



# Strategic Implementation Plan

## 2019-2023

Outcomes		Baseline 2016	Target 2023	Strategies	Timeline	Responsible
<b>I. Student Success &amp; Academic Excellence</b>						
<b>A. Improve undergraduate student success, retention and degree completion.</b>						
●	Increase the percentage of declared SLP completing the degree requirements	98 UG in 2018	110 UG by 2023	<ul style="list-style-type: none"> <li>1:15 apprts with families of HS students</li> <li>Experience days</li> </ul>		All SLP faculty
●	Increase the number of declared SLP students joining NSSLHA to increase success and retention.	30 in 2018	50 by 2023	<ul style="list-style-type: none"> <li>Increase number of activities open to SLP majors through NSSLHA</li> <li>Information sessions in each SLP course every semester</li> </ul>		NSSLHA exec board/NSSLHA Advisor
●	Create focus areas for SLP students to apply their elective credits toward a related area of professional interest	0 in 2018	8 by 2023	<ul style="list-style-type: none"> <li>UG advising team creates focus areas based on ASHA recommendations</li> </ul>	Spring 2023	UG advising faculty
●	Create document of related and plausible (does not extend graduation) minors for students	2 in 2018	10 by 2023	<ul style="list-style-type: none"> <li>Review programs with minors</li> <li>Create potential POS for said minors</li> </ul>		UG program coordinator
●	Improve Blackboard UG program formatting to make it more user friendly	1 regular posting per semester	1 posting per month as announcement	<ul style="list-style-type: none"> <li>Post to BB page via announcements for pertinent information for UG and local events</li> </ul>		SLP faculty- UG program coordinator
●	Continue having students meet with SLP advising faculty to enroll in SLP course to ensure degree requirements are met in required order	100% in 2018	100% in 2023	<ul style="list-style-type: none"> <li>Require students obtain CRNs from advisors</li> </ul>		SLP UG advisors/ college advisor for SLP
<b>B. Prepare students for advanced academic studies and career success.</b>						
●	Decrease the percentage of students taking SLP 3800 and SLP 4000 simultaneously for better experimental learning experiences in SLP 4000	3 in 2018	0 by 2019	<ul style="list-style-type: none"> <li>Schedule students for consecutive semesters of 3800/4000; no exceptions</li> </ul>		SLP UG advisors/ Clinic coordinator

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<b>II. Research, Scholarship and Creative Activities</b>						
<b>A. Increase the national prominence of faculty derived from their research, scholarship, and creative activities.</b>						
●	Increase the number of national and international presentations and publications completed by faculty	25 presentations & 7 Publications per year	30 presentations & 9 publications per year	<ul style="list-style-type: none"> <li>Hold focus group with UT SLP Faculty to determine deterrents to completing high-quality research</li> <li>Develop a system to encourage faculty writing and to hold each other accountable</li> <li>Develop creative solutions for the identified deterrents to maintaining and increasing faculty research with the support of the School Chair</li> <li>Identify sources of funding for faculty to attend relevant research conferences.</li> </ul>	Spring 2023	Tenured and Tenure Track Faculty
●	Increase the amount of funded research projects in the the SLP program	3 funded research projects	5 funded research projects	<ul style="list-style-type: none"> <li>Identify current funded projects in SLP program, sharing potential funding sources with other faculty members.</li> <li>Develop formal policies for collecting research in the UTSLHC Clinic – which may be used as pilot data in grant applications</li> <li>Increase UT Student applications to internal funding mechanisms</li> </ul>	Fall 2023 Spring 2023 Ongoing	Gabel, Menezes, & Diehm
	Increase faculty members' involvement in professional social media use (e.g., Twitter, Facebook, Blogs)	1 faculty member with research website	6 faculty members with research website	<ul style="list-style-type: none"> <li>Explore/locate training on the use of social media to share research findings</li> <li>Consult with relevant collaborators (e.g., IT, graphics) to develop personal research pages for each faculty member</li> <li>Involve GAs in training so that faculty have support for social media activity</li> </ul>	Spring 2023 Summer 2023 Fall 2023	Tenured and Tenure Track Faculty
<b>B. Reinvent and reinvest in research processes to improve productivity.</b>						
●	Increase UG and G student awareness of research in the SLP field and recent faculty research findings	0 research showcases	2 Research Showcases per year	<ul style="list-style-type: none"> <li>All faculty will present one or more paper/poster during this showcase.</li> <li>Offer lunch/snacks to those students who attend to increase attendance</li> </ul>	In progress	Glassman and all faculty
●	Identify ways to engage students in research related coursework and projects.	TBD	Goal to be determined after baseline established	<ul style="list-style-type: none"> <li>Hold Focus group with UT undergraduate and graduate students to determine deterrents to doing research.</li> <li>Analyze undergraduate and graduate curricula related to research to ensure needed content necessary for research is included.</li> <li>Explore the feasibility of including a graduate research requirement.</li> <li>Work on creative solutions for the identified deterrents to increase student involvement in research</li> </ul>	Spring 2023 Summer 2023 Spring 2023 Fall 2023	Gabel Gabel Faculty Faculty
●	Publicize and increase student participation in appropriate local, state, regional, national, and international research conferences.	10 students involved in poster presentations	Increase by 5 annually, up to 5 students/faculty member	<ul style="list-style-type: none"> <li>Explore the inclusion of research presentation requirements into upper-level elective courses (e.g., Directed Research)</li> <li>Explore the inclusion of research presentation requirements into Graduate Assistant (GA) positions</li> <li>Identify and explore opportunity to provide funding for those students who present at state, national, and international conferences.</li> <li>Photos of each student research presentation sent to Clinic and College Social Media accounts</li> <li>Explore the development of an undergraduate/graduate research mentoring program</li> </ul>	Fall '19 – ongoing	All faculty

