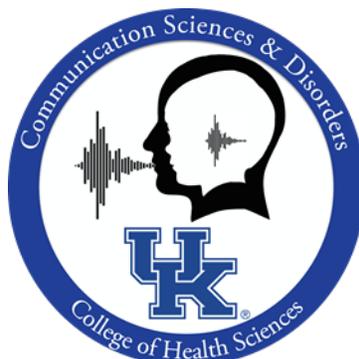University of Kentucky College of Health Sciences
Communication Sciences & Disorders

STRATEGIC PLANNING PROCESS
2022-2027

In alignment with the mission of the University of Kentucky (UK), the mission of the College of Health Sciences (CHS) is to "help the people of the Commonwealth of Kentucky and beyond to gain and retain the highest level of health through creative leadership and productivity in education, research, and service." The College is dedicated to educating frontline entry-level practitioners for the allied health disciplines housed in the CHS as well as educating the clinical, educational, and research leaders of tomorrow (http://www.uky.edu/chs/about-us). We are the Gateway to the Health Sciences.

The 2022-2027 CSD Strategic Plan is integrated with both the University and College Strategic plans and reflects five strategic objectives described below. Thus, the goals of our CSD program are consistent with the college and the university therefore the CSD program has used the strategic planning process to strengthen the core mission of the program and simultaneously move in new directions. This 2022-2027 Strategic Plan will further refine and focus our goals on the tenets of education, research and outreach ensuring continued growth and success of our students, faculty and staff. Furthermore, this planning will help identify objectives and strategies for future implementation.

Executive Summary
Our CSD program adopted the five principles of the University of Kentucky Strategic Plan and developed our own objectives as related to our program. By doing so, we are in alignment with the mission and strategic direction of the university and our College. What follows is a summary of the principles that will be foundational to our aim of improving our program, its students, alumni and ultimately the individuals with communication disorders whom we all serve. Detailed strategies and specific goals with projected timelines are summarized in tables according to each principle following this summary.

1. Putting Students First

   "They are why we are here. Whether it is maintaining and enhancing a modern curriculum that prepares all our students for success, providing appropriate support for graduate students or ensuring that doctoral students start and complete their programs successfully, we must put students first"

   CSD Key Objectives

   - *To build connections early and continuously throughout both Undergraduate and Graduate students' programs of study.*
   - *To develop curriculum that represents continual improvements and is aligned with the pedagogy and theory of simulation for education in communication sciences and disorders to meet the future needs of the forthcoming Health Education Building Space.*

2. Taking Care of our People

   "We will only accomplish our mission of advancing Kentucky when our people- those who work with us and those we serve are cared for holistically: their health, their safety, their well-being and their ability to prosper".

   CSD Key Objective
   - *Objective: Support holistic wellness for CSD faculty, staff members to feel valued, appreciated, acknowledged and supported.*

3. Inspiring Ingenuity

   "How do we embed innovation and discovery into every aspect of our institution? The breadth and depth of programming and offerings available on one campus makes us distinctive in higher education. How do we incentivize the spark of ingenuity throughout our campus?"

   CSD Key Objective

   - *More intentionally support and develop innovative approaches to academic, research and service initiatives.*

4. Ensure Greater Trust, Transparency and Accountability

   "We are Kentucky's institution. And that mantle holds with it heightened responsibilities of accountability and transparency. But we need to do more to instill a sense of trust in each other in everything that we do."

   CSD Key Objective

   - Foster a responsive department culture that can adapt when necessary, practices shared governance, and engages in reciprocal communication to support the department and its constituents (faculty, staff, students, alumni, preceptors and external stakeholders).

5. <u>Bringing Together Many People, One Community</u>

"UK is among the most diverse communities in the Commonwealth. Our students will enter a world driven by divisions, but more interdependent than ever before. How do we model unity amidst diversity for our state?"

CSD Key Objectives

- To bridge the student theory/practice gap to bring together expectations for clinical and academic program expectations
- To model and provide an environment where our students faculty and staff feel welcome and supported and able to engage in an open exchange of ideas.

Mission Statement

The mission of the Department of Communication Sciences and Disorders is to serve citizens from all backgrounds in Kentucky and beyond by preparing graduates with the knowledge and skills needed to provide quality clinical services via in-person and telehealth modalities. We prepare students for leadership roles by serving the community and the professions with evidence-based clinical services, continuing education offerings, and exchange of information among practitioners in communication sciences and disorders. We promote, conduct, and support research that contributes to the understanding and management of communication and swallowing disorders.

