



SPEECH-LANGUAGE PATHOLOGY

Master of Speech-Language Pathology (MSLP) Strategic Plan: Record of Progress for Academic Year 2020-2021

July 1, 2021

This internal document was authored by the MSLP faculty at the spring 2021 retreat and during two additional meetings in June of 2020. The document is a record of faculty assessment of effort, progress and actions need to fulfill the MSLP Strategic Plan.

Each section summarizes progress for one of the five strategies identified as necessary to meet the MSLP Program goals. After a review of available data and discussion, the following rubric was used to determine the status of each objective:

- **MET: Objective was met**
- **In Progress (IP): Work on the objective is ongoing and appropriate to the objective/strategy and goal**
- **Not Initiated (NI): Work on the objective was not initiated**
- **No Progress (NP): Work on the objective occurred but no substantial progress was identified by faculty**

	Objectives	Needed Action
Strategy 1 Recruit, develop and retain faculty, staff, and community partners that will support program success and sustainability	Conduct faculty/staff searches that recruit a robust and diverse candidate pool	No further action at this time. Will continue with objective when additional staff and faculty positions are approved.
	Status: IP The third doctoral faculty line was approved and the search strategy included advertising with ASHA and paying additional fees to recruit qualified minority faculty. The service emails the job announcement link to ASHA members from racial/ethnic minority backgrounds who have the credentials listed in the post. In addition to interviewing 3 women of color, where two were invited for a final interview, the field of 11 also was comprised of 1 male and candidates that had clinical expertise in low incident populations. Concern: No concern at this time.	

	Hire the third doctoral faculty member	Needed Action
	Status: IP Recommendations were moved forward in PeopleAdmin, the current candidate will receive an official offer for an August 1 start. Concern: No concern at this time.	Onboard new faculty member once contract is signed.
	Hire a full-time clinical educator to serve as Clinic Director	Needed Action
	Status: IP Dr. Maurer, HHP Department Chair has communicated with Dean Brown, regarding this position. The CAA delayed their site visit causing a delay to the launch of the MSLP program, moving a tentative start date of spring 2022 to fall 2022. As a consequence, the position start date is now August 1 2022 to coordinate with the launch of the new MSLP program. Concern: Dr. Kleinhans the Program Director continues to assume all responsibility for activities that fall under the Clinic Director Position until the faculty member is hired.	Continue communication with Dr. Maurer to secure approval to begin the search for this position no later than January 2022.
	Develop an internal process for coaching MSLP faculty to facilitate success with the RTP process	Needed Action
	Status: NI Concern: Faculty agreed that APSU has a robust RTP support process for at least new faculty (e.g. mentor, faculty orientation). Time for discipline specific mentoring was identified as a need.	Any plan needs to commit faculty time for mentorship and collaboration
	Host journal club for MSLP faculty to increase accountability of scholarly activity	Needed Action
	Status: MET Fall 2020 was successful; spring 2021 attendance and productivity decreased Concern: The second reiteration of the journal club was judged by the MSLP faculty to be less successful as the focus seemed to change from productive writing strategies to accountability checks. Faculty also agreed the time of day (midday) was not facilitative for writing productivity. Faculty value the importance of scheduled time for scholarship, emphasizing the need for regular writing and access to others.	Participation in the journal club is voluntary. Club will be 12 weeks. Club should have designated day of the week time scheduled for writing or access to other writers. First, priority should be CSDI/MSLP faculty and secondary priority other HHP faculty and university community. Success will be measured by each MSLP faculty submitting a manuscript for publication before the end of the spring semester.
	Identify areas of research within the discipline or interprofessional opportunities with a strong potential for external funding	Needed Action

