

COMMUNICATION SCIENCES & DISORDERS (CSD) PROGRAM
COLLEGE OF HEALTH PROFESSIONS (CHP)
PACE UNIVERSITY

PACE UNIVERSITY COMMUNICATION SCIENCES & DISORDERS (CSD)
GRADUATE PROGRAM IN SPEECH-LANGUAGE PATHOLOGY (2021-2026)

Mission of the Pace University CSD Graduate Program in Speech-Language Pathology (SLP)

The mission of the Pace University CSD Graduate Program is aligned with the College of Health Professions (CHP) mission to educate and challenge our diverse students for the health professions and to be innovators and leaders who will have a positive impact on global health care. Specifically, the mission of the CSD Graduate Program is to prepare our students, the majority of whom are diverse and/or first-generation college graduates, for the profession of speech-language pathology. The CSD Graduate Program in SLP seeks to provide an academically rigorous program with interdisciplinary and interprofessional opportunities that educates students with essential academic knowledge, clinical skills, and reflective ethical practices to enable them to enter the profession, become lifelong learners, persistently improve service to others, become intentional advocates for individuals with communication disorders, understand, appreciate and respect cultural diversity, linguistic traditions, and differences, and to become successful leaders specifically within the professions of speech-language pathology and more generally in society.

The CSD Graduate Program Strategic Plan is aligned with Pace University's 2015-2020 Strategic Plan (<http://www.pace.edu/strategicplan>) and the 2021 CHP Strategic Plan. The relevant Strategic Objective Commentary is provided to clarify the purpose of the CSD Graduate Program in SLP Strategic Objective. The Strategic Objective Outcomes and Targets are then outlined to indicate how the outcomes will be achieved. A chart for all objectives is located in the Appendix to track progress. The results of the completion of those projects and objectives will be discussed with the CSD Advisory Board, the Program's faculty and clinical instructors, and the CSD Program Chair. Results will also be reported in the annual review of the CSD Graduate Program in SLP with the CHP Dean. Action plans for program improvement, as necessary, will result in a timely manner.

CSD STRATEGIC OBJECTIVE ONE – Accreditation: In May 2018, candidacy for a graduate program in speech-language pathology was approved by the Council for Academic Accreditation in Audiology and Speech-Language Pathology (CAA)-American Speech-Language-Hearing Association (ASHA). The CSD Graduate Program is in candidacy from 2018-2023. The application for initial accreditation will be submitted to the CAA by February 2022.

- **ALIGNMENT WITH PACE UNIVERSITY'S STRATEGIC OBJECTIVE:**
Develop innovative graduate programs, which will meet the demand for deep knowledge and experience in a range of disciplines

STRATEGIC OBJECTIVE COMMENTARY:

Pace University is no longer offering an undergraduate program in CSD and will be phased-out in May 2023 when the last class graduates. The CHP is concentrating on expanding their graduate programs and enrollments. For example, Nutrition started enrolling students in 2018 and Occupational Therapy started enrolling students in 2019 and a geriatric nursing component has been included in the curriculum. Thus, the continued development of the Graduate Program in CSD to support its growth and alignment with CAA requirements and mission of the CHP is needed.

STRATEGIC OBJECTIVE OUTCOMES: The CSD Graduate Program in SLP graduated its first cohort in May 2020 and second cohort in May 2021. Annual reports have been submitted to the ASHA-CAA and approved for 2018-2019, 2019-2020, 2020-2021. ASHA requested submission of Initial accreditation application in 2022. Report feedback has demonstrated comprehensive and thorough documentation of meeting standards. Praxis scores and program completion rates are collected throughout the year and reported annually.

TARGETS:

1. **Annual reports to ASHA-CAA approved and accepted.**
2. **Initial accreditation application submitted to ASHA-CAA by February 2022.**
3. **Praxis pass rates of 90%**
4. Prepare for Summer/Fall 2022 CAA site visit.
5. Initial ASHA-CAA accreditation received by 2023.

CSD STRATEGIC OBJECTIVE TWO – Curriculum: Provide students with a coordinated, interdisciplinary/interprofessional curriculum that prepares them to think critically and become competent speech-language pathologists.

