmental newsletter to inform alumni and the community of departmental news.

Action Step 7.1.5- Use emerging technologies to gain feedback from alumni, employer, and the community regarding outcomes.

Action Step 7.1.6- Seek out venues at Baylor to inform faculty, staff, and students about the department, clinic, and professional field.

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