Strategic Planning  
Midwestern University SLP Program-Illinois  
May 2013

Strategic planning is an active process of defining what kind of program we want to be and how we will achieve it. The process involves honing our vision and mission to be in line with university and college priorities, while at the same time defining our unique purpose and direction. If done well, the strategic plan is the road map for closing the gap between where we are as a program and where we would like to be.

**Vision**  
Speech-Language Pathology Program  
We seek to transform outstanding students into clinical scientists who dedicate themselves to the highest standards of the profession of speech-language pathology. They will execute the full scope of clinical practice on behalf of individuals with communication and swallowing disorders.

**Missions**  
Speech-Language Pathology Program  
The Midwestern University Speech-Language Pathology Program is dedicated to the professional development of speech-language pathologists to work in a variety of healthcare and educational settings. As clinical scientists, they will serve the communication and swallowing needs of individuals across the lifespan through responsive, compassionate, ethical, and evidence-based practice.

**Speech-Language Institute**  
The Midwestern University Speech-Language Institute is dedicated to the dual missions of providing exceptional educational experiences for SLP students and outstanding service to the community. Faculty and student clinicians will evaluate and treat the communication and swallowing needs of children and adults who seek their services, upholding the highest standards of clinical practice. They shall commit themselves to the care of their clients and their families, continually striving for optimal communication and swallowing outcomes. They shall advocate for their clients’ rights to effective communication and quality of life. They will exemplify the best standards of the healthcare and educational professions.
**Envisioned Future**

Ten years from the launch of the MWU Speech-Language Pathology--Illinois Program, in 2013, we expect to offer both the M.S. degree in SLP and a clinical doctorate in SLP. Similar offerings will be available on the Arizona MWU campus. The Illinois program will enroll 55 master's students per year, and 15 clinical doctorate students per year. Faculty will expand from nine to sixteen fulltime positions to ensure appropriate academic and clinical instruction. Our faculty will have established research lines and will publish in scholarly journals on a regular basis. They will motivate and engage students in research throughout their educational programs. The MWU Multi-Specialty Clinic will house our Speech, Language, and Swallowing Clinic, serving more than 200 clients and their families throughout the year. Our program will have gained a national reputation as a premiere graduate education destination, and our graduates will be highly sought after for jobs in educational and healthcare settings.
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<tr>
<th>Targeted Outcomes</th>
<th>Action Plans</th>
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<tr>
<td><strong>Issue 1: Accreditation</strong></td>
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<tr>
<td>1a. Obtain candidacy status for accreditation through CAA.</td>
<td>Prepare candidacy application, secure dates for site visit, prepare materials for review, host site visit, and obtain candidacy.</td>
<td>Accomplished February 2013</td>
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<tr>
<td><strong>Issue 2: Program Governance</strong></td>
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<tr>
<td>2a. Establish protocols for program operations.</td>
<td>In consultation with the university and college faculty handbooks, establish program policies and procedures for program operation.</td>
<td>Accomplished February 2013</td>
</tr>
<tr>
<td>2b. Establish systems of effective communication within the program.</td>
<td>Implement scheduled faculty meetings, inter-departmental communication systems via email and faculty memos, and regular meetings with individual faculty and staff.</td>
<td>Accomplished February 2013</td>
</tr>
</tbody>
</table>
| 2c. Establish department committees. | Seat the following committees in congruence with CHS committee structure:  
   - Education Committee  
   - Admissions Committee  
   - Accreditation and Self Study Committee  
   - Academic Review Committee | Accomplished October 2012 |
| 2d. Develop a professional advisory board for SLP program. | Recruit 15-20 advisory board members, including SLPS from a variety of work settings and with varying kinds of experience. Meet the advisory board for input regarding program development. | Accomplished December 2012 |
| **Issue 3: Sufficiency/Development of Faculty and Staff** | | |
| 3a. Hire eight full time faculty, including a DCE, a Clinic Coordinator, five academic faculty, and one clinical faculty. | Advertise positions via ASHA, CAPCSD, ISHA, and MWU website. Interview viable candidates. Fill positions. | Accomplished April 2013 |
| 3b. Hire a senior administrative assistant. | Work with HR to advertise and interview candidates. Fill position. | Accomplished October 2012 |
3c. Hire adjunct faculty as necessary. | Determine areas of need for adjunct faculty. Recruit from original applicant pool; fill positions. | Accomplished May 2013

3d. Prepare faculty development plans for all faculty. | Work with individual faculty members to establish goals and plans for teaching, research, and service in 2012-2013. Obtain approval of CHS Dean. | Accomplished October 2012 (Veale, Hoffer, Jaskolski, del Toro) May 2013 (Post)

3e. Support faculty in establishing individual research lines. | Work with faculty to determine new lines of research, equip research labs, obtain IRB support, and launch studies. | Accomplished May 2013