- **ALIGNMENT WITH PACE UNIVERSITY'S STRATEGIC OBJECTIVE TWO:** *Provide students with critical problem-solving skills, interdisciplinary/interprofessional collaborations, cultural humility, diversity and differences, and global perspectives that maintain and increase academic rigor.*

Seek alumni expertise to enhance the student learning experience and benefit from their insight and knowledge.

STRATEGIC OBJECTIVE COMMENTARY: The CSD Graduate Program must satisfy University, CHP, and CAA requirements. This curriculum will ensure our diverse students will learn important prerequisite knowledge and skills for subsequent courses in our Program and eventual practice in the discipline. This strategic objective addresses the need for collaborative coordination among all faculty who teach academic and clinical offerings for the program. In addition, insights and perspectives from our current

students, alumni, professionals from other disciplines, employers, and community members will provide valuable feedback to ensure the graduate curriculum continues to prepare our students for the profession.

STRATEGIC OBJECTIVE OUTCOMES: An approved curriculum that requires all requisite courses, interdisciplinary/interprofessional collaboration perspectives (in-classroom and out-of-classroom), current trends in the discipline, and cultural humility, diversity and differences that are interwoven, rather than separate entities in the coursework, and global perspectives was developed. CHP has a well-established interprofessional practice and interprofessional education committee to increase interprofessional education in the curriculum and out-of-classroom experiences for our students. As the CSD Graduate Program is housed in CHP, increased opportunities for interactions will occur, through interprofessional faculty and faculty-student collaborations.

TARGETS:

1. Monitor, evaluate, and modify academic and clinical curriculum based on course assessments and student evaluations.
2. Ensure course syllabi, assignments, and opportunities increase, interweave, and infuse cultural humility, diversity, global perspectives, and /interprofessional collaboration in the curriculum.
3. Ensure course syllabi align with current ASHA-CFCC Standards.
4. Work with the Advancing Leadership, Partnerships, and Scholarship (ALPS) Center to increase global experiences and opportunities for students.
5. Expand CSD Advisory Board to current students, alumni, community members, and other health professionals by Fall 2021.
6. Continue to provide internal and external clinical experiences that address the range of practices and skills, that now includes telehealth, expected of entry-level speech-language pathologists.
7. Coordinate and provide remediation for students in need of additional practice to master requisite knowledge and skills expected of entry-level professionals.

CSD STRATEGIC OBJECTIVE THREE - Recruitment and retention of faculty and staff:

- **ALIGNMENT WITH PACE UNIVERSITY'S STRATEGIC OBJECTIVE THREE:** *Recruit and retain faculty committed to excellence in teaching and research and align with the diversity of current faculty (with available pool of applicants) and student population.*

Enhance the grant and research infrastructure to support faculty and students in applied research.

Ensure the physical space and staff meets the current and future needs of our academic program and faculty to best service our students.

STRATEGIC OBJECTIVE OUTCOMES: Pace successfully recruited three full-time faculty, one tenured, one tenure-track, and one clinical, and a full-time Clinical Externship Manger. The faculty, staff, and clinical educators at Pace are highly diverse regarding race, ethnicity, age, and gender. As faculty and staff leave or retire, recruitment of committed and excellent teachers will continue. Physical space is always a challenge in New York City. Space has been found and added to accommodate faculty and clinical practicum for students regardless of means of service delivery.

TARGETS:

1. Continue to recruit outstanding faculty, staff, and clinical educators by advertising in and contacting appropriate academic venues as lines open and/or needed.
2. Provide new faculty with competitive salaries for the area, research start-up funds, reduced teaching load, and office and lab space to support their expected teaching, research, tenure, and promotion trajectory.
3. Identify space to ensure and sustain academic and clinical growth.
4. Allocate available faculty lines in a manner that will build the academic strengths of the CSD Graduate Program in SLP and further its most important academic initiatives.
5. Assign new faculty to a mentor and resources to ensure and support their success and satisfaction.
6. Growth of external funding by faculty through increased collaboration with ALPS and Office of Sponsored Research.
7. Evaluations for faculty reappointment, tenure, and review at or above the average for the CHP.