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<b>III. Faculty</b>						
<b>B. Foster a culture of excellence by supporting retention, promotion and high job satisfaction for faculty.</b>						
●	Move Associate professors to full professors within 6 years of tenure	66%	100%	<ul style="list-style-type: none"> <li>Faculty will seek out opportunities like the Provost's ATP to advance their ranking.</li> <li>Provide annual assessments (based on the Annual Review of Professional Activities (ARPAs) to post-tenure faculty members that provide markers of progress towards promotion.</li> <li>Faculty member will be cognizant of the expectations for promotions based on the Elaborations/Faculty Handbook.</li> </ul>	Fall '19- Spring '23	Members of the DPC
●	Create a mentorship program for faculty on tenure track.	0%	100%	<ul style="list-style-type: none"> <li>Tenure track and tenured track faculty through mutual agreement would choose a mentor</li> <li>Mentor will meet regularly with tenure track faculty</li> <li>Mentor will help the tenure track faculty understand elaborations and the process of submitting the dossier.</li> <li>Mentor will work closely with DPC</li> <li>Tenure track faculty will determine areas of need/enquiry</li> <li>Tenure track faculty should include mentoring in service</li> </ul>	Fall '19 – Spring '23	Tenured faculty And tenure track faculty
●	Shared learning: faculty and staff teaches each other technological skills that is current and has the potential to increase job satisfaction	0%	100%	<ul style="list-style-type: none"> <li>Each academic year three faculty meetings will be used for Shared learning.</li> <li>Faculty or staff will teach current technology (including teaching tools, social media expertise that has been very successfully implemented) to other members of the faculty and staff</li> </ul>	Fall '19 – Spring '23	All
<b>C. Increase diversity among all employees.</b>						
●	Follow college plan for hiring employees from a diverse pool of possible candidates	20%	30%	<ul style="list-style-type: none"> <li>Increase the number of diverse employees. Diversity includes gender, race, etc.</li> </ul>		Search committee chairs
●	Faculty and staff will participate in diversity training at least once in two years	12%	100%	<ul style="list-style-type: none"> <li>Diversity training offered through the university or online could count for diversity training.</li> <li>Faculty and Staff will update records to prove diversity training</li> </ul>	Fall '19 – Spring '23	Program Director

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<b>IV. Fiscal Positioning and Infrastructure</b>						
<b>A. Build a strong financial foundation.</b>						
●	Increase percentage of program revenue generated from contracts/grants	FY 18-19 25%	FY 23 30%	<ul style="list-style-type: none"> <li>Increase hourly rates at community partner sites.</li> <li>Increase number of placements at current community partner sites.</li> </ul>	Fall '19- Spring '23	-Clinic Coordinator -Clinical Program Supervisor -SLP Faculty & Staff
●	Increase total amount of donations/yr.	FY 18-19 = \$503.23	FY 23 = \$1000.00	<ul style="list-style-type: none"> <li>Plan and execute SLP awards event (Feb 2020)</li> <li>Continue to promote Day of Giving through email and social media</li> <li>Continue with annual job fair</li> </ul>	Fall '19- Spring '23	-Fundraising & Events Committee -SLP Faculty & Staff

