STRATEGIC PLAN
(EFFECTIVE: MAY 2022)
DEPARTMENT OF COMMUNICATION SCIENCES AND DISORDERS (CSD)
WEST CHESTER UNIVERSITY

INTRODUCTION

CSD's strategic plan is designed in consideration of West Chester University's (WCU) strategic plan called "Building on Excellence" https://www.wcupa.edu/StrategicPlanning/) and its update called "Pathways to Student Success" (https://www.wcupa.edu/president/strategicPlan/default.aspx). The update retains the same themes of the initial plan including Academics (now called "Learning"), Enrichment (now called "Personal and Professional Development"), Sustainability and Diversity (now called Diversity and Inclusion), and Engagement (now called "Community Engagement"). Additionally, CSD's Strategic Plan supports the current Strategic Priorities of WCU's College of Health Sciences (CHS) and of the CSD Mission Plan.

MISSION STATEMENT
WEST CHESTER UNIVERSITY

West Chester University is a community of educators that develops graduates to succeed personally and professionally and contribute to the common good.

WCU GRADUATES WILL:
- Apply scientific reasoning and demonstrate quantitative and qualitative literacy
- Collaborate with others to solve problems and address societal needs
- Communicate effectively and participate in civic discourse
- Engage inclusively in a diverse society
- Understand the ethical implications of decisions and the world in which they live

INSTITUTIONAL GOALS:
To fulfill its mission as a public institution serving the Commonwealth, West Chester University will focus on student success and institutional improvement as measured by the degree to which WCU demonstrates:
- Access to learning
- Community and cultural engagement
- Continuous improvement
- Critical thinking
- Inclusion
- Scholarly and creative activities
- Sustainability

STRAGETIC PRIORITIES
COLLEGE OF HEALTH SCIENCE

The Strategic Priorities of the College of Health Sciences (CHS) are to provide high quality undergraduate and graduate education and to motivate lifelong learning through programs offered in the departments of Communication Sciences and Disorders, Health, Kinesiology, Nursing, and Sports Medicine. These priorities are advanced through the teaching, scholarly, and service activities of the faculty, staff, and CHS students. The College is committed to the themes and standards established in the WCU's Strategic Plan ("A Plan for Excellence"), and its Strategic Priorities statement is inspired by the "Plan for Excellence."

MISSION STATEMENT
DEPARTMENT OF COMMUNICATION SCIENCES AND DISORDERS

West Chester University's Department of Communicative Disorders offers three programs: (1) a Bachelor of Arts (B.A.) program in CSD, (2) a Pre-graduate Certification Program (P.C.P.) allowing students with a degree in another discipline to complete core undergraduate CSD courses as a prerequisite for applying to a Speech-Language Pathology (SLP) or Audiology graduate program, and (3) a Master of Arts (M.A.) in Speech-Language Pathology.

- The B.A. program and the P.C.P. offer a firm theoretical basis for understanding the nature of normal communication and swallowing processes and with an introduction to communication disorders.
- The M.A. program offers learning experiences that address the knowledge and skill standards defined by ASHA's Council for Clinical Certification (CFCC) in Speech-Language pathology, including
  - Content targeting knowledge of theoretical and evidence-based frameworks for understanding the prevention, assessment, and treatment of communication and swallowing disorders
  - Opportunities to apply knowledge in the application of critical thinking and problem-solving skills within closely supervised on- and off-campus clinical practice settings
  - Opportunities to learn and apply competencies to support interprofessional collaboration
  - Research opportunities to prepare students for becoming informed consumers of the literature and for pursuing graduate work beyond the master's level if desired.

Together with other programs in the West Chester University community, the B.A., P.C.P. and M.A. programs support students in becoming individuals who are broadly educated, excel at critical thinking and evidence-based problem solving, and behave in accordance with values documented in ASHA's Code of Ethics, the College of Health Science's Strategic Priorities, and WCU's mission, including inclusion and cultural sensitivity.

