



**School of Health and Human Sciences
Department of Communication Sciences and Disorders
Strategic Plan
Spring 2014-Spring 2019**

Description of the Department

The Department of Communication Sciences and Disorders (CSD) is one of ten departments and programs in the School of Health and Human Sciences (HHS) at The University of North Carolina at Greensboro (UNCG). The UNCG Speech and Hearing Center is an integral part of the CSD Department. The Department offers Bachelor of Science, Master of Arts and Doctor of Philosophy degrees. The undergraduate major provides a preprofessional program for students preparing for graduate study in speech-language pathology or audiology. The Master's program prepares graduates to meet ASHA clinical certification standards and state licensure requirements and to gain entry level positions in speech-language pathology. The Doctoral program is designed for advanced study in communication sciences and disorders, intersecting disciplines and research and teaching strategies.

The Master's (MA) education program in Speech-Language Pathology at The University of North Carolina at Greensboro is accredited by the **Council on Academic Accreditation in Audiology and Speech-Language Pathology (CAA)** of the American Speech-Language-Hearing Association, 2200 Research Boulevard #310, Rockville, Maryland 20850, 800-498-2071 or 301-296-5700.

The Department of Communication Sciences and Disorders at UNCG has been nationally recognized and ranked #32 in the 2012 *US News and World Report*. In addition, our BS and MA degree programs were determined by the UNCG Academic Program Review to be "Exceptionally Strong in Quality and/or Function/Demand, and should be considered for future investment" (Chancellor's Report on Academic Program Review, 2011-12).

Mission Statement

The mission of the Department of Communication Sciences and Disorders is to prepare students to become exemplary professionals in the fields of speech-language pathology and audiology. The Department is committed to provide the highest quality academic, research and clinical training and to instill in students a desire to make significant contributions to the professions and to the people whom we serve.

Goals for the Undergraduate Program

To continue an analysis of the curriculum using a proficiencies grid developed by the CSD faculty

Action steps:

- Use the proficiencies grid to evaluate the required coursework in light of the skill set needed for graduate programs in speech-language pathology and audiology

Outcome measures:

- Analysis of grid and recommendations for any appropriate additions or revisions to coursework

To increase online course delivery

Action steps:

- Develop all prerequisite courses needed for admission to the UNCG MA program in an online delivery format for students outside the UNCG system

Outcome measures:

- Completion of remaining two online prerequisite courses
- Increased student credit hours



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Spring 2014-Spring 2019**

Goals for the Master's Program

To increase the diversity of admitted applicants

Action steps:

- Increase marketing efforts through online department tours, interviews with current students, and recruitment at professional conferences

Outcome measures:

- Assessment of the applicant pool with the assistance of the Graduate School on an annual basis

To enhance globalization efforts

Action steps:

- Increase number of second year graduate students placed in international externships
- Explore coursework that will focus on developing or enhancing multicultural competencies in our students

Outcome measures:

- Placement of at least one student every two years in a practicum setting in another country under the supervision of a speech-language pathologist (SLP) certified by the American Speech-Language-Hearing Association (ASHA)
- Enrollment of MA students in courses focusing on multicultural awareness and competency

To continue and improve the Capstone Project

Action steps:

- Require all students to present their projects at the Annual CSD Poster Presentations during their final semester
- Refine the Capstone Project assessment rubric based on feedback from the previous year's poster sessions

Outcome measures:

- Completion of assessment rubrics by faculty
- Revision of rubrics every year as appropriate

To maintain and update our clinical facility

Action steps:

- Explore the cost of a new AV system
- Determine the cost of additional diagnostic tests and therapy materials
- Purchase CALIPSO, a web-based application that manages key aspects of academic and clinical education designed exclusively for training programs in CSD
- Purchase Mediat, a system of electronic medical records

Outcome measures:

- Completion of the above estimates for a new AV system and additional therapy materials and submit a request for additional money
- Training of all appropriate clinical faculty, graduate clinicians and staff in CALIPSO and Mediat



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Goals for the Doctoral Program

To determine the need for any changes in the curriculum of the Doctoral program

Action steps:

- Conduct a faculty review of the first cohort of admissions to the PhD program
- Obtain feedback from students who have graduated from the program
- Discuss results at a yearly meeting of the PhD program review committee

Outcome measures:

- Completion of survey of the PhD faculty regarding their satisfaction with the doctoral admission process and sequence and plan of study
- Development of an exit interview questionnaire that will provide objective feedback about the program
- Distribution of questionnaire to former Doctoral students within six months of graduation
- Decisions for any changes

To develop an Inter-Institutional Doctoral Education Agreement for Learning and Leadership in CSD (IDEALL CSD) with Western Carolina University (WCU)

Action steps:

- Conduct joint meetings with the faculties of UNCG and WCU
- Submit the proposed plan for the program to the UNCG Graduate Curriculum Committee
- Develop a Memo of Understanding (MOU) between the two institutions

Outcome measures:

- Collaborative meetings at both sites
- Submission and approval of the plan
- Completion of MOU

To develop research protocols for part-time students to enable them to more quickly progress to the dissertation

Action steps:

- Examine data on preliminary exams, research and graduation rates of part-time students
- Determine how best to approach research requirements for part-time students

Outcome measures:

- Revisions to research requirements

To clarify and document format options for written and oral exams

Action steps:

- Look at various formats used in other PhD programs on the UNCG campus

Outcome measures:

- Revision of doctoral handbook including several format options

To increase the number of applicants

Action steps:

- Attend ASHA's recruitment fair every year

Outcome measures:

- Increased number of newly enrolled students from an average of three to an average of four annually



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Other Departmental Goals

To increase the fiscal stability (or financial independence) of the Speech and Hearing Center

Action steps:

- Remove the salary of office personnel from the clinic account
- Increase revenue generating programs in the UNCG Speech and Hearing Center
- Prepare application to become a provider with NC Blue Cross/Blue Shield
- Accept two fourth year AuD audiology externs to work in our audiology clinic
- Investigate the possibility of our own fundraising for the Speech and Hearing Center as well as for the Department
- Re-visit the formation of an Advisory Board that would have fundraising as one of its goals
- Discuss our recommendations with the Dean of HHS

Outcome measures:

- Submission of application to BC/BS
- Increase in revenue generated from the addition of a second AuD student
- Discussion of faculty about the formation of an Advisory Board
- If appropriate, formation of an Advisory Board

To increase external grant funding to support students and faculty

Action steps:

- Develop incentives for faculty to write grant proposals
- Increase faculty grant submissions from 11 (in AY 2012-2013) to 15 proposals submitted to federal agencies and institutional/national/regional/local foundations as well as contracts with the North Carolina Department of Public Instruction (NC DPI)
- Continue to create teaching assistantships for CSD courses and research assistantships from external grant funding sources

Outcome measures:

- Number of grant submissions/awards/contracts
- Number/percentage of students who receive funding
- Grant dollars obtained

To increase inter-professional activities within The School of HHS

Action steps:

- Participate in discussions on the development of inter-professional courses such as Human Anatomy and Physiology and Professional Issues and Ethics

Outcome measures:

- Number of inter-professional courses developed and offered in HHS



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Additional Note: The CSD Department has seven tenured or tenure track faculty and seven clinical faculty (including three who supervise for off-campus contracts and one who is a clinical audiologist, leaving three clinical faculty in speech-language pathology to supervise in the on-campus clinic). Currently, there are 15 Doctoral students (four part-time, 11 full-time), 59 Master's students, and 120 undergraduates. Budget cuts imposed by the state have resulted in UNCG receiving a reduction in excess of 6.5 million dollars. Our program has lost two clinical faculty lines, two tenure track lines for the doctoral program (one full/associate and one assistant), and two staff lines (our Administrative Academic Assistant and our Clinic Receptionist) to permanent cuts imposed by the state. These cuts have caused us to limit admission to the Master's program to 25 students per year (down from an average of 30 first year students); lose our nationally acclaimed Voice and Communication Program for clients who are transgender; eliminate all but one adjunct faculty position; and move the salary of one office staff member (Administrative Academic Assistant) from permanent state funding to monies generated through differential tuition and contractual grant funds.