Values

The CSD program is guided by the core values of the university and the college and include:

- *Integrity*
- *Excellence*
- *Mutual respect and human dignity*
- *Diversity Equity, Inclusion and Justice*
- *Sense of Community*
- *Work-life balance*
- *Civic Engagement*
- *Social responsibility*
- *Academic Freedom*
- *Personal and Institutional Responsibility and Accountability*
- *Shared Governance*

Strategic Planning Process
Pre-meeting Process

- *October 2021: An overview about the UK Strategic Plan was shared with all CSD faculty via email. All faculty were instructed to review before the actual retreat.*

- *November 2021: The CSD Department Chair met with the Associate Dean for Academic Affairs for pre-planning purposes and to organize materials. All CSD faculty were invited to attend if interested.*
- *November 2021: CSD faculty were sent a proposed Strategic Planning document to review so that they were pre-informed about the planned process and also allowed time to think ahead about input that they would like to provide.*

During Meeting Process

- *Step 1: Split into two assigned groups for general brainstorming discussion to:*
    - *Generate ideas for broader discussion*
    - *Generate objective ideas for any of the 5 domains*
    - *Generate specific action steps*
- *Step 2: Regroup and begin discussion about objectives for each goal*
- *Step 3: Record the objectives and action steps discussed in Step 1*
- *Step 4: Ensure that every individual is given opportunity for comment.*

Post Meeting Process

- *Spring 2022: Additional discussion at faculty meetings occurred to further vet objectives*
- *Summer 2022: Final CSD faculty and staff review of SP*
- *Summer – Fall 2022: Dissemination to alumni, preceptors and students electronically with a video describing overall plan, with an optional invitation for feedback*

Goal 1 Strategic Plan: Putting Students First

Objective A: Build connections early and continuously throughout students' program of study

Strategy A 1.1 Imbed new opportunities for access to faculty and staff in pre, UG and graduate CSD students

Action Step	Activity	Target Implementation Date	Completion Date
1	Offer regular potluck opportunities for different cohorts at least annually	Fall 2022	
2	Develop and pilot graduate student social committee with faculty advisor	Spring 2023	
3	Identify graduate student officers to serve as liaisons with faculty and NSSHLA	Fall 2022	
4	Encourage faculty and staff participation in ongoing student mental health and well-being training opportunities with a goal of 100% having some training by completion date	Fall 2023	
5	Offer wellness walks for graduate students	Summer 2022	Ongoing

Strategy A1.2 Develop a communication plan for how we communicate with students throughout their plan of study (academic and clinic)

Action Step	Activity	Target Implementation Date	Completion Date
1	Develop a consistently published communication plan to document activities of faculty staff and students (G2, G1, pre, Senior, Junior, and Pre-CSD)	Spring 2023	
2	Share communication plan with cohorts and faculty/staff- MS Teams /or other repository location	Spring 2023	
3	Identify work study student to assist in developing more consistent multi modal communication from department	Spring 2023	

Strategy A1.3 Enhance infrastructure and collaboration between advising and CSD to enhance cohesive planning and program progression to improve advising outcomes for students.

Action Step	Activity	Target Implementation Date	Completion Date
1	Continue to build relationships with CSD faculty and OSA to improve familiarity with office structure and roles	Fall 2022	
3	Evaluate recommended pre-CSD, UG co-curricular activities to increase engagement of students and relevance of offerings	Spring 2023	
4	Revise progression policy for Master's students	Spring 2023	

5	Develop and adopt Mini Professionalism Check to be used as formative professionalism assessment	Summer 2022	Summer 2022

Objective B: Develop curriculum that represents continual improvements and meets future needs in new Health Education Building Space

Strategy B1.1 Evaluate curriculum changes in both graduate and undergraduate programs to inform continual improvement

Action Step	Activity	Target Implementation Date	Completion Date
1	Establish a Curriculum Committee to begin in Fall 2022	Fall 2022	
2	Replace paper format of PESSKI by using Calipso for capturing course ASHA standards.	Fall 2022	
3	Analyze student exit, employer and alumni surveys for strengths and opportunities for development and overarching themes	Spring 2023	
4	Curriculum mapping to ensure ongoing alignment with competency standards. (Calipso)	Spring 2023	
5	Curriculum mapping to identify where DEI content is infused across curriculum to support scaffolding learning	Spring 2023	

Strategy B1.2 Develop curriculum that infuses use of Standardized Patients and Simulations within both academic and clinical courses to ensure competencies.

Action Step	Activity	Target Implementation Date	Completion Date
1	Evaluate curriculum for where SP and Simulations can be infused	Spring 2024	
2	Revise syllabi to reflect planned use of SP and Simulations	Fall 2024	
3	Implement use of SP and Simulations across courses	Fall 2026	
4	Evaluate outcome of courses with SP and Simulations	Fall 2027	

Goal 2: Strategic Plan: Taking care of our people (OP)

Objective: Support holistic wellness for CSD faculty, staff members to feel valued, appreciated, acknowledged and supported.