	<p>Status: IP Dr. Kleinhans has initiated a collaborative relationship with special education faculty, Dr. Zachary Barnes. This interprofessional team has submitted a presentation proposal to the TAASLP convention committee. The team is also collaborating on an article that took shape after an unsuccessful grant application.</p> <p>Concern: No concern</p>	Dr. Kleinhans and Barnes will seek out the Department of Ed Grant in April and try for a submission again. The MSLP will work collaboratively to identify professional lines of research activity for each faculty.
	Submit two grant applications for outside funding	Needed Action
	<p>Status: IP Dr. Kleinhans was funded by the Clarksville Association Down Syndrome at \$24,500.00 to run a clinical experience: Tech for Teens: Pathways for Inclusion. Dr. Kleinhans (MSLP) and Dr. Barnes (SPED) initiated a Department of Education Personnel Prep Grant in May for an IPE project to fund student scholars. The grant was not submitted.</p> <p>Concern: No concern</p>	Continue to seek out funding opportunities.
	Host an excellence in teaching professional development for MSLP faculty once a term	Needed Action
	<p>Status: NI</p> <p>Concern: Faculty agreed adjuncts should be included in the professional development opportunities. Areas of interest identified included: How to effectively use case studies during teaching, grading with rubrics, and test development.</p>	Identify speakers a semester in advance, clear topic with other faculty and schedule. Faculty agreed the process should be outlined in the faculty MSLP program policies and procedures. Dr. Ward has volunteered to plan and implement the inaugural PD.
	Develop 2 new partnerships with established nonprofit, educational settings or healthcare systems	Needed Action
	<p>Status: MET and IP Dr. Kleinhans continues to secure clinical affiliation agreements for second year externships for MSLP students to begin in 2023. Additionally, Dr. Brandon a retired ENT residing in Clarksville has agreed to support the program, including offering his services to provide medical input on stroboscope reports and assist with faculty endoscopic training requirements required by the TN Board of Communication Sciences and Disorders.</p> <p>Concern: Issues associated with Pandemic conditions may impact securing partnerships or transform the nature of partnerships.</p>	Time should be allocated at faculty program meetings to discuss potential partnerships that will enhance the MSLP program and aid in meeting program goals.
	Identify a mechanism to celebrate and disseminate faculty/staff, and community partner successes	Needed Action

	<p>Status: IP</p> <p>NSSLHA social media platforms have been used to promote the program and disseminate program information and activities. Community partner initiatives have been disseminated through Charles Booth, Director of Communication for APSU Public Relations and Marketing. Internal dissemination occurs through communication with Dr. Maurer HHP department chair and Dean of the College, Dr. Brown.</p> <p>Concern: Faculty all need to assume responsibility for dissemination of items. Faculty also agreed, additional documentation in CSDI /MSLP program minutes will be helpful for future use. Continue to work with Charles Booth for largest audience. Use social media platforms to promote program and faculty/staff, and community partner success. Reporting in CSDI/MSLP program meetings and documenting in minutes. Ensure chair is notified. Program director may need to take the initiative to contact Charles Booth for story potential as appropriate.</p>	All MSLP faculty are encouraged to participate in dissemination of activity. Dr. Kleinhans will work towards creating social media platforms to promote the program and program activities.
<p>Summary: Of the 10 objectives MSLP faculty have met or made progress with 80% of the items. Only 2 items or 20% were not yet initiated. The distribution of objectives under Strategy 1 emphasize activities that will ensure the MSLP meets program goals 1 and 4.</p> <p>1. Provide a graduate education culminating in the Master of Speech-Language Pathology that prepares students to meet the current professional standards for clinical certification and state licensure. (9 objectives)</p> <p>4. Develop leaders that will impact the Clarksville community, region and state by expanding clinical services provided to the community through compassionate care, outreach, education and service activities (6 objectives)</p>		
	Objectives	Needed Action
<p>Strategy 2</p> <p>Deliver exceptional and effective academic and clinical programs</p>	<p>Secure clinical education equipment and materials outlined in the NAPP (distinguish between access to and owned)</p>	<p>All items/equipment must be inventoried and stored securely until renovations of the clinic are completed.</p>
	<p>Status: IP</p> <p>Concern: In April of 2021, the provost fully funded the MSLP request for clinical education materials in excess of \$200,000.00 dollars. Dr. Maurer, department chairperson, directed her administrative assistant to work with the program director to order the approved items.</p>	
	<p>Secure Clinical Affiliation Agreements for 25 sites</p>	Needed Action
	<p>Status: IP</p> <p>Concern: Six clinical affiliation agreements have been secured and an additional four are in process with several more in the que.</p>	<p>Continue securing clinical affiliation agreements and identifying additional opportunities. Evaluate distribution among practice settings.</p>

