

## **Strategic Plan 2023-2025**

### Vision Statement

The Department of Communication Sciences and Disorders (COSD) is dedicated to creating a culture of student empowerment and success through implementation of innovative teaching and faculty-student collaborations in the classroom, clinical practice, and the community.

### Mission Statement

In support of Radford University's commitment to providing students a transformative educational experience within a community of inclusivity and empowerment, the Department of Communication Sciences and Disorders is committed to cultivating excellence in student-centered learning and engagement. We foster innovative faculty-student collaborations and a supportive environment to inspire student success through a shared vision of inclusiveness and service within the campus community and beyond.

**2023-2025 University Strategic Goals**

**Goal 1:** Define and capitalize on Radford University’s distinctive academic programs and experiences.

University Strategies	Communication Sciences and Disorders Goals	Communication Sciences and Disorders Key Measures and Outcomes	Timeline	Progress
<p><b>1.</b> Collaborate within the campus-wide process to identify distinctive programs and experiences.</p> <p><i>Measures and Outcomes: Every student graduates career-ready with at least one high-impact experience</i></p>	<p><b>Goal 1.</b> Collectively identify key areas of distinction within the curriculum and experiences in the undergraduate and graduate programs in COSD.</p>	<p><b>1.A.</b> Identify key areas of distinction within the undergraduate program curriculum.</p>	<p><b>1.A.</b> Spring 2024: Establish areas based on surveys of faculty, staff, students, and alumni.</p>	<p>Fall 2024 Areas identified include: guided observation opportunities in at least 3 courses; assistant opportunities for hands-on learning; faculty-student collaborations; and, hearing screenings and other community-service based projects.</p>
		<p><b>1.B.</b> Identify key areas of distinction within the graduate program curriculum.</p>	<p><b>1.B.</b> Spring 2024: Establish areas based on surveys of faculty, staff, students, and alumni.</p>	<p>Fall 2024 Areas identified include: on-campus clinic providing services at no charge; the wide range of population ages and disorders treated in the clinic; interprofessional clinical experiences in the</p>

				Artis Center for Adaptive Innovation and Creativity (e.g., Radford University Brain Injury Clinic, Early Language Lab); audiology clinic (hearing screenings); voice clinic; and Friday Research Grand Rounds in Dysphagia.
		<b>1.C.</b> Identify key experiences of distinction for undergraduate majors (e.g., opportunities for high-impact engagement).	<b>1.C.</b> Spring 2024: Establish key experiences of distinction for undergraduate majors.	Fall 2024 Areas identified include: the relationships and connectedness faculty create with students through scholarship and other professional activities; clinical observation opportunities; opportunities to interact with clinicians and clients; clinical assistant positions; professional community-service opportunities.
		<b>1.D.</b> Identify key experiences of distinction	<b>1.D.</b> Spring 2024: Establish key	Fall 2024 Areas identified include:

		<p>for graduate students (e.g., scholarship, service-learning).</p>	<p>experiences of distinction for graduate students.</p>	<p>simulation labs; community connections (New River Brain Injury Support Group in collaboration with Lewis-Gale Montgomery Hospital, local daycares and preschools in collaboration with the Radford Early Learning Center, Social Communication and Cognitive Abilities Lab online support group for individuals with brain injuries, and local skilled nursing and long-term care centers); Project Sprout in collaboration with Montgomery County Public Schools McKinney-Vento funding support; Radford University Brain Injury Center Community Outings; and Scottish Rite research clinical</p>
--	--	---	--	--

				service fellowships.
	<b>Goal 2.</b> Collectively market key areas of distinction within the curriculum and experiences in the undergraduate and graduate programs in COSD to prospective students.	<b>2.A.</b> Create strategies for marketing the distinctive programs and experiences.	<b>2.A.</b> Fall 2024: Create at least 3 marketing strategies for each program.	Fall 2024: New materials were developed for undergraduate recruitment; new social media accounts have been created for the department, faculty, and research labs; Dr. Cassidy is participating in training on SLATE.
		<b>2.B.</b> Implement strategies for marketing the distinctive programs and experiences.	<b>2.B.</b> Spring 2025: Implement at least one of three marketing strategies for each program.	
<b>Goal 2:</b> Stabilize enrollment through increased student matriculation and reduced attrition.				
University Strategies	Communication Sciences and Disorders Goals	Communication Sciences and Disorders Key Measures and Outcomes	Timeline	Progress
<b>2.A.</b> Align academic programs with institutional strengths, student interests, regional needs and programs	<b>Goal 1.</b> Increase undergraduate applications and enrollment.	<b>1.A.</b> Identify 5 recruitment strategies for improving visibility of the undergraduate program.	<b>1.A.</b> Fall 2023: Identify 5 priorities for recruitment strategies for the undergraduate program.	Spring 2024: Collaborate with Vice President for Enrollment Management and Strategic

