Rocky Mountain University
MSSLP Master’s Program 3 Year Strategic Plan 2017-2020

Strategic planning is a dynamic process of defining what kind of program we want to be and how we will achieve it. The process involves honing our vision and mission to be in line with RMUoHP strategic plan and core values, while defining the purpose and direction of the MSSLP Master’s program. This strategic plan is the guide for closing the gap between where we are as a program and where we would like to be.

**Vision**

The vision of the MSSLP MS program is in keeping with the vision of Rocky Mountain University of Health Professions to advance the quality, delivery and efficacy of healthcare by ensuring our graduates have learned the core principles of research, learning and service and who are leaders who set the standards for excellence for progressive speech-language pathologists.

**Missions**

The mission of the MS SLP MS program at Rocky Mountain University of Health Professions is to prepare future Speech-Language Pathology professionals for outcomes-oriented, evidence-based practice. The MSSLP MS program follows RMUoHP in fulfilling its mission through developing leaders skilled in clinical service-provision who are prepared to effect change in healthcare and educational settings.

The mission of the Pro-Bono SLP Clinic at Rocky Mountain University of Health Professions is two pronged in that it will serve the community to provide excellence and progressive communication and swallowing services. In addition, the MSSLP MS students and faculty will practice with the highest standards and will strive to provide their patients with evidence-based practice consistent with the mission of the University.
Envisioned Future

The Envisioned Future of the MSSLP MS program is that 10 years from the initial enrollment of students in 2017, the faculty will have coalesced into a diverse team of scholar-researchers, educators and clinicians who provide active and dynamic governance of the program in concert with administration. The program will draw students because of its reputation as being innovative, rigorous, and progressive. Students will emerge from their training to report that their preparation was engaging, fostered a sense of service, and provided them with solid, evidence based methods of service provision. Employers will report that graduates of the program are highly trained and highly sought after. Patients will know they are receiving the preeminent care from skilled and compassionate clinicians.
MSSLP Master’s Program (2017-2020)
The Goals and strategic plan for the MSSLP MS program relate to the Core Themes of the University and the development of this new program over the next three years.

Year One (2017-2018)
Goal 1. Developing Evidence-Based Practitioners in a Nationally Recognized Program

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| **Objective 1** – The program will maintain CAA candidacy status | • The MSSLP MS program will complete all reporting (e.g. Higher Ed Data System, Progress Report to CAA) by February 1, 2018  
  • An onsite pro bono SLP clinic will be launched and operational to serve community members and to facilitate student training by the January 2018. | |
| **Objective 2** – Students in the MSSLP MS program will progress towards ASHA clinical proficiency standards in that all students will: | • Acquire fundamental knowledge about normal and disordered communication as evidenced by achieving B or better grades for all coursework pertaining to communication development and disorders in their first year  
  o Final course grades reflect competence in locating and critically evaluating literature  
  o Final course grades reflect foundational knowledge acquired in Etiologies and characteristics of disorders, prevention, anatomical and physiologic, acoustic psychological developmental, linguistic and cultural correlates, assessment and intervention presented for first year courses: Speech Sound Disorders, Childhood Language Disorders, and Diagnostics, Motor Speech Disorders, Neurogenic Language Disorders  
  • Achieve a B or better grade for all practicum experience gained from RMUoHP pro bono SLP clinic during their first year indicating they have  
  o learned critical thinking and clinical decision making  
  o understanding of clinical practices and methodology  
  o learned to analyze assessment and treatment behaviors to evaluate the effectiveness of clinical practices  
  o become able to chart and monitor patient records  
  o developed verbal and written professional communication skills | |
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| **Objective 1** – Students in the program will meet clinical inquiry proficiency standards as evidenced by their ability to: | • Achieve a B or better in all courses pertaining to clinical research indicating they have  
  o developed the ability to analyze research and apply evidence to clinical practice  
  o become competent consumers of research by understanding the four validities: *internal* (was the experiment properly done); *external* (are results generalizable); *construct* (assessing the quality of the study’s measures and manipulation) and *statistical* (is there adequate power, is there an effect and is the effect significant)  
  o learned about advantages and limitations of single subject design | |
| **Objective 2** – the faculty in the program will develop a culture of research as evidenced by: | • Mentoring and modelling research skills to each other and to students and serving on intra-professional projects and capstone committees  
  • Maintaining current knowledge of literature pertaining to research that is evidence based and clinical inquiry proficiency as evidenced by maintaining CEUs for practice and licensure, dissemination of research locally and nationally | |
### Goal 3. RMUoHP and the MSSLP MS program will Ensure Quality, Student-Centered Education

