

# UNIVERSITY OF MONTANA DEPARTMENT OF COMMUNICATIVE SCIENCES & DISORDERS

STRATEGIC PLAN  
2017-2022

**Communication. Innovation. Transformation.**



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## VALUES AND VISION STATEMENTS

*University of Montana's Strategic Vision: Creating Change Together* reflects the broader Montana University System's charge to "[maintain] the high quality of our institutions and the education provided to our students" as "the most important consideration of every goal and initiative." The strategic vision strongly supports the following main core goals that are supported by University of Montana's specific strategic opportunities and initiatives, and in turn, the Department of Communicative Sciences and Disorders embraces this vision and supporting initiatives as well. The following sections provide full quote excerpts (adapted for syntax) of University of Montana's vision and main strategic opportunities (see [University of Montana Website](#) for full plan and details).

## PROVIDE ACCESS AND AFFORDABILITY

### BY UNIVERSITY OF MONTANA'S COMMITMENT TO ENGAGING WITH STUDENTS WHERE THEY ARE

- All students should have access to first-rate programs, robust academic support services, and relevant professional development opportunities. Faculty and staff of UM will flexibly respond to students' needs, aspirations, and potentials at all stages of their educational journeys because we understand that excellent student performance and increased participation, retention, and graduation rates are byproducts of high quality student experiences.

## ENHANCE WORKFORCE AND ECONOMIC DEVELOPMENT

### BY UNIVERSITY OF MONTANA'S INVESTMENT WITH PEOPLE

- University of Montana is committed to working to address financial, technological, and organizational challenges by supporting and expecting excellence in our employees and by building an organizational culture that reflects our core principles. To this end, UM will invest in our employees' leadership abilities, professional development, and relationship building opportunities, aiming to become a "recognized institution" by *The Chronicle's* "Great Colleges to Work for Program." By investing in our people, the University will promote an organizational culture that best supports students.

## BY UNIVERSITY OF MONTANA'S PARTNERSHIP WITH PLACE

- University of Montana is pursuing unparalleled partnerships with place that offers students experiential learning opportunities that emphasize our exceptional urban, rural, and natural settings. The University is committed to place to promote community and civic engagement, generate and make visible research and creative scholarship that benefit our region, and advance strong public-private partnerships. The University recognizes that diversity, equity, and increased access enrich our communities and campus. We commit to diversifying our student body, faculty, and staff by attracting people from across the globe. Finally, we will nurture a symbiotic relationship with the City of Missoula and Missoula County through collaborative and strategic long-range planning that fosters a mutually beneficial future for citizens.

## IMPROVE INSTITUTIONAL EFFICIENCY AND EFFECTIVENESS

## BY UNIVERSITY OF MONTANA'S REINVENTION OF THE HEART OF THE CURRICULUM

- University of Montana is focused on how best to use new strategies, new technologies, and new interdisciplinary emphases. With that comes an integrated approach to delivering education at UM that will emphasize innovation, design, and interdisciplinary, cohort-based learning. This approach, designed and led by faculty, will distinguish the University of Montana as a national model of excellence in student-centered education.

## BY UNIVERSITY OF MONTANA'S FOSTERING OF KNOWLEDGE CREATION AND INNOVATION

- University of Montana is committed to expanding and sustaining research and creative scholarship that embodies knowledge creation, creative activity, and innovation that matters: engaged research and creative scholarship that is responsive, agile, innovative, and far-reaching.

## MISSION STATEMENTS

### UNIVERSITY MISSION

The University of Montana transforms lives by providing a high-quality and accessible education and by generating world-class research and creative scholarship in an exceptional place. We integrate the liberal arts and sciences into undergraduate, graduate, and professional studies to shape global citizens who are creative and agile learners committed to expanding the boundaries of knowledge and to building and sustaining diverse communities.

### COLLEGE MISSION

The Phyllis J. Washington College of Education and Human Sciences shapes professional practices that contribute to the development of human potential. We are individuals in a community of lifelong learners, guided by respect for knowledge, human dignity and ethical behavior. To advance the physical, emotional, and intellectual health of a diverse society, we work together producing and disseminating knowledge as we educate learners.

### DEPARTMENT MISSION

The mission of the Department of Communicative Sciences and Disorders (CSD) is to prepare students for progressive, collaborative, and research-minded careers in speech-language pathology, audiology, and related fields through rigorous academic and clinical training. We strive to be innovative in the use of technology and program delivery to provide services to traditionally under-served regions and populations. Through our emphasis on typical and atypical speech, language, cognition, swallowing, and hearing function, students gain knowledge and skills along with ethical and culturally competent values that foster a commitment to lifelong learning and civic engagement.