CSD STRATEGIC OBJECTIVE FOUR – Assessment: Establish and review systems and policies for assessment to track all data and tie it directly to Program improvements. This will involve monitoring, modifying, and coordinating effective remediation plans, using feedback from current students and alumni, feedback from internal and external clinical educators, employers, and advice from the CSD Advisory Board. In addition, assessment matrices will be used to evaluate student achievement regarding course learning objectives and appropriateness of assignments; if not, adjustments to the course design and assignments will be addressed and made.

Student-alumni relationships will need to continue to be developed through identification of alumni with strong ties initially to the CSD Graduate Program, and the nurturing of recent graduates and current students who will be future alumni.

- **ALIGNMENT WITH PACE UNIVERSITY’S STRATEGIC OBJECTIVE FOUR:** *Ensure that academic programs meet the evolving needs and requirements of the discipline. This process will include an evaluation of program curriculum, discipline-specific innovations, current teaching and learning methodologies, and student and alumni outcomes.*

Use data to evaluate and improve student success programs and policies.

Measure and track alumni outcomes at regular intervals post-graduation to create deeper connections to the University and CSD to serve the needs of the alumni throughout their professional lives.

STRATEGIC OBJECTIVE OUTCOMES: The CSD Graduate Program will continue to assess the Program's effectiveness with a variety of informal and formal tools, both formative and summative, and use these findings to improve the Program in a timely manner.

We will work with the Communications Director and Information Technology Manager to update the CSD Graduate Program in SLP website and design a secure CSD alumni site.

TARGETS:

1. Conduct an annual review process to ensure that the CSD Graduate Program meets the evolving needs of the discipline.
2. Conduct external reviews (including, but not limited to, regular accreditation reviews) of academic programs of the College and Schools every five to eight years and develop action plans to respond to needs identified in the reviews.
3. Design and complete assessment matrices every two years for the majority of CSD courses to respond to and modify curriculum to identify and address curriculum needs.
4. Student course evaluations at or above the average criteria of the CHP.
5. Students will evaluate 90% of their clinical placements as satisfactory.
6. Writing samples of students reflect progression and improved writing skills as evidenced by the time they complete their research and/or capstone experience.
7. Above average on campus and off-campus clinical supervisor evaluations of students' preparation for the clinical experience.
8. Above average survey ratings of clinical services by clients and/or designees.
9. Survey the needs of local and regional employers every 1- and 5-years and identify opportunities to modify professional preparation experiences, career development, and the academic curriculum to increase the value of Pace graduates to prospective employers.
10. 90% of the students will pass the NESPA Praxis Exam for Speech-Language Pathology.
11. Recruit alumni, beyond fundraising, to enhance the learning experience and increase interaction and mentorship.
12. Measure and track alumni outcomes at regular intervals to create deeper connections and involvement to the Program, College, and University.
13. Update graduate and alumni surveys regarding preparation for their career.
14. Provide opportunities for informal social events (e.g. faculty homes, lectures and cultural events in NYC) for students, alumni, and faculty to engage.
15. Identify and target Pace CSD alumni to nurture their commitment to the Graduate Program in CSD by paying it forward. This can be accomplished by hosting

- alumni events, alumni-student events, and faculty maintaining relationships with alumni.
16. Provide and update an alumni page on the CHP-CSD Graduate Program website that provides information regarding job opportunities, alumni updates, and an alumni contact page to increase participation and involvement.
 17. 90% of employer's who respond to the survey, will attest to alumni's competence, preparation and professionalism one- and five-years post-graduation.

CSD STRATEGIC OBJECTIVE FIVE – Increase visibility: We will increase the involvement of alumni in efforts to enhance Pace's visibility and reputation both by featuring alumni and their accomplishments in institutional marketing and by leveraging the formal and informal communication resources of Pace alumni, as individuals and as employers. In addition, we will capitalize on evolving communications technologies to keep students, faculty, staff, alumni, visitors, and the general public better informed and thereby build a strong sense of community and identity.

Student-faculty engagement will be addressed through multiple means; specifically, by learning communities, civic engagement, student-faculty research and scholarship, interprofessional collaborative activities such as invited speakers from other disciplines, and mentorship. Student-alumni relationships will be developed through identification of alumni with strong ties to the CSD Program, and the nurturing of recent graduates and current students who will be future alumni.

