

Strategic Directives and Goals

Strategic Directive 1: Invest in People

The Department of Communication Sciences and Disorders will make academic excellence its highest priority by investing in faculty, students, administrators, and staff.

Goal 1.1 Establish high expectations by:

- Demanding excellence in all we do;
- Creating an open and inclusive departmental environment that will encourage faculty, staff, students, administrators, clients, families and the extended COSD communities to become partners in the progress of the department and the institution; and
- Making every action strategically focused and intentionally directed toward academic excellence.

Goal 1.2 Provide a high quality academic environment that attracts, challenges, retains, and graduates outstanding student scholars at the Undergraduate and Graduate levels by:

- Instilling in all students the thrill of inquiry, discovery, and the creation of new knowledge;
- Instilling in all students a broad based understanding of global, social, and economic issues;
- Inspiring in all students a strong sense of values, ethics, and civic engagement;
- Reviewing and revising, as appropriate, admission policies, procedures, and standards to ensure that prospective students are identified as being well prepared intellectually and highly motivated to succeed in an increasingly challenging and demanding educational environment;
- Ensuring potential and entering students' understanding of essential professional functions; knowledge, skills, and abilities in statements about COSD programs and standards;
- Increasing the resources available for both need and merit-based financial aid to attract and retain outstanding student scholars from traditional and underrepresented populations;
- Increasing the use of post- graduation assessment to determine the extent to which alumni and employers of RU COSD graduates believe their RU education prepared them for their chosen careers or advanced academic study;

- Evaluating student advising; career guidance, and faculty-student mentoring;

Goal 1.3 Create a stimulating educational climate, enabling the department to attract and retain a distinguished and diverse faculty, administration, and support staff dedicated to excellence by:

- Increasing faculty so that accreditation standards are not compromised and to reflect a balanced faculty workload relative to university-wide FTE staffing levels.

- Providing competitive packages for new faculty, including start-up resources, reimbursement of relocation expenses, and reassigned time to participate in a first year New Faculty Institute;

- Increasing expectations and support for faculty to work as partners with students in the learning process;

- Retaining COSD's most successful faculty by creating an environment where workload is aligned with abilities and performance; and by creating a named professorship for COSD;

- Supporting faculty productivity and efficiency by enhancing instructional support services and ensuring a proper and pedagogically sound student-to-faculty ratio;

- Clarifying and specifying COSD expectations and standards of excellence in teaching, scholarship, and service, and using these standards when evaluating faculty for promotion, tenure, and merit-based salary increases and identifying need to provide mentoring, remediation, or corrective action for faculty and staff who are not performing at an acceptable level;

- Providing mentoring, remediation, or corrective action for faculty and staff who are not performing at an acceptable level;

- Ensuring that faculty and administrative compensation is performance- based and nationally competitive by continuing a process of salary review to eliminate egregiously misaligned salaries of meritorious employees as a result of salary compression or inversion;

- Ensuring, to the extent possible and complying with state guidelines, faculty, administrative, and classified staff salaries are competitive and comparable to those at peer institutions;

- Establishing collaborative relationships with public and private partners to develop educational programs and activities promoting awareness of increasingly diverse populations in the region, the Commonwealth, the nation, and the world; and

- Developing and sustaining a curriculum in which RU students demonstrate an awareness of and appreciation for cultural differences and an understanding of

relationships among peoples and nations.

Strategic Directive 2: Invest in Programs

The University will foster distinctive programs that make learning and working at Radford University an exceptional and unique experience.

Goal 2.1 Ensure that undergraduate academic programs are rigorous and distinctive by:

- Reviewing undergraduate program requirements to support academic excellence; graduate program accreditation, certification and licensure requirements;
- Determining COSD-specific core curricular requirements that support academic excellence and certification and licensure requirements, and that cultivate intellectual agility and foster ethical and social responsibility. These requirements will reflect the RU minimum expectation within the core curriculum of 24 hours of common coursework and 18 hours of departmental requirements, with a total of 42 hours in the overall core curriculum;
- Reviewing and revising the department's Bachelor of Science Degree requirements to ensure increasing rigor and more emphasis on science;
- Increasing the number of students who complete a Bachelor of Arts degree with rigorous second language requirements;
- Expanding learning opportunities offering exposure to global perspectives and appreciation for cultural differences.
- Engaging COSD students, faculty, and staff in campus-wide intellectual activities that could include focused readings, annual conferences, lectures, etc.;
- Attracting additional highly qualified students and by providing increased opportunities for participation in the Honors College by the department's best and brightest students;
- Identifying strategies and providing support for initiatives to expand learning opportunities offering exposure to global perspectives and appreciation for cultural differences;