## STRATEGIC PLAN PROCESS

The following strategic plan for the Department of Communicative Sciences and Disorders was developed through an iterative process. Faculty of the Department of Communicative Sciences and Disorders reviewed the University of Montana's *Strategic Vision: Creating Change Together* developed by the University Planning Committee (summarized in the aforementioned sections). The faculty held a brain-storming session and identified departmental objectives that aligned with each of the university's objectives. These ideas were then consolidated and translated into actionable systems to the form of a draft of the departmental strategic plan. The department's former strategic plan, developed to align with the prior university-wide strategic plan, also was reviewed, and objectives and action items that were still under development by the department were moved into the appropriate

categories of the new plan. Faculty members were given the opportunity to individually review, revise, add objectives, and identify sections of the plan that required further expansion and faculty discussion.

Active strategic thinking is encouraged for this plan, and as such the strategic plan is viewed as a living document that reflects continual refinement and amendment. Thus, in addition to annual review and updates to the strategic plan, further additions continue to be made to the document as needed. Overall, the strategic plan comprehensively identifies the goals for the Department of Communicative Sciences and Disorders and aligns with the University of Montana's mission and strategic vision for the future.

## DEPARTMENTAL PRIORITIES: COMMUNICATION, INNOVATION, AND TRANSFORMATION

**The CSD faculty are committed to people and place, and we believe that the place that we live and thrive is through the people that we grow and serve.** As a profession and department, it is imperative that we continue to educate others regarding our value at all university and state levels to ensure we are actively and rightly integrated as a key strategic player in the University's Strategy for Distinction. Our faculty are positive about the future of University of Montana and committed to actively participating in the university-identified ways of communicating, creating, knowing, and living associated with communities of excellence. Indeed, **the Department of Communicative Sciences and Disorders recognizes the need and possibility for a comprehensive and integrated rehabilitation center for translational research and clinical education and sees this as an essential priority that will broadly benefit the university and all associated educational and health professions including that of speech-language pathology and audiology. We are committed to continuing to be an integral part inter-professional collaborations and developing innovative solutions to serve our students and community, partner with others, provide high-impact quality training, and conduct cutting-edge scholarship and research.** The strategic plan that is delineated in the following sections is aligned with the University of Montana's plan for distinction and strategic initiatives. This plan exemplifies how **the Department of *Communicative Sciences and Disorders is a model of excellence and innovation through creative education, communication, and collaboration that results in true transformation.***

# DEPARTMENTAL STRATEGIC OPPORTUNITIES

## STRATEGIC OPPORTUNITY 1: INVEST IN PEOPLE AND PRESENCE

### STRATEGIC OPPORTUNITY 1 INITIATIVES AND ACTIONS

#### INITIATIVE 1.1: INVEST IN STRUCTURES FOR STUDENT AND FACULTY SUCCESS

- DEVELOP AN IMPROVED DEPARTMENTAL ORGANIZATION THAT EFFECTIVELY FACILITATES AND SUPPORTS STUDENT, FACULTY, AND DEPARTMENTAL NEEDS
- REVIEW AND IMPLEMENT SYSTEMS FOR CONTINUED EFFICIENT AND EFFECTIVE MANAGEMENT THROUGH INVESTMENT IN TRAINING AND TECHNOLOGY SYSTEMS (TYPHON, CALYPSO, CSDCAS, PRACTICE PERFECT, SUBMITTABLE)
- INVEST IN TECHNOLOGY IMPROVEMENTS FOR IDEAL TEACHING SERVICE DELIVERY (ZOOM) AND CLINICAL SUPERVISION (CORE CAMERA SYSTEM, IPADS FOR CAREGIVER OBSERVATION)

#### INITIATIVE 1.2: INVEST IN FACULTY AND STAFF

- SYSTEMATICALLY REVIEW AND UPDATE ROLES AND RESPONSIBILITIES TO RECOGNIZE AND SUPPORT GROWTH AND EXPERTISE
- DEVELOP INDIVIDUAL FACULTY/STAFF PLANS FOR SUPPORT AND LEADERSHIP DEVELOPMENT
- PROVIDE OPPORTUNITIES AND FUNDING FOR CONTINUING EDUCATION TRAINING ASSOCIATED WITH ROLE STATEMENT AND DEMANDS