- **ALIGNMENT WITH PACE UNIVERSITY'S STRATEGIC OBJECTIVE FIVE:** *Increase Pace's visibility and reputation by continuously and effectively telling the Pace story of Opportunitas.*

STRATEGIC OBJECTIVE OUTCOMES: A focused effort to identify and maintain current alumni contact, demographic, and employment information will be continually addressed, as will activities that promote alumni commitment to the CSD Graduate Program.

The CSD Program will have a strong plan for assessment, goals, and clinical and academic program reviews that lead to Program development.

TARGETS:

1. Continue to increase visibility with student-faculty research and scholarship by supporting students and faculty to present their work at local, regional, and national conferences.
2. Continue to explore clinical program development opportunities and partnerships.
3. Continue to develop and update a more comprehensive CSD website that include CAA requirements, admission, faculty and staff, Student Handbooks, Program information, course sequencing, Strategic Plan, student outcome data, CSD events, current research, achievements, and awards by faculty, students, and

- alumni, etc.
4. Develop, identify and/or accompany students to CSD and interprofessional educational collaborative events located at Pace and other institutions in the NYC area.
 5. Host continuing education courses and meetings (e.g. The Greater New York Council of Academic Clinical Educators in CSD), which will increase visibility and the reputation of the CSD Program and Pace. Potential external placements for students may result.
 6. Expand collaborative relationships with New York City and Westchester County businesses, government, and nonprofit organizations to serve Pace's academic needs for internships and capstone projects and enhance the University's reputation as a good citizen.

Appendix

CSD Graduate Program Strategic Plan (2021-2026)

Strategic Objective	Action Plan	Responsible Party	Due Date	Progress
Target 1: Accreditation				
1a. Annual reports to ASHA-CAA approved and accepted.	Submit annual reports by required dates.	Departmental Chair, Faculty, Dean, & Provost's Office	February 2019 February 2020 February 2021	Approved June 2019 Approved July 2020 Approved June 2021
1b. Initial accreditation application submitted to ASHA-CAA by February 2022.	Complete and submit application ASHA-CAA by February 2022.	Departmental Chair, Faculty, Staff, Dean, & Provost's Office	February 2022	
1c. Prepare for Summer/Fall 2022 CAA site visit.	Ensure all materials required by CAA are updated and uploaded on an accessible platform for site visitors. Ensure physical space meets all accreditation standards.	Departmental Chair, Faculty, Staff & Dean	By Spring 2022	
1d. Initial ASHA-CAA accreditation received by 2023	Complete successful accreditation review Respond, as needed, to ASHA-CAA feedback.	Departmental Chair, Faculty, Staff, Students, Dean, and Provost's Office	Summer/Fall 2022	

Strategic Objective	Action Plan	Responsible Party	Due Date	Progress
Target 2: Curriculum				
2a. Monitor, evaluate, and modify academic and clinical curriculum based on course assessments and student evaluations.	Monitor , evaluate, and modify curriculum, course syllabi, assignments, and opportunities that reflect feedback from course assessments, student evaluations, employers, alumni, and Advisory Board.	Departmental Chair & Faculty	Annually at Faculty Retreat	Completed and ongoing
2b. Ensure course syllabi, assignments, and opportunities increase, interweave, and infuse cultural humility, diversity, global perspectives, and interdisciplinary/ interprofessional collaboration in the curriculum.	Monitor , evaluate, and modify curriculum, course syllabi, assignments, and opportunities that reflect feedback from course assessments, student evaluations, employers, alumni, and Advisory Board.	Departmental Chair & Faculty	Annually	Completed and ongoing
2c. Ensure course syllabi align with current ASHA-CFCC Standards.	Faculty will ensure curriculum and course syllabi align with ASHA-CFCC Standards.	Departmental Chair & Faculty	Annually and as new Standards are disseminated	Completed and ongoing
2d. Work with the Advancing Leadership, Partnerships, and Scholarship (ALPS) Center to increase global experiences and opportunities for students.	Work with the Advancing Leadership, Partnerships, and Scholarship (ALPS) Center to increase global experiences and opportunities for students.	Departmental Chair Faculty, & ALPS Center	2018-2019 2019-2020 2020-2021 2021-2022	Completed and ongoing

Target 2: Curriculum (continued)