Goal 2.2 Ensure that graduate programs are rigorous and distinctive by:

- Ensuring that COSD is one of the RU graduate programs ranked among the best nationally by a recognized and respected service (e.g., U.S. News and World Report, Princeton Review, Kaplan, and other national rankings);
- Maintaining accreditation offered by the Council on Academic Accreditation of the American Speech-Language-Hearing Association;
- Increasing the selectivity of graduate admissions and providing competitive funding for recruitment and retention of academically talented and highly motivated graduate students;
- Setting appropriate faculty workloads for graduate teaching, research, and related activities; and
- Maximizing opportunities for graduates to find employment in their chosen field by increasing interview opportunities, assessing post-graduation success, and increasing the effectiveness of the career services programs before and after graduation.

Goal 2.3 Provide a safe and secure environment for all faculty, staff, students and visitors coming to the University by:

- Continuing to educate and train faculty, staff, and students to acquire the basic skills necessary to make responsible decisions and to reduce personal risk; and
- Ensuring safety and security-related incidents are reported to the campus police department accurately and in a timely fashion.

Goal 2.4 Explore non-traditional timing and delivery of academic programs that support the mission of RU by:

- Expanding the number of study abroad opportunities and scheduling those opportunities throughout the calendar year to allow more students to participate;
- Increasing distance education offerings in appropriate curricular areas as determined by COSD faculty;

Strategic Directive 3: Invest in Society: Globally and Locally

The University will create a community that is effectively connected with the world, the nation, the Commonwealth and the surrounding region.

Goal 3.1 Develop a strong relationship between COSD and international communities by:

- Increasing conversational fluency in foreign languages and cross-cultural awareness among students;

- Expanding study abroad, exchange programs, international internships, international volunteerism, international travel, international faculty research and scholarship collaboration, and faculty exchanges, and revising the scheduling of international opportunities to allow more students and faculty to participate;

Goal 3.2 Develop a strong relationship between RU, the surrounding region, the Commonwealth, and the nation that fosters academic opportunities, good citizenship, ethical behavior, and civic engagement by:

- Strengthening relationships and partnerships with local, state, and national businesses, organizations, and research firms to provide increased research and internship opportunities for faculty and students; and

Strategic Directive 4: Invest in the Future

The University will engage all constituencies in raising the resources necessary to achieve its Strategic Directives, to explore new opportunities, and to ensure its successful future, through the combined efforts of the administration, faculty, and staff.

Goal 4.1 Increase financial resources to support academic excellence by:

- Continuing to be a strong proponent of achieving base-budget adequacy funding for higher education in Virginia;

- Increasing annual giving rates to at least 18% for alumni, 50% for faculty and staff;

- Increasing funds awarded to the University through grants and sponsored programs;

- Developing stronger relationships with our elected representatives to Congress and with federal agencies to maximize federal funding;

Goal 4.2 Publicize COSD 's contributions to the region, the Commonwealth, the nation and the world by

- Providing COSD news and information to the RU Chief Communications Officer in order to inform the public about occurrences and successes of our departmental community on a regular basis;

- Redesigning the COSD website to enhance functionality, navigation, consistency, and public appeal;

Goal 4.3 Engage in comprehensive Master Facilities and Real Estate Planning that supports the University Strategic Plan by:

- Review the adequacy of departmental facilities, including but not limited to classroom buildings, state-of the-art laboratory facilities, and clinical laboratory space;
- Entering into public/private partnerships, where appropriate, to develop facilities that support the Strategic Plan; and

Goal 4.4 Maximize faculty and staff use of the newly integrated administrative computing system by

- Ensuring that faculty and staff have appropriate training in the use of the new system;
- Identifying the advising, admissions, budgetary, and assessment needs of the department that can be met through the new integrated system; and
- Having faculty and staff participate in necessary training to meet the department's needs as outline in this strategic plan.