3f. Develop faculty culture, including ideas for graduate teaching, faculty scholarship, and service. | Faculty to engage discussions about the scholarship of teaching and learning, ideas for robust graduate course development and teaching, and ideas for research. Faculty to support one another in all of these endeavors. Faculty to establish new lines of service to the university and profession. | Accomplished May 2013

3g. Develop communication between faculty and administration. | Institute Monday Morning Memo for sharing department information in timely manner. Hold monthly faculty meetings. Hold inaugural SLP faculty retreat. | Accomplished May 2013

**Issue 4: Curriculum Development**

4a. Develop curriculum for 2013-15 class. | Determine course offerings to meet CAA accreditation standards, write course descriptions, and prepare syllabi. | Accomplished April 2013

4b. Develop sufficient clinical practicum sites for future student placement in educational and healthcare settings. | Work with COEE to secure sufficient placement sites for two full-time internships for all students (80 sites), and for short-term placements for clinical experiences in case the MWU Multi-Specialty Clinic cannot provide sufficient clinical experiences for the inaugural class of students. | Ongoing June 2013 Progress: Excellent
### Issue 5: Student Assessment

<table>
<thead>
<tr>
<th>5a.</th>
<th>Develop assessment plan to evaluate student progress.</th>
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<td></td>
<td>Devise methods of assessing student performance and progress through program of study. Relate course objectives to clinical certification standards. Include formative and summative assessment procedures, and a remediation system for use when students do not meet expected learning targets. Develop methods of tracking student outcomes in development of entry-level knowledge and skills for the purposes of:</td>
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<tr>
<td></td>
<td>• Professional certification through ASHA</td>
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<td>• Illinois SLP licensure</td>
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<td>• Illinois school certification</td>
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<td>Accomplished December 2012</td>
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### Issue 6: Student Admissions

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<tr>
<th>6a.</th>
<th>Recruit inaugural class of 40 students.</th>
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<td></td>
<td>Advertise program via MWU website, CSDCAS centralized application portal, ASHA and ISHA conventions. Work with the Office of Admissions to develop and implement admissions procedures, including the use of a rubric-based evaluation of applicant files, and a rubric-based interview of a subset of applicants. Seat class following candidacy decision by CAA.</td>
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<td>Accomplished April 2013</td>
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### Issue 7: Sufficiency of Facilities and Equipment

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<th>7a.</th>
<th>Construction of program facilities.</th>
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<td>Work with administration to develop appropriate facilities for program operation, including:</td>
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<td>• Classroom/lab space in Science Hall</td>
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<td></td>
<td>• Program academic offices in Alumni Hall</td>
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<td></td>
<td>• MWU Speech-Language and Swallowing Clinic in the MWU Multi-Specialty Clinic.</td>
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<td>Ongoing June 2013</td>
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<td>Progress: Excellent</td>
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<th>7b.</th>
<th>Obtain equipment and materials necessary to educate SLP students.</th>
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<td>Work with faculty and equipment manufacturers/publishers to obtain appropriate educational materials and equipment for the classroom/lab and clinic facilities.</td>
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<td>Ongoing June 2013</td>
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<td>Progress: Excellent</td>
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</table>
| 7c. Make use of university facilities and services. | Partner with university facilities coordinators to learn about and make use of university resources such as:  
  - Library  
  - Media Resources  
  - Instructional Technologies  
  - Copy Center  
  - Centralized Office of Experiential Education  
  - Student Services  
  - Gross Anatomy Lab  
  - Etc. | Accomplished May 2013 |