#### INITIATIVE 1.3: INVEST IN RETENTION AND RECRUITMENT

- REVIEW AND FUND SPACE, SYSTEMS, AND SUPPORTS FOR INCREASED STUDENT, STAFF, FACULTY RETENTION AND RECRUITMENT
- RECOGNIZE PROGRAMS AND PEOPLE ACCORDING TO UNIQUE STRENGTHS ALIGNED WITH DEPARTMENTAL MISSION
- INVEST IN TECHNOLOGY AND EQUIPMENT FOR CONTINUED CURRENT-BEST PRACTICES AND ACCESSIBLE/ INNOVATIVE PROGRAMMING
- EMPHASIZE RECRUITMENT IN HIGH SCHOOL, FRESHMAN, SECOND BACHELOR'S STUDENTS FOR PROGRAM EXPANSION
- EXPAND PRESENCE TO INCLUDE SOCIAL MEDIA AND MEDIA/COMMUNICATION OUTLETS REFLECTIVE OF ALL GENERATIONS

#### INITIATIVE 1.4: INVEST IN PROGRAMS, AND RELATIONSHIPS

- INVEST IN STUDENT FUNDING FOR INCREASED DIVERSITY AND OPPORTUNITY
- PROVIDE PROFICIENT FUNDING PROGRAMS ASSOCIATED WITH HIGH QUALITY TRAINING FOR CONTINUED COMMUNITY OUTREACH, STUDENT, AND FACULTY EXPERIENCES

### **INITIATIVE 1.5: INVEST IN PRESENCE AND GROWTH**

- PLAN AND INVEST FOR GROWTH AND DEVELOPMENT BY WORKING WITH ADMINISTRATION TO DEVELOP SHORT- AND LONG-TERM PLANS FOR SPACE EXPANSION WITH IMPROVED ACCESSIBILITY, INTER-PROFESSIONAL OPPORTUNITIES, AND CAMPUS/ COMMUNITY PRESENCE.

## **STRATEGIC OPPORTUNITY 2: PARTNER WITH PLACE**

### **STRATEGIC OPPORTUNITY 2 INITIATIVES AND ACTIONS**

#### **INITIATIVE 2.1: FOSTER INTER-PROFESSIONAL PARTNERSHIPS**

- DEVELOP INTER-PROFESSIONAL COLLABORATIONS AT THE UNIVERSITY TO IMPROVE FACULTY AND STUDENT EXPERIENCES AND OPPORTUNITIES (RURAL INSTITUTE FOR INCLUSIVE COMMUNITIES, OCCUPATIONAL/PHYSICAL THERAPY, NEURAL INSTITUTE, UNIVERSITY OF MONTANA HEALTH MEDICINE INITIATIVE, BRAIN INITIATIVE, PHYLLIS J. WASHINGTON EDUCATION/EARLY EDUCATION AND AUTISM COLLABORATIONS)
- CONTINUE ANNUAL INTER-PROFESSIONAL CONFERENCE TO ENCOURAGE COMMUNITY DEVELOP FOR INTER-PROFESSIONAL SUPERVISION AND COLLABORATIONS
- RECOGNIZE AND HONOR COMMITTED AND CONSISTENT PROFESSIONAL PARTNERS (EXTERNSHIP SUPERVISORS, SCHOOL-DISTRICTS, HOSPITALS)

#### **INITIATIVE 2.2: PROMOTE DIVERSITY THROUGH COLLABORATIONS**

- INCREASE DIVERSITY RECRUITMENT AND RETENTION THROUGH INNOVATIVE PARTNERSHIPS AND FUNDING OPPORTUNITIES (UM-OUTREACH OFFICE OF SPECIAL EDUCATION PROGRAM GRANT WITH RURAL INSTITUTE; NATIONAL INSTITUTE OF HEALTH GRANT DIVERSITY SUPPLEMENT AWARD).
- PARTNER WITH SITES OF HIGH NEEDS FOR STUDENT AND FACULTY EXPERTISE

#### **INITIATIVE 2.3: DESIGN STUDENT AND FACULTY EXPERIENCES THAT PROMOTE OUR SETTING**

- PROVIDE INTER-PROFESSIONAL CLINICAL OPPORTUNITIES (YETI – AUTISM FOCUS WITH PSYCHOLOGY, CHRONICLE CAMP WITH EDUCATION PARTNERS/OFFICE OF PUBLIC INSTRUCTION; ROCKY MOUNTAIN EAR-NOSE-THROAT COLLABORATIONS FOR VOICE/SWALLOW/COUGH; EARLY CHILDHOOD SPECIALIST COLLABORATIONS; COUNSELING CARE-GIVER REHABILITATION WITH BIG SKY APHASIA PROGRAM)

