SPEECH-LANGUAGE PATHOLOGY

LONG TERM STRATEGIC PLAN

Developed December, 2011

The School of Education and the Department of Educational Leadership, School Counseling and Special Education, along with the faculty in the Speech-Language Pathology program at Monmouth University pride themselves on their commitment to excellence by continually developing, reviewing, monitoring, assessing, and improving the academic and clinical components of the Speech-Language Pathology program. Through an ongoing process, faculty and staff within the Speech-Language Pathology program has established the following set of long-term strategic planning goals and objectives as specified in Standard 1.3 of the Council on Academic Accreditation (CAA) Standards for Accreditation of Graduate Education Programs in Audiology and Speech-Language Pathology. Components of the current plan have been developed to provide the Speech-Language Pathology program with a focus that is in congruence with the university’s stated mission and values, as well as the academic and clinical training goals of the program, and are intended to reflect the role of the Speech-Language Pathology program within the community. Ongoing review, development, assessment, and revision of the long-term strategic plan will take place regularly.

Goal 1 - Increase Enrollment and Academic Excellence to Ensure Program Sustainability:
Issues of recruitment, enrollment, and retention are of concern and deserve critical attention of the faculty, chair and dean.

Measurable Objectives:
1. Develop a recruitment strategy and marketing campaign to attract a highly qualified, diverse pool of graduate students.
2. A total recruitment effort should be regional in scope (New York City, Philadelphia, New Jersey, and Delaware).
3. Increase the quality of students accepted.
4. Develop strategies to recruit highly qualified Monmouth undergraduate students.

Strategies for Attainment:
1. Work with Graduate Admissions to identify methods of recruiting diverse students throughout the region.
2. Faculty will identify venues to promote Monmouth University’s program throughout the region and nationally.
3. Ensure the student application and selection process is fair, transparent, and selective to increase student quality.
4. Investigate the feasibility of a “bridge program” for highly qualified current Monmouth undergraduate students interested in pursuing a speech-language pathology master’s degree.

Measurement of Goal Attainment:
1. When the pool of applicants represents numerous geographic areas (NY, PA, DE & NJ).
2. When the students accepted have a GPA and GRE scores in the tenth percentile of the applicant pool.

Progress Toward Goal, AY 2012-2013:
For the program’s first year, we have 127 applications representing students from NJ, PA, NY, NC and one from China. 85% of the applicants met the minimum GPA required and 50% met the minimum GRE required. Monmouth University has not conducted any formal marketing of the program pending CAA accreditation.

Goal 2 - Continuous Outcomes Monitoring and Strategic Planning:
Conducting a systematic review of its strategic plan and its assessment system ensuring that all appropriate stakeholders are included is vital to long-term program strength and sustainability.

Measurable Objectives:
1. Develop an assessment system, which assesses skills and knowledge of current students and alumni through multiple measures.
2. Share data and the strategic plan with internal and external stakeholders for program improvement suggestions.
3. Consider modifications to the assessments and the assessment system after three years of data collection.
4. Develop a Program Advisory Council of current practitioners and alumni.
5. Review the Strategic Plan annually and student outcome data three times per year.

Strategies for Attainment:
1. Faculty will identify key student assessments within their courses and clinical experiences.
2. The faculty, chair, and dean will suggest potential practitioners in the communication sciences who can serve on the Program Advisory Council. Once the program starts graduating students, faculty will suggest potential alumni who can serve on the Program Advisory Council.

Measurement of Goal Attainment:
2. After the first year of the program, data will be presented to all external constituents.
3. Create rubrics for core program assessments of students’ knowledge and skills.

Progress Toward Goal, AY 2012-2013:
The program has created a comprehensive assessment plan, identified key assessment, which are aligned to AHSA standards and program outcomes, and have developed standardized rubrics for measuring student outcomes.

Goal 3 - Increase Physical Space and Personnel:
Specific space and personnel needs should be identified to ensure proper programmatic operations and positive student outcomes.

Measureable Objectives:
1. Explore possible space expansion within existing institutional constraints.
2. Hire two additional doctoral faculty members within the next two years to ensure a breadth of expertise in various communication disorders.
3. Hire additional administrative support specific for the Speech-Language Pathology program.

Strategies for Attainment:
1. The Dean and Chair will work with the Vice President for Administration to explore off-campus space expansion possibilities.
2. The Dean will work with the Provost to allocate funding for additional faculty.
3. The dean will request funding for a Director of Clinical Practice as well as an administrative assistant 100% dedicated to the Speech-Language Pathology program.

Measurement of Goal Attainment:
1. Obtain space in the Monmouth Corporate Park, which is accessible, appropriate, safe, sufficient, and reflects contemporary standards.
2. Add two full-time, doctoral-level, tenure-track faculty members.
3. Add two full-time administrative staff members.

Progress Toward Goal, AY 2012-2013:
The program is actively pursuing additional space at Monmouth University’s satellite campus and a plan and timeline for the space is being developed by central administration. The program has hired one additional full-time, doctoral-level (ABD), tenure-track faculty member. The program has hired a program secretary and is advertising for a Director of Clinical Practice.

Goal 4 - Assess and Enhance Teaching & Learning:
Educating students, both inside and outside the classroom, in the clinical setting, and in fieldwork is the program’s primary purpose and therefore continuous monitoring and improvement of teaching and learning is paramount.

Measurable Objectives:
1. Develop elective courses so students can pursue specializations and interests.
2. Continue to develop independent student research opportunities.
3. Support faculty in professional development.
4. Incorporate technology into as many aspects of the learning process as possible.

**Strategies for Attainment:**
1. Full-time faculty will be provided release time to develop elective courses in their areas of interest/expertise.
2. Encourage and reward internal and external collaborative research.
3. Encourage faculty to utilize available University financial resources allocated for professional development and scholarship.
4. Based upon availability of resources, the School of Education Dean will attempt to supplement University financial assistance to faculty members when requested.
5. The dean, chair, and faculty will explore current technologies available (e.g. iPads) as well as the distribution options to students.

**Measurement of Goal Attainment:**
1. Revised the curriculum with the first three years to provide opportunities for students to take three credits of electives.
2. Each full-time faculty will develop one elective course.
3. Each full-time faculty will be supported to attend at least two professional development activities per year.

**Progress Toward Goal, AY 2012-2013:**
Full-time faculty have been supported to attend CAPCSD, Southeastern Autism Conference, and New Jersey Speech-Language Hearing Association.

**Goal 5 - Enhance Clinical Experiences:**
Developing partnerships and agreements with varied facilities with diverse clientele need to be established to ensure proper clinical training for all students.

**Measureable Objectives:**
1. Increase the number of agreements with various institutions locally and regionally including hospitals, rehabilitation centers, nursing homes, and private practices.
2. Increase the opportunities students have to work with culturally diverse clients.
3. Increase the opportunities students have to work with clients across a broad range of disorders.

**Strategies for Attainment:**
1. Faculty will work together and with their external peers to identify institutions and develop agreements with these institutions.
2. The Director of Clinical Practice will explore potential institutions and work to maintain a good rapport with current institutions.

**Measurement of Goal Attainment:**
1. Develop at least ten agreements with diverse external placement facilities during the 2013-2014 academic year.

**Progress Toward Goal, AY 2012-2013:**

Monmouth University currently has agreements with over 200 health care facilities across New Jersey and Philadelphia. The Speech-Language Pathology program has established specific agreements with Children’s Specialized Hospital (11 separate locations) and HealthSouth Rehabilitation Center (7 separate locations) to accept SLP students.