<p>2e. Expand CSD Advisory Board to current students, alumni, community members, and other health professionals by Fall 2021.</p>	<p>Assemble a CSD Advisory Board composed of faculty, current students, alumni, community members, and professionals from other health professions. Seek input from CSD Advisory Board regarding increased interdisciplinary/ interprofessional curriculum and experiences</p>	<p>Departmental Chair, Faculty, Alumni, & Advisory Board</p>	<p>2018-2019, 2019-2020 2020-2021 2021-2022</p>	<p>Completed and ongoing</p>
<p>2f. Continue to provide internal and external clinical experiences that address the range of practices and skills, that now includes telehealth, expected of entry-level speech-language pathologists.</p>	<p>Provide and expand internal and external clinical experiences that address the range of practices and skills expected of entry-level speech-language pathologists.</p>	<p>Departmental Chair, Faculty, Clinical Externship Manager, & Staff</p>	<p>Ongoing</p>	<p>As of June 2021, 60 contracts have been secured. We will continue to add additional contracts.</p>
<p>2g. Coordinate and provide remediation for students in need of additional practice to master requisite knowledge and skills expected of entry-level professionals.</p>	<p>Continue to coordinate and provide additional practice and/or opportunities to master requisite knowledge and skills expected of entry-level professionals.</p>	<p>Departmental Chair & Faculty</p>	<p>Ongoing</p>	<p>Completed and ongoing</p>

Strategic Objective	Action Plan	Responsible Party	Due Date	Progress
Target Three: Recruitment and Retention of Faculty & Staff				
3a. Faculty Recruitment and Allocation	Continue to recruit outstanding faculty, staff, and clinical educators by advertising in and contacting appropriate academic venues as lines open and/or needed. Allocate available faculty lines in a manner that will build the academic strengths of the CSD Program and further its most important academic initiatives.	Departmental Chair, Faculty, Dean, & Provost	As needed	Completed and ongoing
3b. Compensation and resources that support faculty	Provide new faculty with competitive salaries for the area, research start-up funds, reduced teaching load, and lab space to support their expected teaching, research, tenure, and promotion trajectory.	Departmental Chair, Dean, & Provost	As needed	Completed and ongoing
3c. Physical space	Identify space to ensure and sustain academic and clinical growth.	Departmental Chair, Faculty, Staff, Dean, & Provost	As needed	Completed and ongoing
3d. Faculty Retention	Assign new faculty to a mentor and resources to ensure and support their success and satisfaction.	Departmental Chair and Dean	Ongoing	Completed and ongoing
3e. External Funding	Growth of external funding by faculty through increased collaboration with ALPS and Office of Sponsored Research.	ALPS Center & Office of Sponsored Research	Ongoing	Completed and ongoing
3f. Faculty Assessment	Evaluations for faculty reappointment, tenure, and review at or above the average for the CHP.	Departmental Chair & Dean	Annually	Completed and ongoing

Strategic Objective	Action Plan	Responsible Party	Due Date	Progress
Target 4: Assessment				
4a. Program Assessment	Conduct an annual review process to ensure that the CSD Graduate Program meets the evolving needs of the discipline.	Departmental Chair, Faculty, Staff, Advisory Board, current students, alumni, and other interested parties	Annually	Completed and ongoing
	Student course evaluations at or above the average criteria of the CHP.	Departmental Chair, Faculty, Students, and Dean	Each semester	Completed and ongoing
	Students will evaluate 100% of their clinical placements as satisfactory.	Departmental Chair, Faculty, Students	Each semester	Completed and ongoing
	Above average on-campus and off-campus clinical supervisor evaluations of students' preparation for the clinical experience.	Departmental Chair, Faculty, Students	Each semester	Completed and ongoing
	Above average survey ratings of clinical services by clients and/or designees.	Departmental Chair, Faculty, Students, & Clients	Each semester	Completed and ongoing
	Writing samples of students reflect progression and improved writing skills as evidenced by the time they complete their research and/or capstone experience.	Departmental Chair & Faculty	Annually	Completed and ongoing
	100% student participation in presentations, capstone and/or research projects	Departmental Chair & Faculty	Annually	Completed and ongoing

Target 4: Assessment (continued)