WCU AREA OF EXCELLENCE	WCU STRATEGIC GOALS	CSD ACTION STEPS	CSD IMPLEMENTATION
AREA 1: **Learning**	**Goal #1:** **Assure Student Learning and Academic Excellence**	• The CSD Department will maintain faculty sufficiency and diversity to support its mission. • The CSD Department faculty members will review and revise, as needed, the B.A., P.C.P., and M.A. curricula to ensure that instructional content and delivery methods are consistent with the standards of WCU, PASSHE, ASHA, and other entities. • The CSD Department faculty members will continue to monitor the academic performance of students across programs and will participate in the formal B.A., Pre-Graduate, and M.A. review processes already established in the CSD Department. • The CSD Department faculty members will implement best practices in student advisement. • The CSD Department Assessment Coordinator will review and revise, as needed, the CSD Department Assessment Plan and will compile the relevant assessment data. • The CSD Department faculty members will continue to support student involvement in research as mentors, independent study instructors, or thesis advisors and/or committee members.	• The M.A. Coordinator will review faculty sufficiency for the annual ASHA CAA report. • The CSD Department faculty members will review each curriculum annually. Instructors will review each of their courses upon completion. • The CSD Department faculty members will review B.A. and P.C. students annually and M.A. students semi-annually. • The program coordinators (B.A., P.C., M.A.) and the Chairperson will monitor advisement. • The Assessment Coordinator will review the Assessment Plan annually and will update the database upon the completion of the classes/tasks from which assessment data are collected. • The Chairperson will monitor the quantity and quality of student research experiences and outcomes, such as presentations and publications in professional venues.
	Goal #2: **Strengthen the Academic Environment**	• For each CSD faculty member, the Statement of Expectations will be updated to reflect CSD's needs and faculty members' professional development aims. • The CSD Department will update the Teacher-Scholar Model as needed to reflect current, relevant professional standards and expectations based on CSD needs and faculty members' professional development aims.	• The Chairperson, in collaboration with each CSD faculty member, will review the Statement of Expectations every 5 years. • The CSD Department faculty members will review the Teacher-Scholar Model every 5 years.
	Goal #3: **Expand Academic Opportunities to Provide Greater Access to WCU Academic Programs**	• The CSD Department faculty members will continue to participate in events to disseminate information about the available programs.	• The Chairperson will coordinate faculty participation in events on a continuous basis. • The instructors for classes will explore the appropriateness of new formats for class delivery.

		• The CSD Department will continue to explore new formats for class delivery (e.g., online, hybrid, videoconference) across the three CSD programs. • The CSD Department will explore additional sources of financial support for students (e.g., scholarships, assistantships, other awards), and faculty members will disseminate information about awards. • The CSD Department will expand opportunities to provide professional CEU events.	• The Chairperson and Program Coordinators (B.A. P.C.P. M.A.) will explore financial resources, and CSD Department faculty members will disseminate information on a continuous basis. • The CSD Department will address this periodically as needed.
	Goal #4: **Support Teaching Excellence**	• The CSD Department faculty members will continue to explore and implement innovative methods of instruction to support a diverse range of student learning styles (e.g., lecture, discussion, case studies, problem-based scenarios, demonstration, simulation, IPE). • The CSD Department faculty members will continue to use an evidence-based framework for clinical instruction. • The CSD Department faculty members will expand the current media resources (such as the clinical video database) for use in both academic and clinical instruction. • The CSD Department faculty members will use data from SRIS evaluations, peer observations, and chairperson observations to inform the content and delivery of their classes. • The CSD Department will use the results of surveys from various constituencies to inform the curriculum, as well as the content and delivery of the classes across the programs. • CSD faculty meetings will include presentations on innovative teaching methods by faculty members	• Instructors will evaluate each class after its conclusion and make changes as appropriate. • Each on-site clinical practicum experience will include an assignment to address evidence-based practice. • The Clinic Director will evaluate the media resources on a continuous basis and will coordinate their expansion. • The Chairperson will conduct formal evaluations of faculty members on the contractual schedule. Instructors will evaluate each class after its conclusion. • The B.A. and M.A. Coordinators and Chairperson will administer the relevant surveys on an annual basis, and the CSD Department will faculty members will discuss and apply the results. • The Chairperson will coordinate the schedule of presentations in faculty meetings in Fall Semesters.