Strategy 2.1: Develop opportunities for community inroads for tenure/non-tenure faculty and staff

Action Step	Activity	Target Implementation Date	Completion Date
1	Intentionally plan an inter department event for faculty (e.g. social)	Fall 2022	
2	Profile faculty members' research activity at faculty meetings through regular agenda item	Spring 2022	Spring 2022 and ongoing
3	Identify options for profiling faculty members' research activity at college meetings	Fall 2022	
4	Schedule meetings at alternative times to include clinical faculty for whole department and faculty meetings	Spring 2022	Spring 2022 and ongoing
5	Schedule training on how to use social media to profile scholarly efforts	Fall 2022	
6	Enhance website capacity for faculty to profile research	AY 2023	

Strategy: 2.2 Develop alternative assessment of instruction beyond TCE

Action Step	Activity	Target Implementation Date	Completion Date
1	Identify potential peer teaching review methods for clinic and academic courses.	Spring 2025	
2	Develop peer teaching or peer review opportunities to provide feedback that support improved student outcomes for clinic and academic courses	Summer 2024	
3	Implement peer teaching/review method	Fall 2024	

Goal 3: Strategic Plan: Inspiring ingenuity (II)

Objective: More intentionally support and develop innovative approaches to academic, research and service initiatives.

Strategy 3.1: Engage students in different modalities of learning and offer opportunities for lifelong skills and competencies to address workforce needs in the Commonwealth.

Action Step	Activity	Target Implementation Date	Completion Date
1	Identify actions needed to complete online curriculum for pre-requisite courses for post bac students	Fall 2023	
2	Develop remaining courses for online delivery for pre-requisite courses for post bac students	Fall 2025	
3	Enroll first cohort of post bac students taking pre-req online courses	Fall 2027	
2	Develop curriculum for UG elective for Telehealth Course	Spring 2022	Spring 2022 and ongoing
3	Provide UGR experience for student to assist with online support group for persons with communication disorders (TBI, aphasia etc)	Spring 2023	
4	Establish working model for online support groups for persons with communication disorders	Spring 2024	

Strategy 3.2: Advance a culture of innovation in research and creative work to address health related challenges.

Action Step	Activity	Target Date	Completion Date
1	Expand faculty research website content and share with Commonwealth and beyond	Fall 2023	
2	Explore need for a shared resource across college to identify other faculty who may benefit from additional support related to maintenance/troubleshooting of app, programmer and server space that is HIPPA compliant (survey)	Spring 2022 and ongoing	
3	Build capacity to conduct Scholarship of teaching and learning (simulations, competency checks, standardized patients)	Fall 2024	
4	Establish "maker's space" to leverage collaborative rehabilitative interventions using interprofessional teams (students, faculty and community members)	Spring 2024	
5	Establish additional training opportunities for voice and swallow in rural communities to improve access to services	Spring 2025	

Goal 4: Ensuring greater trust, transparency and accountability (TTA)

Objective: Foster a responsive department culture that can adapt when necessary, practices shared governance, and engages in reciprocal communication to support the department and its constituents (faculty, staff, students, alumni, preceptors and external stakeholders).

Strategy 4.1: Identify strategies that below and infuse across entire strategic plan

Action Step	Activity	Target date	Completion Date
1	Ensure appropriate representation on department and college level committees and initiatives that correspond with department faculty and staff roles and responsibilities.	Annually beginning Fall 2022	
2	Establish a repository for department resources, communications, and other information on website and/or other means (e.g., links to resources, archived email, newsletters, video etc.) for CSD faculty and staff.	Annually Beginning Fall 2022	
3	Create and implement a dynamic CSD department communication plan and expectations to ensure responsive, accurate, bi-directional communication with stakeholders, especially those directly impacted.	Fall 2023	
4	Practice a culture of shared governance through implementation of department policies and standards of procedures that align with College rules and expectations and University level rules and regulations.	Annually beginning Fall 2022	

Goal 5: Bringing together many people, one community (PC)

Objective A: To bridge the student theory/practice gap to bring together expectations for clinical and program expectations

Strategy 5.1A: Streamline current procedural tools to increase awareness and accessibility of student records

Action Step	Activity	Target Date	Completion Date
1	Replace paper format of PESSKI by using Calipso for capturing course ASHA standards.	Fall 2023	

Strategy 5.2A Enhance resources and support for preceptors and alumni

Action Step	Activity	Target Date	Completion Date
1	Ensure communication about CEUs to alumni and preceptors.	Fall 2022 and ongoing	
2	Acknowledge preceptors at end of each semester.	Summer 2022	Summer 2022
3	Survey perspectives related to theory/practice gap from preceptor and student cohorts	Fall 2024	
4	Explore and implement strategies for faculty engagement with clinical sites.	Fall 2024	
5	Advisor check in with students on clinical rotations in Fall of 2nd year and record through Calipso	Fall 2022	

O*bjective B. To model and provide an environment where our students faculty and staff feel welcome and supported and able to engage in an open exchange of ideas.*

Strategy 5.1B

Action Step	Activity	Target Date	Completion Date
1	Circulate, encourage and measure faculty and staff participation in ongoing DEI training opportunities	Spring 2022 and ongoing	
2	Evaluate focus group data from students and alumni from diverse backgrounds related to DEI	Fall 2022	
3	Establish and support student-initiated DEI group in CSD	Spring 2023	
4	Establish student developed inventory of resources to be shared with all students	Fall 2025	
5	Formally evaluate and revise and implement holistic admissions processes	Spring 2023	
6	Create formal mentoring for students from diverse backgrounds	Fall 2024	
7	Develop new Study Abroad opportunity for intersession offering	Spring 2023	