<i>Measures and Outcomes: Increased undergraduate and graduate application and enrollment</i>				Communication; recruitment strategies include update recruitment materials, increase social media, update website, increase alumni contact, email to students during application phase, and contact students who have been accepted via phone and email.
		<b>1.B.</b> Implement 5 recruitment strategies for improving visibility of the undergraduate program.	<b>1.B.</b> Spring 2024: Implement 5 priorities for recruitment strategies for the undergraduate program.	Spring 2024: Contacted all accepted students, updated recruitment materials, hosted alumni event. Fall 2024: Created new social media accounts for the department, faculty and research labs; new website launched.
	<b>Goal 2.</b> Increase undergraduate retention in the major.	<b>2.A.</b> Review of the undergraduate curriculum and course sequence.	<b>2.A.</b> Spring 2024: Complete review of undergraduate curriculum and course sequence.	Fall 2024: Conducting review of undergraduate course sequences of peer institutions.
		<b>2.B.</b> Implement changes in undergraduate curriculum and course	<b>2.B.1.</b> Fall 2024: Submit undergraduate curricular changes to Curriculog.	

		sequence based on review.		
			<b>2.B.2.</b> Fall 2025: Implement undergraduate curricular changes.	
	<b>Goal 3.</b> Increase graduate student applications and enrollment.	<b>3.A.</b> Identify 5 recruitment strategies for improving visibility of the graduate program.	<b>3.A.</b> Fall 2023: Identify 5 priorities for recruitment strategies for the graduate program.	Fall 2024: Restructured the College of Graduate Studies and Research to the new Office of Graduate Affairs. The Vice President for Enrollment Management and Strategic Communication is now be leading recruitment for graduate programs. Dr. Cassidy is participating in training on SLATE. Initial priorities are: increase social media for the department, faculty, and research labs; update website; increase contact with applicants; increase alumni connections and events.

		<b>3.B.</b> Implement 5 recruitment strategies for improving visibility of the graduate program.	<b>3.B.</b> Spring 2024: Implement 5 priorities for recruitment strategies for the graduate program.	Spring 2024: Hosted alumni event at state conference. Fall 2024: Created new social media accounts for the department, faculty and research labs; new website launched.
<b>2.B.</b> Enhance VCCS outreach and pathway development.  <i>Measures and Outcomes: Increased enrollment and retention</i>	<b>Goal 1.</b> Increase transfer enrollment	<b>1.A.</b> Meet with the Special Assistant to the Provost for Transfer Initiatives to discuss transfer policies.	<b>1.A.</b> Spring 2024: Meet with the Special Assistant to the Provost for Transfer Initiatives to discuss transfer policies.	Spring 2024: New process for transfer agreements to be disseminated.
		<b>1.B.</b> Implement new transfer policies.	<b>1.B.</b> Fall 2024: Implement new transfer policies.	Fall 2024: Transfer agreement information shared with departments and under review.
<b>2.C.</b> Enhance Radford University's bachelor's to master's pathways  <i>Measures and Outcomes: Increased graduate enrollment of Radford University and VT students</i>	<b>Goal 1.</b> Establish Early Assurance Programs	<b>1.A.</b> Explore Early Assurance Program for freshmen, transfers and seniors from partner institutions.	<b>1.A.</b> Fall 2023: Review admission data to determine process and criteria for early assurance programs.	Fall 2024: Will explore at end of the semester.
		<b>1.B.</b> Implement Early Assurance Program for incoming freshmen.	<b>1.B.</b> Spring 2024: Implement Early Assurance Program for incoming freshmen.	
		<b>1.C.</b> Implement Admissions Program with partner institutions.	<b>1.C.</b> Spring 2025: Implement Admissions Program with partner institutions (e.g., VT).	