Over the next five years, the Department projects a need for:

- Two clinical faculty lines, one in audiology and one in speech-language pathology with expertise in the area of voice disorders;
- Two additional tenure track faculty lines (at the rank of Assistant Professor) in order to: significantly increase the grantsmanship productivity level needed to support more Doctoral and Master's students and support a faculty with expertise across the scope of practice of the profession;
- One staff line (Clinic Receptionist).

In spite of the state-mandated university system budget cuts, our Department has maintained its ability to meet ASHA accreditation standards.



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**Alignment of Strategic Plan (MA Degree Program) of the Department of Communication Sciences and Disorders
with The University of North Carolina at Greensboro (UNCG) and
The School of Health and Human Sciences (HHS) Strategic Plans**

Department of CSD Strategic Plan 2014 - 2019	UNCG Strategic Plan UNCG Tomorrow 2009 - 2014	School of HHS Strategic Plan 2012
<p style="text-align: center;">Mission Statement</p> <p><i>The Department is committed to provide the highest quality academic, research and clinical training and to instill in students a desire to make significant contributions to the professions as well as the people whom we serve.</i></p>	<p style="text-align: center;">Vision & Mission Statement</p> <p><i>The University of North Carolina at Greensboro will redefine the public research university for the 21st century as an inclusive, collaborative, and responsive institution making a difference in the lives of students and the communities it serves.</i></p>	<p style="text-align: center;">Mission Statement</p> <p><i>The School of HHS, through teaching, scholarship, community engagement and service, prepares new generations of professionals, leaders, scholars, and entrepreneurs to enhance the quality of life of individuals, families, and communities.</i></p>
<p style="text-align: center;">Goal 1 for MA Program</p> <p><i>To increase the diversity of admitted students</i></p>	<p style="text-align: center;">Values</p> <p><i>Inclusiveness: A welcoming and inclusive academic community</i></p> <p style="text-align: center;">Strategic Area 1</p> <p><i>1.5 Attract increasing numbers of highly qualified students of all backgrounds and socioeconomic statuses.</i></p>	<p style="text-align: center;">Values Statement</p> <p><i>As a community of scholars, the School of HHS values: An academic environment in which diversity, inclusiveness, and respect for all is encouraged and celebrated.</i></p>
<p style="text-align: center;">Goal 2 for MA Program</p> <p><i>To enhance globalization efforts</i></p>	<p style="text-align: center;">Values & Mission Statement</p> <p><i>UNCG is a global university integrating intercultural and international experiences and perspectives into learning, discovery, and service.</i></p> <p style="text-align: center;">Strategic Area 5</p> <p><i>5.0 Integrate international and intercultural experiences and perspectives in teaching, research and creative activity, and service.</i></p>	<p style="text-align: center;">Values Statement</p> <p><i>As a community of scholars, the School of HHS values: Improved health, well-being, and quality of life for populations, communities, and individuals worldwide.</i></p>
<p style="text-align: center;">Goal 3 for MA Program</p> <p><i>To continue to improve the Capstone Project</i></p>	<p style="text-align: center;">Strategic Area 3</p> <p><i>3.1 Develop opportunities for graduate student participation in interdisciplinary collaborative scholarly and creative activity.</i></p>	<p style="text-align: center;">Teaching Goal: Objective 2</p> <p><i>Foster a community of teaching and learning scholars who are resourced to engage undergraduate and graduate students in culturally relevant and diverse instructional activities, including research projects, community development, and other learning experiences.</i></p>
<p style="text-align: center;">Other Department Goals for MA Program</p> <p><i>To increase external grant funding to support students and faculty</i></p>	<p style="text-align: center;">Strategic Area 4</p> <p><i>4.3 Promote an inclusive culture of engaged scholarship, civic responsibility, and community service (Engaged Scholarship).</i></p> <p><i>4.4 Support basic and applied research to enhance the Triad economy (Basic and Applied Research).</i></p>	<p style="text-align: center;">Research Goal: Objective 1</p> <p><i>Support and enhance faculty and student research productivity.</i></p> <p style="text-align: center;">Research Goal: Objective 2</p> <p><i>Foster the development of a community of scholars in which faculty think in scientific and entrepreneurial ways and mentor students throughout their professional development.</i></p>