**Issue 8: Program Assessment**

<p>| 8a. Devise methods of program assessment. | Develop internship supervisor surveys, employer surveys, alumni surveys, etc. for use in program evaluation. | Accomplished January 2013 |</p>
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<td>2a. Maintain effective program operation.</td>
<td>Continue to manage program administration and communication.</td>
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<tr>
<td>2b. Establish SLP Clinic Committee.</td>
<td>Appoint Clinic Committee to develop policies and procedures for the MWU Speech-Language Clinic.</td>
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<tr>
<td>2c. Build clinic clientele (Goal: 35 adult cases; 65 child/adolescent cases).</td>
<td>Work with university support staff in Communications to develop a marketing plan for the clinic; work with SLP faculty to develop clientele; build the client population in the MWU SLP Clinic to at least 100.</td>
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<tr>
<td>2d. Establish clinical policies and procedures for patient account management.</td>
<td>Work with university administration and support staff to develop and implement effective management of patient accounts (billing services/collecting fees).</td>
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<tr>
<td>2e. Establish clinic policies and procedures for clinical services.</td>
<td>Work with SLP Clinic Committee and the Ad-hoc SLP Clinic committee to develop policies and procedures for client care at the MWU SLP Clinic.</td>
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<tr>
<td>2f. Establish clinic policies and procedures for use/care of clinic equipment.</td>
<td>SLP Clinic Committee will write procedures for use/care of clinic equipment, and inservice students/faculty as appropriate.</td>
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<tr>
<td>2g. Develop and implement a system for management of student clinical practicum experiences.</td>
<td>Review potential systems for management of student clinical records and select system for implementation. Keep current and accurate records of ASHA clinical hours for each student, in addition to evaluations of their clinical development, progress toward certification, state licensure,</td>
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<tr>
<td>2h. Determine appropriate faculty workload for clinical supervision.</td>
<td>Devise method for assigning relative value to clinical supervision or research duties in the clinic so that faculty workload is proportionate.</td>
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<td>Issue 3: Sufficiency/Development of Faculty and Staff</td>
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<tr>
<td>2i. Establish chapter of the National Student Speech-Language-Hearing Association (NSSLHA) at MWU.</td>
<td>Establish NSSLHA chapter; install officers and faculty representatives; plan and begin NSSLHA activities; keep appropriate records.</td>
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<tr>
<td>3a. Recruit and hire sufficient clinical faculty to supervise clinical practicum at the MWU Multi-Specialty Clinic.</td>
<td>Work with CHS Dean, HR, and SLP Clinic Committee to recruit, interview and hire one full time clinical faculty member to begin 7/1/15, and sufficient part-time adjunct supervisory faculty as needed.</td>
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<tr>
<td>3b. Recruit and hire administrative assistant for MWU Multi-Specialty Clinic.</td>
<td>Work with CHS Dean, HR, and SLP Clinic Committee to recruit, interview and hire one full time administrative assistant to begin Fall 2013.</td>
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</tr>
<tr>
<td>3c. Prepare faculty development plans for all faculty.</td>
<td>Work with individual faculty members to establish goals and plans for teaching, research, and service in 2013-2014. Obtain approval of CHS Dean.</td>
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<tr>
<td>3d. Support faculty in establishing individual research lines.</td>
<td>Academic faculty to work with one another, clinical faculty, and students to initiate research studies.</td>
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<td>3f. Continue to foster faculty culture, including ideas for graduate teaching, faculty scholarship, and service.</td>
<td>Faculty to engage discussions about the scholarship of teaching and learning, ideas for robust graduate course development and teaching, and ideas for research (i.e.: incorporation of ICF into curriculum; SOTL). Faculty to support one another in all of these endeavors. Faculty to establish new lines of service to the university and profession.</td>
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<td>3g. Maintain communication between faculty and administration.</td>
<td>Continue Monday Morning Memo for sharing department information in timely manner.</td>
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<td>Hold monthly faculty meetings.</td>
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<td>Hold second annual SLP faculty retreat.</td>
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3h. Orient faculty to new equipment in classroom and clinic environments. Work with university IT and AV departments, and the SLP Clinic Committee, to develop and implement faculty orientation to teaching and clinical practice instrumentation.

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<th><strong>Issue 4: Curriculum Development</strong></th>
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<tr>
<td><strong>4a. Implement first year of academic and clinical curriculum for inaugural class.</strong> Deliver all planned courses. Review student and peer feedback and modify courses as necessary.</td>
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<tr>
<td><strong>4b. Review and revise curriculum to meet department mission.</strong> Work with faculty to reassess curricular needs. Changes to be considered include addition of a second dysphagia course, a diverse communicators course, a healthcare issues in SLP course, a school affairs course, and an additional quarter of clinical practicum. Also to be discussed: How to teach clinical writing; telepractice.</td>
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<tr>
<td><strong>4c. Incorporate interprofessional educational experiences for students.</strong> Develop an IPE committee to devise strategies for incorporating interprofessional educational experiences for SLP students.</td>
</tr>
<tr>
<td><strong>4d. Continue to develop internship sites for student placement (Goal: Add 5 school sites; 3 private clinics; and 5 healthcare sites).</strong> Work with community partners and the MWU Centralized Office of Experiential Education to establish new affiliation agreements for internship placements.</td>
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<tr>
<td><strong>4e. Place all students in two full-time internships.</strong> Successfully match students with sites/preceptors.</td>
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<tr>
<td><strong>4f. Work with students and preceptors to ensure successful completion of internship experiences.</strong> Monitor internship experiences, working with preceptors to evaluate student performance. Develop system for recording student clinical performance.</td>
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<td><strong>5a. Implement student assessment plan.</strong> Work with SLP Curriculum Committee to implement the student assessment plan.</td>
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<tr>
<td><strong>5b. Modify student assessment procedures as necessary.</strong> Work with SLP Curriculum Committee and SLP Academic Review Committee to examine initial assessment procedures. Re-evaluate and revise student assessment procedures, as necessary.</td>
</tr>
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<td><strong>Issue 6: Student Admissions</strong></td>
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<tr>
<td>6a. Re-evaluate student admissions procedures.</td>
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<tr>
<td>6b. Recruit second cohort of 40 students.</td>
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<td>6c. Increase gender diversity in second cohort.</td>
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<tbody>
<tr>
<td>7a. Order/install clinic equipment and therapy materials.</td>
</tr>
<tr>
<td>7b. Continue development of classrooms/lab on MWU academic campus.</td>
</tr>
<tr>
<td>7c. Determine protocols for use of space in the SLP classrooms/lab and clinic.</td>
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<tr>
<td>7d. Determine protocols for use of equipment in the SLP classrooms/lab and clinic.</td>
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<th><strong>Issue 8: Program Assessment</strong></th>
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<tbody>
<tr>
<td>8a. Implement program assessment plan.</td>
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<td>8b. Use program data to drive program changes.</td>
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### Year Three (2014-2015)