	Map clinical simulations across MSLP curriculum	Needed Action
	Status: NI Concern: Dr. Kleinhans has had initial meetings with nursing regarding IPE and clinical simulation opportunities. On April 1, 2021 she and Cynthia Myers, Assistant Professor of nursing, met to discuss goals and objectives of a swallowing simulation.	Follow up with nursing regarding clinical simulation experience. Faculty need to analyze opportunities for clinical simulation using SimuCase and map those to SLOs and course objectives before enrollment of the first cohort.
	Develop the 3 competency exams	Needed Action
	Status: NI Concern: Faculty should use the curriculum matrix to assist in developing the competency exams.	Target date of completion August 2021.
	Identify technology solution to administer and score the 3 competency exams	Needed Action
	Status: IP Concern: The HHP/CSDI senior exit exam is administered using D2L. This may be viable solution.	Coordinate with Distance Education about administration via D2L as separate course shell.
	Establish an interdisciplinary swallowing and feeding clinic to provide services for individuals across the lifespan based on university and community partnerships	Needed Action
	Status: IP Concern: Dr. Kleinhans has had initial meetings with nursing regarding IPE and clinical simulation opportunities. Dr. Kleinhans met with adjunct faculty Deborah Wortham to brainstorm ideas and logistics on a partnership with Tennova hospital for a unique swallowing internship. Community partner, Advanced Therapy Solutions, has already committed to partner with APSU MSLP program for a pediatric swallowing and feeding internship.	Develop proposal for partnership with Tennova. Develop details and clinical affiliation agreement for pediatric feeding and swallowing clinical internship for APSU MSLP students at Advanced Therapy Solutions.
	Implement interdisciplinary learning experiences	Needed Action
	Status: IP Concern: Initiated conversations to brainstorm ideas and outline logistics with nursing (Cynthia Myers) and special education (Zachary Barnes).	Continue work toward above objectives associated with establishing partnerships to support IPE so they are ready for enrollment of the first cohort.
	Identify a study abroad opportunity for MSLP students	Needed Action

	Status: NI Concern:	
	Identity an innovative method to infuse/create new element that offers extra training in bilingual service delivery into the curriculum	Needed Action
	Status: NI Concern: Dr. Ward has expressed interest in developing a bilingual training component into the MSLP program. She was instrumental in developing the undergraduate course “CSDI 3030 Cultural Competence and the SLP” which will be offered in Summer 2021 for the first time.	
	Describe and document Student Advisory Council purpose, policy and procedures	Needed Action
	Status: NI Concern:	
	Describe and document MSLP Advisory Board purpose, policy and procedures	Needed Action
	Status: IP Concern: Advisory board purpose has been written and advisory board members have been recruited. The advisory board is comprised of 16 community members representing a variety of disciplines, agencies, and constituencies.	Needed Action Develop policy and procedures before fall of 2023.
		Needed Action
Summary Of the 11 objectives progress toward completion was identified for six of them that cut across the program goals. Work has not been initiated on the development of the parameters of the student advisory council, development of a study abroad, development of a bilingual component to the program, and development of the competency exams. Although, Dr. Ward has expressed interest in creating an experience aimed at training bilingual SLPs. Efforts to develop simulations and interprofessional experiences have been initiated. The provost fully funded the clinical education and equipment requests and efforts are underway to order the items.		
	Line Items from Planning Year Budget	
\$50,502.50	Video observation and recording software for clinical education	
\$5,000.00	Clinic specific furniture and storage (e.g., smaller size chairs, multiuse adjustable tables, shelving)	