#### **INITIATIVE 2.4: ESTABLISH AN INTER-PROFESSIONAL CENTER FOR RESEARCH, TEACHING, AND REHABILITATION COMMUNITY OUTREACH**

- WORK CLOSELY WITH COLLEGES OF PHYLLIS J. WASHINGTON COLLEGE OF EDUCATION AND HUMAN SCIENCES, HEALTH PROFESSIONS, AND NEUROSCIENCE AND TO DETERMINE HOW BEST TO POOL RESOURCES AND PROVIDE INTEGRATED TRAINING AND SERVICES



- DEVELOP RESEARCH PARTNERSHIPS ACROSS THE COLLEGE, UNIVERSITY, NATION AND WORLD FOR INCREASED IMPACT AND DIVERSITY

### **INITIATIVE 2.5: EXPLORE NATIONAL AND INTERNATIONAL OPPORTUNITIES FOR STUDENTS AND FACULTY**

- RECRUIT INTERNATIONAL STUDENTS
- EXPLORE AND IMPLEMENT A UNIVERSITY EXCHANGE, STUDY ABROAD, AND/OR INTERNATIONAL EDUCATION EXPERIENCE
- ENCOURAGE FACULTY SABBATICAL UNIVERSITY EXCHANGE OPPORTUNITIES

## **STRATEGIC OPPORTUNITY 3: CONTINUE TO INNOVATIVELY GROW THE HEART OF THE CURRICULUM**

### **STRATEGIC OPPORTUNITY 3 INITIATIVES AND ACTIONS**

#### **INITIATIVE 3.1: BUILD RESEARCH AND CREATIVE SCHOLARSHIP CAPACITY**

- RECOGNIZE AND SUPPORT RESEARCH AND CREATIVE SCHOLARSHIP VALUE THROUGH A FACULTY LOAD THAT ACCOMMODATES HIGH RESEARCH AND SCHOLARSHIP PRODUCTIVITY (E.G., 2 COURSES/SEMESTER FOR ACTIVE CONTRIBUTING RESEARCHERS)
- INCREASE RESEARCH PRODUCTIVITY THROUGH INCREASED PEER-REVIEWED PUBLICATIONS
- REVISE UNIT STANDARDS TO REFLECT PEER-INPUT AND CONTEXTUALIZATION OF IMPACTS OF RESEARCH AND CREATIVE SCHOLARSHIP

#### **INITIATIVE 3.2: GROW PROGRAMMING TO ADDRESS NEED AND DEMAND**

- PROVIDE CURRICULUM AND COURSES THAT MATCH STUDENTS LEVEL AND NEEDS (DEVELOP INTRODUCTION COURSE TO HELP TRANSITION NEW AND LEVELING STUDENTS; DEVELOP EFFECTIVE PLAN FOR OBSERVATIONS WITHIN THE DEPARTMENT CLINIC)
- REFINE AND UPDATE CURRICULUM TO BEST SUPPORT AMERICAN SPEECH-LANGUAGE HEARING ASSOCIATION STANDARDS IN A SYSTEMATIC AND PLANNED PROCESS
- INTEGRATE PROBLEM-SOLVING, PROFESSIONAL PRACTICE, AND CULTURAL DIVERSITY ACROSS CURRICULUM OFFERINGS
- RECOGNIZE RESEARCH AND WRITING AS INTEGRAL TO UNDERGRADUATE AND DEGREE OUTCOMES

#### **INITIATIVE 3.3: DEVELOP LEVELING CERTIFICATES AND PRE-PROFESSIONAL PROGRAMMING**

- ESTABLISH CERTIFICATES FOR CURRENT NON-DEGREE SEEKING STUDENTS FOR IMPROVED ACCURACY OF DEPARTMENTAL WORKLOADS
- DEVELOP A SPEECH-LANGUAGE PATHOLOGY ASSISTANT PROGRAM ALIGNED WITH STATE CREDENTIAL STANDARDS TO PROVIDE STEP-LADDER CAREER PROGRAMMING