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| **Objective 1:** Programmatic assurances include quality and quantity of faculty in order that: | • students advance in knowledge and skills in current practices and opportunities in interdisciplinary issues with an historical perspective on the profession as evidenced by B or better grades in professional practice classes  
• Faculty annual reviews reflect workload is developed individually and are in line with department goals  
• strategic plan is reviewed and revised on an annual basis  
• Clinic Education program is able to accommodate internship and externship placements for two classes of 35 | |
| **Objective 2:** Program Governance for the MSSLP program will ensure that: | • a professional advisory board for the program will be appointed consisting of community stakeholders such as that of physicians, practitioners, educators, parents who will provide input for program development  
• Advisory board will work with faculty to develop a charter  
• Clinical education program provides for state of the art, technologically advanced clinical service provision of two practice areas in the first year  
• faculty is provided funding and time disseminate research and to attend continuing educational seminars to maintain licensure and professional certification and to meet the educational needs of the | |

### Goal 4. RMUoHP MSSLP MS Program will Nurture Student Success

| Targeted | Action Plans | |
|----------|--------------||
| **Objective 1:** Faculty (comprised of diverse training and background) will be student centered and devoted to excellence in teaching and research. | • First cohort of students will be taught by four full time faculty members with doctoral level education, CCC, and one full time director of clinical education with Master or higher level and CCC supported by CCC clinical educators and interprofessional faculty.  
• Faculty and recruiting will draw top graduate student MSSLP MS candidates with comprehensive marketing efforts and on-campus support services as evidenced by enrolling initial 35 students who meet admissions requirement for 2017 start and continue for second cohort 2018 start.  
• Faculty will serve on at least two RMU level committees and develop a structure for departmental committees | |
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| **Objective 2. Prepare workload plans for all faculty** | • Faculty members and program director will establish goals and plans for 2017-2018 year for teaching, research, and service that optimizes faculty development and student success with approval of provost as evidenced by reviews of ratings that equal: *meeting expectations*
• Work with faculty to determine new lines of research, equipment, research labs, and service plans that will involve and facilitate student research as evidenced by students progressing onto an identified and approved capstone plan at the end of their first year. | |
| **Objective 3. Develop sufficient clinical practicum sites** | • Secure sufficient placement sites for 35 students for first external site placement for summer 2018.
• Develop a Preceptor training plan for initial preceptors. | |
| **Objective 4. Implement assessment plan to evaluate student progress.** | • Established RMU feedback mechanism for assessing student performance will be revised to fit needs for MSSLP MS program and utilized after initial semesters of study.
• Relate course objectives to ASHA clinical certification standards as indicated in syllabi
• Include formative and summative assessment procedures in the handbook
• Formulate a development system in the handbook for use when students do not meet expected learning targets.
• Adapt established RMU methods of tracking student outcomes in development of entry-level knowledge and skills for the purposes of: certification through ASHA and Utah State Licensure requirements | |
| Objective 1: Preparation of Facilities in remodel | Work with administration to develop appropriate facilities for program operation, including:  
• Classroom/lab space in building 561  
• Office space for incoming faculty and administrative assistant  
• Prepare clinic space in Building C and/or 561 for the Pro Bono Speech-Language and Swallowing Clinic |
| Objective 2: Obtain equipment and materials necessary to educate MSSLP students. | • Work with incoming faculty, equipment distributors, and publishers to obtain appropriate educational materials and equipment for the classroom, lab and clinic facilities.  
  o Phase one for first year items prioritized  
  o Designate phase two items |
| Objective 3: Integrate university resources, facilities and services into MSSLP MS program in conjunction with other programs interprofessionally. | • Faculty and students in the MSSLP program will be trained in protocol for use of:  
  o Library  
  o Media Resources  
  o WebStudy and other Instructional Technologies  
  o Copy Center  
  o Student Services  
  o Gross Anatomy Lab  
  o Laboratory Instruments  
  o Clinical Instrumentation  
  o Clinical Record and EMR System |
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<th>Objective 1. Implement assessment plan to evaluate faculty, student and program progress.</th>
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<td>• adapt established RMU assessments relating course objectives to ASHA clinical certification standards for monitoring MSSLP student performance</td>
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<td>• include formative and summative assessment procedures and a remediation system for use when students do not meet expected learning targets.</td>
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<tr>
<td>• adapt established RMU methods of tracking faculty and clinical educator performance to ensure quality standard standards are met and to implement improvement plans if quality indicators are not met.</td>
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## Year Two (2018-2019)