	Additional Clinical Equipment by Diagnostic Grouping	
\$70,000.00	Swallowing Disorders (Note: Endoscopy suite-making APSU only nonhospital affiliated program offering this training to speech-language pathology students)	
\$24,500.00	Speech Sound Production/Voice and Resonance/ and Fluency Disorders	
\$6,500.00	Receptive/Expressive Language/Social Aspects of Communication	
\$30,000.00	Cognition (technology to measure cognitive activities via behavioral responses (e.g., attention, memory)	
\$30,000.00	Augmentative and Alternative Communication (Assistive technology items used for communication for individuals who can't use speech)	
\$5,000.00	Supplemental Treatment Materials	
\$221,502.50	TOTAL	
	Objectives	Needed Action
Strategy 3 Develop logistics that support and strengthen program development, implementation, delivery and evaluation	Submit CAA Application for Candidacy	Respond to CAA initial observations.
	Status: MET Dr. Kleinhans submitted the Level II Official Application of Candidacy on behalf of APSU on February 25, 2021. The submission was made following approval of the Level I Readiness Review submitted on July 29, 2020. Concern: N/A	
	Successfully meet the CAA requirements for Candidacy Status	
	Status: IP Concern:	Respond to CAA initial observations and prepare for virtual site visit.
	Create advising tracking form (including verification of knowledge and skills	Needed Action
	Status: NI Concern:	
	Identify an affordable technological option for tracking student acquisition of knowledge and skills for certification	Needed Action
	Status: MET After reviewing several options, the MSLP faculty selected CALIPSO a web based application for managing academic and clinical education of SLP students. Concern: Implementation goals include all training and preparations are completed by summer 2022 for use with a fall 2022 inaugural cohort.	The contract must be submitted via Govs eshop.

	Complete MSLP Student Handbook	Needed Action
	Status: IP Concern: At the time of this writing, the MSLP Handbook is near completion.	Will require review from HHP graduate coordinator, Dean of College of Graduate Studies and University Curriculum Coordinator.
	Complete a faculty handbook specific to the MSLP program that outlines policies and procedures	Needed Action
	Status: NP Concern: No discernable progress has been made. Policies created as part of the self-study and CAA application have all been identified, but not yet compiled into one source document.	Target date of completion June 2022
	Create the template for Student Support Committee to use in creating action plans	Needed Action
	Status: NI Concern:	
	Finalize the Expectations for Professional Conduct form and place in the Student Handbook	Needed Action
	Status: MET Concern:	
	Develop a volunteer program that supports the MSLP program and complies with all HIPAA and FERPA related regulations	Needed Action
	Status: NI Concern: The design of this program is slated for Summer 2022 before enrollment of the first cohort of the MSLP program.	
	Compile inventory of clinical education materials and equipment	Needed Action
	Status: IP Concern: Detailed inventory outlined in the self-study and CAA application has not yet been completed, due to the volume of items received at the time of this report.	Assigned updated inventory to the HHP GA designated to assist the MSLP program.
	Develop a reporting mechanism for tracking community partnerships	Needed Action
	Status: NI Concern:	
	Develop a reporting mechanism for tracking internal collaborations	Needed Action

	Status: NI Concern: Move into a space on the APSU campus that accommodates all faculty/staff offices, the Clinic for Speech, Language, and Swallowing Disorders, and classroom appropriate for clinical education by August 2022	
		Needed Action
	Status: IP Concern: As of June the purchase requisition was still in the budget office approval process. Once the PO is issued the Executive Director of the Physical plan can set up a construction schedule with the contractor.	N/A
	Develop mechanism for updating public information	
	Status: NI Concern:	
<p>Summary</p> <p>Three objectives from strategy 3 were met. The Official Application for Candidacy was submitted in February 2021. The original timeline provided by Tess Kirsch, Associate Director of Accreditation for Policy and Education, outlined in a conversation on October 15, 2020 and in a follow up email dated October 21, 2020 had indicated a site visit would be scheduled for July 2021. She further indicated a special decision-making meeting of the CAA would be held in November for candidacy programs. In an email on June 6, 2021 she indicated “Due to the volume of reviews this spring, our council is reviewing your official application now. Due to this timeline, we will not be able to schedule a candidacy site visit this summer to the program. The revised schedule will be conducting a candidacy site visit in January 2022 and would expect to conduct a decision meeting in May 2022. This timeline will support having a decision by the CAA in advance of the program’s projected opening in August 2022. In a phone call on June 4, 2021 with Dr. Maurer, Dr. Kleinhans and Tess Kirsch APSU requested a revised timeline. The CAA expects to provide feedback to the program in mid-late July, which must be addressed in advance of the candidacy site visit. The following is from an email from Tess Kirsch summarizing the change to the timeline:</p> <p style="padding-left: 40px;">Initially, the CAA expected to schedule a site visit to the campus in July 2021. However, due to delays on our end, we are pushing the timing of the candidacy site visit back to Fall 2021. As a result, the CAA will place the program on its agenda for its February 2022 meeting. The CAA will notify programs within 30 days of that meeting of its decisions. A clerical error by Tess Kirsch altered the timeline, delaying the candidacy visit until fall.</p> <p>Program faculty also selected Calipso for tracking student acquisition of knowledge and skills. Faculty also completed the draft of the Expectations for professional conduct form. Provost Cronley funded an additional \$30,000.00 for renovation of the Marion St. Apartment Space for the APSU Speech-Language and Swallowing Community Clinic.</p>		