4a. (continued)	Survey the needs of local and regional employers every 1- and 5-years and identify opportunities to modify professional preparation experiences, career development, and the academic curriculum to increase the value of Pace graduates to prospective employers.	Departmental Chair, Faculty, Staff, & Employers	May 2021, May 2022, May 2023 and May 2026	
	90% of employer’s who respond to the survey, will attest to alumni’s competence, preparation and professionalism one- and five-years post-graduation.	Departmental Chair, Faculty, Staff, & Employers	2021, 2022, 2023, 2026	Survey for employers of 1 st cohort to be sent May 2021
	90% of the students will pass the NESPA Praxis Exam for Speech-Language Pathology.	Departmental Chair, Faculty and Dean	Annually	
4b. Conduct external reviews (including, but not limited to, regular accreditation reviews) of academic programs of the College and Schools every 5- to 8-years.	Develop action plan to respond to needs identified in the reviews.	Departmental Chair, Faculty, Staff, & Dean	Fall 2023	
4c. Course Assessment Matrices	Design and complete assessment matrices every 2-years for the majority of CSD courses to respond to and modify curriculum to identify and address needs.	Departmental Chair & Faculty	Annually	Completed and ongoing

Strategic Objective	Action Plan	Responsible Party	Due Date	Progress
4d. Student & Alumni Evaluations and Surveys	Update graduate and alumni survey regarding preparation for their career.	Departmental Chair & Faculty	Annually	Completed and ongoing
	Measure and track alumni outcomes at regular intervals to create deeper connections and involvement to the Program, College, and University.	Departmental Chair, Faculty, & Staff	Survey in place by Summer 2020	Completed and ongoing
	Recruit alumni, beyond fundraising, to enhance the learning experience and increase interaction and mentorship.	Departmental Chair, Faculty, & Alumni Office	Implement Spring 2020 with first graduating class	Completed and ongoing
	Identify and target Pace CSD alumni to nurture their commitment to the CSD Program by paying it forward. This can be accomplished by hosting alumni events, alumni-student events, and faculty maintaining relationships with alumni.	Departmental Chair, Faculty, & Alumni Office	Fall 2021	Pending
	Provide and update a secure alumni page on the CHP-CSD Graduate Program website that provides information regarding job opportunities, alumni updates, and an alumni contact page to increase participation and involvement.	Departmental Chair, Faculty, Staff, CHP Communications Director & Information Technology (IT) Manager	Fall 2021	
	Provide opportunities for informal social events (e.g. faculty homes, lectures and cultural events in NYC) for students, alumni, and faculty to engage.	Departmental Chair, Faculty, & Alumni Office	Spring 2021	Delayed due to pandemic

Strategic Objective	Action Plan	Responsible Party	Due Date	Progress
Target 5: Increase Visibility				
5a. Student-Faculty Research	Continue to increase visibility with student-faculty research and scholarship by supporting students and faculty to present their work at local, regional, and national conferences.	Departmental Chair, Faculty, CHP Communications Director, ALPS Center, & Dean	Ongoing	Completed and ongoing
5b. Program Development	Continue to explore clinical program development opportunities and partnerships	Departmental Chair, Faculty, & Staff	Ongoing	Ongoing
	Develop, identify and/or accompany students to CSD and interprofessional educational collaborative events located at Pace and other institutions in the NYC area.	Departmental Chair & Faculty	Ongoing	Completed and ongoing
5bc Website and Print Informational Materials	Continue to develop and update a more comprehensive CSD website that include CAA requirements, admission, faculty and staff, Student Handbooks, Program information, course sequencing, Strategic Plan, student outcome data, CSD events, current research, achievements, and awards by faculty, students, and alumni, etc.	Departmental Chair, Faculty, CHP Communications Director, & IT Manager	Ongoing	Ongoing
5d. Establishment and Expansion of External Relationships	Host continuing education courses and meetings (e.g. The Greater New York Council of Academic Clinical Educators in CSD), which will increase visibility and the reputation of the CSD Program and Pace.	Departmental Chair, Faculty, Staff, & CHP Communications Director	Ongoing	Meeting held January 2020 and ongoing

Target 5: Increase Visibility (continued)

5d. (continued)	Expand collaborative relationships with New York City and Westchester County businesses, government, and nonprofit organizations to serve Pace's academic needs for internships and capstone projects and enhance the University's reputation as a good citizen.	Departmental Chair, Faculty, Staff, & CHP Communications Director	Ongoing	
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