### Goal 1. Developing Evidence-Based Practitioners in a nationally recognized program

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<th>Targeted Outcome</th>
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| **Objective 1 – The program will complete CAA annual requirements**              | • Complete Higher Ed Data System report by October 2018 Due date  
• Complete Progress Report for CAA Higher Ed Data System report by February 1, 2019                                            |          |
| **Objective 2-Students in the MS program will meet ASHA clinical proficiency standards in that all students will:** | • Acquire fundamental knowledge about normal and disordered communication as evidenced by achieving B or better grades for all coursework and practicum experiences pertaining to communication development and disorders in their first year as listed and second year students will progress to add the following skills:  
  o synthesize evidence-based practice into realistic practice settings  
  o achieve final course grades reflecting foundational knowledge acquired in Etiologies and characteristics of disorders, prevention, anatomical and physiologic, acoustic psychological developmental, linguistic and cultural correlates, assessment and intervention presented for second year courses including Voice and Resonance Disorders, Fluency disorders, AAC, TBI and RHD, Aural Rehabilitation, Craniofacial Anomalies, Cancers of the Head and Neck and elements of counseling  
• Develop Clinical proficiency skills for:  
  o Evaluation and screening  
  o Collecting complete case history integrating information from all sources  
• The program will modify based on stakeholder feedback from multiple sources. |          |
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| **Cont. Objective 2** - Students in the MSSLP MS program will meet ASHA clinical proficiency standards in that all students will proficient in: | o selecting and administer appropriate evaluation procedures  
o adapting procedures to meet participant needs  
o interpreting, integrating and synthesizing information to develop diagnoses and make recommendations  
o completing administrative and reporting functions  
o referring patients for services as appropriate  
o developing appropriate intervention plans with measurable and achievable goals  
o implementing intervention plans  
o selecting or develop appropriate materials  
o measuring and evaluate patient progress  
o modifying intervention plans to meet needs of patient  
o completing charting, reporting and billing for services | |
| **Goal 2: Elevating Clinical Inquiry Proficiency** | | |
| **Objective 1** – Students in the program will meet clinical inquiry proficiency standards as evidenced by their ability to: | • Achieve a B or better in all courses pertaining to clinical research indicating they have  
o learned to enhance clinical inquiry proficiency  
o integrated learning activities that leads to healthcare advancement in speech-language pathology | |
| **Objective 2** – the faculty in the program will develop a culture of research and collegiality as evidenced by: | • continuing to cultivate and promote a culture of mentoring students and colleagues as evidenced by increasing intra-professional collaborations and student capstone and research projects  
• advancing the literature base by contributing to peer reviewed publications and professional presentations as evidenced by 50% participation | |
### Goal 3. RMUoHP and the MSSLP MS program will Ensure Quality, Student-Centered Education