#### **INITIATIVE 3.4: EXPAND UPON BACHELOR'S DEGREE PROGRAMMING**

- REVISED AND REFINE CURRENT PROGRAMMING TO IDEALLY ADDRESS EFFICIENCIES, STUDENT TIMING, COMPLETION, AND RETENTION NEEDS
- PROVIDE UNIQUE UNDERGRADUATE EXPERIENCES FOR INCREASED RECRUITMENT AND IMPACT (UNDERGRAD CLINICAL OFFERINGS, CO-CONVENED COURSES)

#### **INITIATIVE 3.5: EXPAND GRADUATE PROGRAMMING**

- DEVELOP AND REFINE PHD PROGRAMMING TO IDEALLY CAPTURE OUR UNIQUE STRENGTHS AND NICHE (INTER-PROFESSIONAL EDUCATION, CLINICALLY-APPLIED RESEARCH)
- EXPAND GRADUATE MENTORSHIP FOR INCREASED PHD STUDENT MENTORSHIP, THESES, PUBLICATIONS AND PROFESSIONAL DISSEMINATION EXPERIENCES
- CREATE AND IMPLEMENT A PLAN FOR SUSTAINABLE YEAR-ROUND GRADUATE AND UNDERGRADUATE PROGRAMMING INCLUDING INTENSIVE SUMMER CLINICAL OFFERINGS

### **STRATEGIC OPPORTUNITY 4: ENGAGE STUDENTS, FACULTY, AND COMMUNITY WHERE THEY ARE**

#### **INITIATIVES AND ACTIONS**

##### **INITIATIVE 4.1: INVEST IN PROFESSIONAL SUPPORT STAFF AND CAREER DEVELOPMENT**

- HIRE SUPPORT STAFF (E.G., ADVISING, MANAGEMENT, COMMUNICATIONS) FOR OPTIMAL STUDENT SERVICE AND FACULTY EFFECTIVENESS
- DEVELOP AND SUPPORT CAREER LADDERS AND DEVELOPMENT PLANS FOR ALL FACULTY AND STAFF

##### **INITIATIVE 4.2: EXPAND DISTANCE OFFERINGS ACADEMICALLY AND CLINICALLY**

- DEVELOP AN ONLINE BACHELOR'S DEGREE THAT IS SUSTAINABLE AND EFFICIENT
- CONTINUE TO REFINE AND IMPROVE TECHNOLOGY AND PROCESSES FOR IDEAL DISTANCE LEARNING
- EXPAND TELE-PRACTICE CLINICAL THERAPY OFFERINGS WITH SUPERVISION AND CLINICAL SERVICE PROVISION IN RURAL AND UNDERSERVED AREAS.

##### **INITIATIVE 4.3: EXPLORE DISTANCE SATELLITE SITES**

- RECOGNIZE AND WORK WITH STATE AND CLINICAL-SERVICE ENTITIES TO DETERMINE SATELLITE CLINIC FEASIBILITY

##### **INITIATIVE 4.4: EMPOWER SUCCESS**

- IMPLEMENT PROACTIVE STUDENT PROGRAMMING TO PROVIDE STUDENTS WITH ACCESS TO ALL NEEDED RESOURCES FOR SUCCESSFUL STUDENT EXPERIENCES

- BUILD A NETWORK OF FACULTY AND STAFF SYSTEMS TO ALLOW FOR EFFECTIVE TEAMWORK AND MANAGEMENT FOR IDEAL INDIVIDUAL PERFORMANCE BY ROLE

## STRATEGIC OPPORTUNITY 5: FOSTER KNOWLEDGE CREATION AND INNOVATION

### STRATEGIC OPPORTUNITY 5 INITIATIVES AND ACTIONS

#### INITIATIVE 5.1: FOSTER RESEARCH AND CREATIVE SCHOLARSHIP PRODUCTIVITY REFLECTIVE OF A CARNEGIE R-1 DOCTORAL UNIVERSITY

- RECOGNIZE AND SUPPORT RESEARCH AND CREATIVE SCHOLARSHIP VALUE THROUGH AN APPROPRIATE FACULTY LOAD THAT CAN SUSTAIN HIGH RESEARCH (E.G., 2 COURSES/SEMESTER FOR ACTIVE CONTRIBUTING RESEARCHERS)
- SUPPORT FACULTY RESEARCH ACTIVITIES VIA RESEARCH BUYOUTS, START-UP FUNDS, AND APPROPRIATE TEACHING LOADS

