



## 2019-2024 MSLP Strategic Plan

In order to develop this strategic plan, a SWOT analysis was conducted in conjunction with the Dean's office (August, 2017) and an Academic Program Review was conducted (March, 2019). Based on data and information gleaned from these two processes, the following strategic plan was developed.

Each of the goals below will be evaluated in May of each academic year in order to measure and document progress.

### **Regarding Personnel:**

By 2022, a cadre of at least 10 clinical supervisors will be hired to provide effective clinical supervision to on-campus student clinicians.

- 4 by 2020
- 6 by 2022
- 10 by 2024

*Rationale and alignment with mission:* In order to provide student clinicians with the optimal level of supervising during their on-campus clinical experiences, additional clinical supervisors must be hired.

### *Strategies to employ:*

- Develop alumni relationships to facilitate use of alum as supervisors. (Ongoing, Alicia McCormick & Tonya Dantuma)
- Offer community continuing education (CE) trainings in order to make the program visible. (Spring, 2020 and forward, Lori Peirson & Tonya Dantuma)
- Offer free CE training in supervision for supervisors. (Spring, 2020 and forward, Lori Pierson & Tonya Dantuma)

### **Regarding Facilities:**

By 2024, four confidential, designated clinical supervisor spaces will be identified and equipped.

- One confidential clinic supervision station by 2019.
- Two confidential clinic supervision station by 2020.
- Four confidential clinic supervision stations by 2024.

By 2024, 10 individual and two group clinic rooms will be available for on-campus clinical use.

By 2024, space and equipment, including multiple mannequins with hospital beds for simulation labs, designated space for the strobe, and additional training lab space to accommodate students for hands-on practice will be created.

(As the development of clinical rooms and simulation and research space is an “all or nothing” endeavor and is highly contingent on factor outside of department and program control, it is not feasible to determine measurable objects.)

*Rationale and alignment with mission:* Additional clinic space is needed to meet growth goals set below to facilitate a larger impact of the MS-SLP program. And while faculty are functioning well in the space available, lack of student work space, lack of functional waiting room space for clinic, and lack of research and simulation lab space are negatively impacting teaching effectiveness and student clinical experiences.

Inadequate facilities are a theme in both our self-study report and in Dr. Fogle’s external report. Our program cannot grow with the current space configuration in Dorothy English Hall, while the department currently works very hard to make the current space as effective as possible. A lack of equipment and research space, insufficient simulation clinical space, and clinical rooms were all noted by Dr. Fogle based on his previous experiences with graduate programs and through his faculty interviews.

*Strategies to employ:*

- Dean to work with Advancement to raise money to build a new CSD building. (2020, Dean).
- Because raising such funds and building a new facility may take some time, we propose that the classroom space in current campus buildings be reconfigured to facilitate the growth of our program and provide much needed facility updates to the current program. (2019 and forward, Dean will work with the administration to express the need for additional space. Teri Clemons & Tonya Dantuma to work with facilities management to help design secured space to meet the needs of the program, when new space is identified and provided.)

### **Regarding Personnel:**

By 2024, grow the cohort size from 24 to 48 students.\*

- 36 students in 2022
- 48 students in 2024

\*No growth in cohort size can be made without the completion of additional space goals being fully met.

*Rationale and alignment with mission:* A larger number of speech-language pathologists who are equipped to impact the world and our profession will increase the impact of our program and university.

*Strategies to employ:*

- Work with Dean to facilitate program advancement initiatives with marketing (Tonya Dantuma, Dean, once a facilities plan has been confirmed.)
- Offer community continuing education (CE) trainings in order to make the program visible. (Spring, 2020 and forward, Lori Peirson & Tonya Dantuma)
- Work with admissions to develop a 5-year bachelor to master’s program (2020, Alicia McCormick & Tonya Dantuma & Teri Clemons).
- Be intentional about promoting program strengths to administration and Biola Community in order to create a more substantial awareness of our program (2019 and forward, all faculty).

*The table below provides a summary of the current strategic plan and will be disseminated to faculty, students, community partners, and other interested partners on the Biola University webpage.*

<b>Area of Focus</b>	<b>Specific Need</b>	<b>Baseline</b>	<b>Person(s) Responsible</b>	<b>Desired Outcome</b>
Personnel	Inadequate number of clinical supervisors.	4 Clinical Supervisors	Program Director Clinical Coordinator	Increase to 10 clinical supervisors.
Facilities	Inadequate number of clinic rooms.	4 available clinic rooms.	Program Director Department Chair School Dean	10 small clinic rooms and 2 larger rooms for groups.
Facilities	Inadequate research space and equipment	digital endoscope, Visipitch, a nasometer, and many AAC devices, simulation mannequin	Program Director Department Chair School Dean	Multiple mannequins with hospital beds for simulation labs, designated space for the strobe, and addition training lab space to accommodate students for hands-on practice.
Facilities	Lack of confidential space for clinic supervisors to speak with student clinicians	Currently, clinic supervisors, who are part-time and do not have an office, do not have a private space (i.e., a consult room) to discuss clients	Program Director Department Chair School Dean	Dedicated space for supervisor conferencing and observation.

Area of Focus	Specific Need	Baseline	Person(s) Responsible	Desired Outcome
		with student clinicians		
Growth	Create a plan to grow our current cohort size from 24-40 students.	24 students. Several qualified students are left on the waiting list.	Program Director Department Chair School Dean	Be provided with the appropriate amount of faculty, clinical supervisors, and support staff and additional facilities and simulation labs in order to accommodate 40 students/cohort by 2024.