Strategy 4 Lead in service and collaborative activities within the APSU, local, state, and national communities to improve the lives of those with communication disorders	Objectives	Needed Action
	Identify and document leadership skill development in the curriculum	
	Status: NI Concern:	
	Develop a mechanism for tracking service delivery to the community for services provided by the APSU Clinic for Speech-Language and Swallowing Disorders	Needed Action
	Status: NI Concern:	
	Develop an inventory of service opportunities at each level for faculty	Needed Action
	Status: NI Concern:	
	Develop an inventory of service opportunities at each level for students	Needed Action
	Status: NI Concern:	
	Develop reporting mechanism for existing service partnerships and their outcomes ad impact	Needed Action
	Status: NI Concern:	
Summary Most of the objectives for strategy four are efforts to meet program goal four aimed at developing leaders that will impact the Clarksville community, region and state by expanding clinical services provided to the community. Work on these objectives was not initiated.		

Strategy 5	Objectives	Needed Action
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Engage in activities designed to improve the quality of the program	Submit Develop a rubric for measuring progress toward fulfilling the MSLP mission	Place in MSLP faculty handbook; put on calendar to implement 2021-2022 year
	Status: MET The process and rubric were developed in collaboration with Amanda Wornhoff, Director of institutional Effectiveness and Assessment. The written procedures and rubrics were completed in June of 2021 and will launch for evaluation during the 2021-2022 academic year. Concern: No concerns	
	Develop rubric to assess congruence of the program mission and goals and APSU mission	Needed Action
	Status: MET The process and rubric were developed in collaboration with Amanda Wornhoff, Director of institutional Effectiveness and Assessment. The written procedures and rubrics were completed in June of 2021 and will launch for evaluation during the 2021-2022 academic year. Concern: No concern	
	Develop rubric to assess congruence of program's strategic plan with mission and goals of the program and institution	Needed Action
	Status: MET The process and rubric were developed in collaboration with Amanda Wornhoff, Director of institutional Effectiveness and Assessment. The written procedures and rubrics were completed in June of 2021 and will launch for evaluation during the 2021-2022 academic year. Concern: No concern	
	Identify methods to collect data for collecting perspectives of external stakeholders regarding the program's success fulfilling its mission and securing input for strategic plan and curriculum review	Needed Action
	Status: MET Qualitrics will be used to collect perspectives of external stakeholders in writing. Concern:	Need to assign task to MSLP faculty.
	Identify predictors of student success by evaluating successful applicants in the context of admission requirements	Needed Action
	Status: NI Concern:	Will initiate data collection upon enrollment of the first cohort.

	Develop an alumni survey to assess program outcomes and perceptions of preparedness	Needed Action
	Status: NI Concern:	
	Establish a relevant, impactful brand identity for the HHP MSLP program	Needed Action
	Status: NI Concern:	
	Develop and document a process for regular curriculum review (internal and external input)	Needed Action
	Status: NI Concern:	
	Identify and document (MSLP internal faculty handbook) successful strategies to assist Student Support Committee in developing Action Plans	Needed Action
	Status: NI Concern:	
	Evaluate effectiveness of verification of student acquisition of knowledge and skills	Needed Action
	Status: NI Concern:	
Summary: Objectives associated with the process and rubrics for mission, vision, strategic plan alignment and evaluation by internal and external stakeholders were met (four). Remaining objectives were not initiated.		