#### INITIATIVE 5.2: FOSTER FACULTY RESEARCH AND EXTERNAL FUNDING OPPORTUNITIES

- RECRUIT AND SUPPORT RESEARCH AND CREATIVE SCHOLARSHIP ENDEAVORS THROUGH START-UP PACKAGES AND SUPPORTS
- DEVELOP AND SUSTAIN RESEARCH AND GRANT-WRITING MENTORSHIP PLANS
- WORK WITH COLLEGE, OFFICE OF RESEARCH, AND GRANT FUNDING AGENCIES TO INCREASE AND GRADUATE ASSISTANTSHIPS AND FUNDING

#### INITIATIVE 5.3: ESTABLISH PROGRAM REPUTATION

- BECOME AN ESTABLISHED MODEL OF HIGH-INNOVATION, EFFECTIVENESS, AND IMPACT
- PROMOTE RESEARCH AND CREATIVE SCHOLARSHIP PARTNERSHIPS FOR INCREASED UNIVERSITY, REGIONAL, AND NATIONAL RECOGNITION LOCAL EXPERTISE AND AUTHORITY
- COMMUNICATE NATIONAL REPUTATION THROUGH IMPROVED NATIONAL RANKINGS ASSOCIATED WITH DEPARTMENTAL EFFORTS (U.S WORLD NEWS RANKINGS, BEST VALUE COLLEGES FOR STUDENTS WITH AUTISM; BEST ONLINE COLLEGES FOR STUDENTS WITH AUTISM)
- SUPPORT HIGH-PROFILE (REGIONAL, NATIONAL, INTERNATIONAL) COLLABORATIONS THAT REFLECT DEPARTMENTAL STRENGTHS, KNOWLEDGE, RESEARCH, AND/OR INNOVATION.

#### INITIATIVE 5.4: RECOGNIZE REGIONAL AND NATIONAL IMPACT

- PUBLICIZE AND TRANSLATE RESEARCH AND CREATIVE SCHOLARSHIP ACTIVITIES AND IMPACT FOR PUBLIC USE AND UNDERSTANDING
- RECOGNIZE FACULTY AND STUDENTS THROUGH NATIONAL VENUES AND MECHANISMS (ASHA, STATE/NATIONAL AWARDS)

## GOAL 6: DEVELOP FUNDING REVENUE STREAMS AND OPPORTUNITIES FOR CONTINUED SUSTAINABILITY AND IDEAL GROWTH

### STRATEGIC OPPORTUNITY 6 INITIATIVES AND ACTIONS

#### **INITIATIVE 6.1: ESTABLISH A BUDGET FOR SUSTAINED ACCREDITATION AND GROWTH**

- WORK WITH COLLEGE AND ADMINISTRATION TO ESTABLISH BUDGETS THAT REFLECT NEEDS, PRIORITIES, AND SUPPORTS ESSENTIAL FOR ACCREDITATION AND COMMUNITY CLINIC PROVISION.

#### **INITIATIVE 6.2: FOSTER DEVELOPMENT AND FUNDING OPPORTUNITIES**

- PURSUE DEVELOPMENT OPPORTUNITIES THROUGH COMMUNICATION AND EDUCATION OF ESSENTIAL IMPORTANCE AND IMPACT OF PROGRAM ACTIVITIES
- RECOGNIZE INDIVIDUALS FOR FUNDING SUPPORT AND OPPORTUNITIES
- CREATE A PRIORITY SYSTEM FOR BUDGETING PIPELINE AND OPPORTUNITIES
- ESTABLISH TRAINING PRIORITIES IN A BUDGET SYSTEM TO ENSURE STUDENT TRAINING NEEDS ARE MET ACCORDING TO ASHA STANDARDS KNOWLEDGE AND SKILLS

#### **INITIATIVE 6.3: CONTINUE TO GROW AND EXPLORE ENTREPRENEURIAL OPPORTUNITIES**

- STRENGTHEN AND ESTABLISH TRUSTED MECHANISMS FOR FINANCIAL SUPPORT OUTSIDE OF TRADITIONAL STUDENT TUITION FUNDING STREAMS WITHIN THE UNIVERSITY SYSTEM (INSURANCE BILLING, SELF-SUPPORT COURSE CREATION AND MAINTENANCE)
- LEVERAGE PROGRAMS TO HELP FACILITATE THE SUCCESS OF LOCAL AND STATE ORGANIZATIONS ASSOCIATED WITH THE DEPARTMENT MISSION