AREA 2: **Personal and Professional Development**	**Goal #1:** **Support Student Personal, Professional, and Civic Development**	• The CSD Department will continue to expand the present initiative to enhance professional writing skills in students. • The CSD Department will explore the incorporation of a Service-Learning component into appropriate classes. • The CSD Department will continue to disseminate information to students about volunteer opportunities, studies at international institutions, sites for clinical observations, professional conferences and events, and other enrichment. • The CSD Department will continue to refine the M.A. Comprehensive Examination process with the ROSA examination administration as preparation for the national examination.	• The involved faculty members will continue to pursue and disseminate their research in appropriate venues. • The CSD Department faculty members will explore the issue as needed. • The CSD Department faculty members will disseminate information on a continuous basis. • With input from the faculty, the M.A. Coordinator will continue to refine the content and the administration of the ROSA examination, as well as report on the results and lead the faculty in the discussion of the implications of the results.
	Goal #2: **Better Integrate Enrichment into WCU Academic and Community Programs and Activities**	• The CSD Department will host events to celebrate student success and to include members of the university and larger community • The CSD Department will continue to support the annual NSSLHA Conference on campus with attendance and involvement. • CSD faculty meetings will include presentations on scholarly work by faculty members.	• The CSD Department faculty members will plan and evaluate these events as appropriate. • The CSD Department faculty members, coordinated by the NSSLHA Advisor, will support this event annually. • The Chairperson will coordinate the schedule of presentations in faculty meetings in Spring Semesters.
AREA 3: **Sustainability**	**Goal #1:** **Promote Sustainability Focused on Society, the Economy, and the Environment**	• The CSD Department will maintain and expand clinical partnerships with a variety of entities in the region.	• The Clinic Director will maintain and expand clinical partnerships and will report annually on their status.
	Goal #2: **Develop and Manage Financial, Human, and Physical Resources Sustainability**	• The CSD Department will continue to demonstrate fiscal responsibility with appropriate stewardship of financial resources. • The CSD Department will explore the most appropriate ways to enhance the fiscal independence of the Speech and Hearing Clinic.	• The Chairperson and Clinic Director will monitor income and expenditures on a continuous basis and will report on accounts annually to the faculty members. • The Clinic Director, in collaboration with a consultant, will explore viable ways to enhance clinic income and will report on initiatives annually.

		• The CSD Department faculty members will continue to explore internal and external sources of financial support for instruction and scholarly activity. • The CSD Department will update the inventories of departmental resources and will retire or repurpose items as necessary. • The CSD Department will continue to implement a professional development plan for temporary faculty members to increase the pool of qualified instructors.	• The CSD Department faculty members will explore and evaluate options on a continuous basis. • The CSD Department will evaluate the status of resources annually and will recommend disposition/purchase of items. • The Chairperson will coordinate the implementation and will evaluate components of the plan annually.
	Goal #3: **Establish Enrollment Levels to Sustain Long-Term Institutional Viability and Quality**	• The CSD Department will monitor enrollment levels to ascertain the relationship of those levels to available resources. • The CSD Department will continue to maintain a record of high pass rates for M.A. students who complete the SLP Praxis. • The CSD Department will continue to maintain a record of high employment rates within three months of graduation for M.A. students.	• The Chairperson will monitor and report on enrollment patterns semi-annually. • The M.A. Coordinator will monitor and report on examination results annually. • The M.A. Coordinator will monitor and report on employment statistics annually.
	Goal #4: **Preserve, Promote, and Cultivate the Long-Term Health, Safety, and Vitality of the University**	• The CSD Department will continue to maintain a safe environment for students, faculty, staff, clinic patients/families, and visitors with observance of safety-related practices and policies	• The Chairperson and Clinic Director will monitor compliance with practices and policies on a continuous basis.
Area 4 **Diversity and Inclusion**	**Goal #1:** **Promote and Support Diversity, Inclusion, and Equity**	• The CSD Department faculty members will review the clinical populations served in the WCU Speech and Hearing Clinic for the purpose of identification of unrepresented/underrepresented populations, then will explore possible expansion of clinical services to address identified needs. • The CSD Department faculty members will explore areas of clinical competence least represented in their experience and expertise, then will pursue professional development to expand their skills, as appropriate, in these areas. • The CSD Department faculty members will explore internal and external sources of funds to support expanded services for unrepresented/underrepresented populations.	• The Clinic Director will report on clinical statistics annually and will coordinate the discussion of expansion of clinical services. • The CSD Department faculty members will select appropriate professional development endeavors to enhance their present skills. • The CSD Department faculty members will explore opportunities on a continuous basis.