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<tr>
<td><strong>Issue 1: Accreditation</strong></td>
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<tr>
<td>1b. Consider applying for full accreditation to CAA.</td>
<td>Following submission of second progress report in Feb 2015, discuss with CHS Dean whether to apply for full accreditation. Proceed per determination at that time.</td>
</tr>
<tr>
<td>1c. Initiate discussion of Clinical Doctorate in SLP program.</td>
<td>Work with CHS Dean, MWU Administration, State of IL and faculty to discuss possible development of Clinical Doctorate in SLP.</td>
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<tr>
<td><strong>Issue 2: Program Governance</strong></td>
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<tr>
<td>2a. Maintain effective program operation.</td>
<td>Continue to manage program administration and communication.</td>
</tr>
<tr>
<td>2b. Continue to build clinic clientele (Goal: Build from 100-150 active cases).</td>
<td>Build the client population in the MWU SLP Clinic to at least 150.</td>
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<tr>
<td>2c. Review all clinical policies and procedures.</td>
<td>Review and revise as necessary all clinic policies and procedures.</td>
</tr>
<tr>
<td>2d. Maintain appropriate faculty workloads for clinical supervision.</td>
<td>Review faculty involvement in MWU SLP Clinic to ensure appropriate commitment to academic/clinical education of our students. Adjust as necessary.</td>
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<tr>
<td>2e. Consider expanding responsibilities of NSSLHA.</td>
<td>Review roles of NSSLHA for our program and our profession. Consider adding appropriate responsibilities to this group in fulfillment of their mission.</td>
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<td><strong>Issue 3: Sufficiency/Development of Faculty and Staff</strong></td>
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<td>3a. Maintain sufficient academic and clinical faculty to meet program needs.</td>
<td>Work with CHS Dean to ensure that the program continues to have sufficient faculty to meet program objectives.</td>
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<tr>
<td>3b. Prepare faculty development plans for all faculty.</td>
<td>Work with individual faculty members to establish goals and plans for teaching, research, and service in 2014-2015. Obtain approval of CHS Dean.</td>
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<td>3c. Continue to support faculty in implementing individual research lines.</td>
<td>Support faculty in their research endeavors. Work to provide necessary time and resources to complete and disseminate research.</td>
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<td>3d. Continue to foster faculty culture, including ideas for graduate teaching, faculty scholarship, and service.</td>
<td>Faculty to engage in timely discussions of topics relevant to the program and the advancement of its missions.</td>
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<tr>
<td>3e. Maintain communication between faculty and administration.</td>
<td>Continue Monday Morning Memo for sharing department information in timely manner. Hold regular faculty meetings. Hold third annual SLP faculty retreat.</td>
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**Issue 4: Curriculum Development**

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<th>4a. Review and revise curriculum to meet department mission.</th>
<th>Work with faculty to reassess curricular needs.</th>
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<td>4b. Incorporate interprofessional educational experiences for students.</td>
<td>Work with IPE committee to implement strategies for interprofessional experiences for SLP students.</td>
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<tr>
<td>4c. Continue to develop internship sites for student placement. Consider expanding to surrounding states.</td>
<td>Work with community partners and the MWU Centralized Office of Experiential Education to establish new affiliation agreements for internship placements.</td>
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<tr>
<td>4d. Place all students in two full-time internships.</td>
<td>Successfully match students with sites/preceptors.</td>
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<td>5b. Modify student assessment procedures as necessary.</td>
<td>Work with SLP Curriculum Committee and SLP Academic Review Committee to examine initial assessment procedures. Re-evaluate and revise student assessment procedures, as necessary.</td>
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<td>6a. Consider an increase in the size of the third admissions cohort.</td>
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<tr>
<td>6b. Recruit third cohort of at least 40 students.</td>
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<td>6c. Continue to work on class diversity.</td>
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<td>7a. Evaluate sufficiency of SLP Program facilities.</td>
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<td>8c. Develop an Alumni Board to advise program.</td>
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