Outcomes		Baseline 2018	Target 2023	Strategies	Timeline	Responsible
●	Work with CHHS or other entities in establishment of CEU events	0 events	Develop a model for hosting CEU events.	<ul style="list-style-type: none"> <li>Initiate discussions re: becoming an ASHA CEU provider with School Chair and Assistant Dean of Clinical Affairs.</li> <li>Determine cost of event per attendee and number of attendees needed in order to make the event profitable.</li> </ul>	Model developed by May 2021.	<ul style="list-style-type: none"> <li>-Fundraising &amp; Events Committee</li> <li>-SLP Faculty &amp; Staff</li> <li>-School Chair</li> <li>-Asst Dean of Clinical Affairs</li> </ul>
<b>B. Ensure adaptability, sustainability and fiscal health for academic programs.</b>						
●	Provide any applicable ratios from accreditation source/peer programs to the chair.	Fall 2018- Ratios not yet found or provided	Provide ratios from 6 graduate programs from within OH.	<ul style="list-style-type: none"> <li>Search program websites for faculty/student ratios.</li> <li>Compile data into a comprehensive document to share with School Chair.</li> </ul>	May 2019 (Completed February 2019)	<ul style="list-style-type: none"> <li>-Clinic Coordinator</li> <li>-Internship Coordinator</li> <li>-SLP Faculty &amp; Staff</li> </ul>
<b>C. Increase revenue and operating efficiencies.</b>						
●	Likely already meeting enrollment expectations of CHHS; maintain or exceed baseline numbers from Fall 2017.	Fall 2018 UG= 87 Grad= 101	5 year avg (Fall 2019- Fall 2023)  UG= 5 yr avg ≥ 90  Grad= 5 yr avg ≥ 90	<ul style="list-style-type: none"> <li>Continue to encourage undergraduate students to declare their major earlier in their program.</li> <li>Discuss importance of funding opportunities in order to incentivize enrollment of students meeting program qualifications with School Chair and COGS.</li> </ul>	Fall '19- Spring '23	<ul style="list-style-type: none"> <li>-Program Director</li> <li>-UG Advisors</li> <li>-SLP Faculty &amp; Staff</li> <li>-School Chair</li> <li>-Dean of COGS</li> </ul>

Outcomes		Baseline 2016	Target 2023	Strategies	Timeline	Responsible
<b>V. Reputation and Engagement</b>						
<b>A. Improve and strengthen our national and international reputation and improve ties at the local and regional level.</b>						
●	UT's ranking in U.S. News & World Report among public, national universities as well as other rankings.	120	100	<ul style="list-style-type: none"> <li>Email blast to accredited programs with program quality data</li> <li>Increase presence at national/international meetings</li> <li>Hosting Graduate Open House</li> <li>Email blast about grad open house to all undergrad programs</li> <li>Improve website</li> </ul>	Spring 2023	PD/Graduate Coordinator, NSSHLA Supervisor, All

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				<ul style="list-style-type: none"> <li>Increase number of research articles in national journals</li> </ul>		
	Develop websites/social media presence	0	All	<ul style="list-style-type: none"> <li>Each faculty will work to improve their biography on the website which may include publications</li> <li>Improve website for better access to prospective students and clients</li> <li>Increase social media presence to highlight the achievements of the program</li> </ul>	Spring 2023	All
	Strengthen ties and develop additional community clinic/research partners	3	>6			All
<b>B Improve and strengthen our relationships</b>						
	Alumni engagement	Occasionally	1 major event every two years	<ul style="list-style-type: none"> <li>Provide supervisors CEU opportunities</li> <li>Host alumni event(s) every three years</li> </ul>		All
<b>C. Improve and strengthen our relationship with potential &amp; current students</b>						
	Engage current students beyond the classroom	0	2/Semester	<ul style="list-style-type: none"> <li>Mentoring Moments</li> <li>Chili &amp; Research lunch</li> <li>Winter luncheon</li> <li>Strengthen &amp; advertise our grad retreat</li> </ul>		Lori

● Not started   
 ● In progress   
 ● Completed