		• The CSD Department faculty members will explore collaborative service delivery activities with university- and community-based entities.	• The Clinic Director will explore collaborative opportunities and will coordinate the discussion of expansion of clinical services.
		• The CSD Department will continue to expand the Bilingual Emphasis track in the M.A. curriculum to enhance the preparation of future Speech-Language Pathologists to serve bilingual populations.	• The Bilingual Emphasis Coordinator will report on the status of the track annually.
		• Classes across the curriculum will include information on communication diversity.	• Instructors will update the content of the classes each time these are scheduled.
	Goal #2: **Recruit and Retain a Diverse Community of Students, Staff, Faculty, and Administrators**	• The CSD Department will create and implement a Recruitment Plan for faculty searches that enhances the likelihood of recruitment of individuals from diverse populations.	• The Search Committee Chairperson will prepare the plan for approval by the Social Equity Office, as searches are approved.
		• The CSD Department faculty members will continue to learn about university- and community-based resources for international students.	• The CSD Department faculty and staff members will update their information on a continuous basis.
		• The CSD Department will provide information about the department, as well as about communication diversity, to any international students who desire such information to explore career opportunities.	• The Chairperson, Clinic Coordinator, and Graduate Coordinator will coordinate information dissemination about the department.
		• The CSD Department faculty members will explore methods to inform the university community of their expertise on the topic of communication diversity to expand their visibility as resources for other faculty members who need information about various conditions.	• The faculty will report on avenues on a continuous basis.

AREA 5: **Community ENGAGEMENT**	**Goal #1:** **Strengthen Academic, Co-Curricular, and Support Programs**	• The CSD Department faculty members will encourage student participation in local and national NSSLHA, as well as in PSHA as student members. • The CSD Department faculty members will provide an annual program on graduate school application preparation, as well as on clinical fellowship application preparation.	• The NSSLHA Advisor will coordinate faculty support for NSSLHA and PSHA involvement. • The NSSLHA Advisor and B.A. Coordinator will coordinate faculty participation in programs.
	Goal #2: **Increase Institutional Visibility and Reputation**	• The CSD Department will establish a broader presence on social media outlets. • The CSD Department will establish routine communication with selected constituencies (current students, former students, alumni/ae, prospective students, families of students, former staff and faculty members, friends of CSD at WCU) in the form of an electronic newsletter.	• The CSD Department's Communication Director will coordinate all social media accounts. • The CSD Department will use multiple modalities to communicate with selected constituencies.
	Goal #3: **Expand Local Community Involvement**	• The CSD Department will update the CSD web site with material about communication delays, disorders, differences to enhance the information available to the broader community. • The CSD Department will create a presentation on communication delays, disorders, differences to share with university- and community-based associations upon request (for instance, student associations or parent-teacher associations). • The CSD Department will contribute to IPE/IPP.	• The Chairperson will coordinate the CSD web site updates on a continuous basis and will evaluate the site as needed. • The Chairperson will prepare and evaluate the presentation. • The faculty will monitor and report on opportunities and represent the CSD Department, as needed.
	Goal #4: **Increase Alumni/ae Outreach and Partnerships**	• The CSD Department will continue to involve alumni/ae in the life of the department. • The CSD Department will expand the financial support of scholarships and projects by alumni/ae.	• The faculty will monitor opportunities for alumni/ae involvement. • The Chairperson will collaborate with the WCU Foundation in development efforts directed toward alumni/ae.

Mechanism for Regular Evaluation of the Strategic Plan

The CSD faculty members review and update the Mission Statement and the Strategic Plan every five years (or more frequently, should the WCU and/or CHS Mission Statement and/or Strategic Plan change).

Additional Standards (CAA)
1.3 The Program develops and implements a long-term strategic plan.

The plan must be congruent with the mission of the institution, have the support of the university administration, and reflect the role of the program within the community. Components of a plan may include long-term program goals, specific measurable objectives, strategies for attainment, a schedule for analysis, and a mechanism for regular evaluation of the plan itself and of progress in meeting the plan's objectives. The plan and the results of the regular evaluation of the plan and its implementation must be shared with faculty, students, staff, alumni, and other interested parties.

WCU PATHWAYS TO STUDENT SUCCESS