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| **Objective 1:** Programmatic assurances include quality and quantity of faculty in order that: | • faculty and staffing are adequate to accommodate second cohort of MS students as re-evaluated by program director, faculty and provost after first year of program with hires as needed  
• goals and objectives in strategic plan may continue to met and revised as needed  
• clinic policies and procedures can be reviewed and revised as needed to meet service and teaching needs  
• Students receive adequate support and guidance for the National Student Speech Language and Hearing Association (NSSLHA) | |
| **Objective 2:** Program Governance for the MSSLP program will ensure that: | • there is communication and input from and for the faculty via monthly meetings and semester faculty retreats  
• the professional advisory board advocates for program development  
• the campus Pro-Bono speech provides for state of the art, technologically advanced clinical service provision with growth that is controlled to meet community and programmatic needs  
• faculty continues to be provided funding and time to attend continuing educational seminars to maintain licensure and professional certification  
• Faculty retention and growth of faculty is an important goal | |

### Goal 4. RMUoHP MSSLP MS Program will Nurture Student Success

| Objective 1: Faculty (comprised of diverse training and background) will be student centered and devoted to excellence in teaching and research. | Retain faculty and provide support such that all faculty obtain a score of 30 (Meet expectations) in their annual review  
• Train all incoming faculty on RMU teaching, research and service standards and core values | |
| Objective 2. Review and revise workload plans for all faculty as needed | • faculty members will establish goals and plans for 2018-19 year for teaching, research, and service that optimizes faculty development and student success with approval of Provost as evidenced by reviews of meeting expectations  
• Work with faculty to determine, maintain and continue developing lines of research, equipment, research labs, and service plans that facilitate student research as evidenced by students progressing onto capstone presentations at the end of their second year. | |
| Objective 3. Maintain and expand sufficient clinical practicum sites | • Secure sufficient placement sites for 35 students for successive external site placements for each cohort  
• Arrange and inform student and preceptors of assignments with one semester advance notice  
• Review first year evaluations of student experiences with preceptors  
• Revise and expand preceptor-training modules as indicated by initial feedback data. |
|---|---|
| Objective 4. Review assessment data of student progress and revise any curriculum, objectives, and policies as needed. | • Use input from student performance data to update and inform changes in policy manuals and curriculum.  
• Review formative and summative assessment data and remediation system for use when students do not meet expected learning targets.  
• Review student tracking outcomes for assessment of academic and clinical development and make adjustments as indicated  
• Review clinical educator feedback for student development trends  
• Review student feedback with regard to clinical educator/preceptor experiences making adjustments as need.  
• Review first graduating class exit interviews |
| Goal 5: RMUoHP will ensure Sufficiency of Facilities and Equipment for Med SLP MS program | |
| Objective 1: Review and monitor adequacy of facilities | • Monitor space needs and status of class, clinic and lab space in building 561  
• Review office space and needs or incoming faculty, clinic educators and staff |
| Objective 2: Equipment and materials meet the needs to educate MSSLP students. | • Utilize calibration schedules, equipment maintenance protocols, and publisher recommendations to renew and maintain materials for class, lab and clinic  
  o Order Phase two items  
  o Designate phase three items |
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<td>Objective 3: <strong>Review and assess integration schedule of university resources, facilities and services into MSSLP MS program.</strong></td>
<td>• Work with Instructional Technology and Institutional Effectiveness department to assure use of data-driven decisions with regard to use of resources and services.</td>
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**Goal 6: RMUoHP Program Assessment Mechanisms Assure Dynamism and Excellence in MSSLP Master’s Program**

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<th>Objective 1. <strong>Evaluate assessment data to monitor faculty, student and program progress</strong></th>
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<td>• Review RMU assessments data relating to course objectives that integrate ASHA clinical certification standards</td>
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<td>• Review and evaluate formative and summative assessment procedures and remediation system to determine proficiency rates and number of incidents of remediation and outcome</td>
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<td>• Monitor tracking data of faculty and clinical educator performance to ensure quality standard standards are met and to implement improvement plans if quality indicators are not met.</td>
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## Year Three (2019-2020)

### Goal 1. Developing Evidence-Based Practitioners in a nationally recognized program

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<td>• Complete Higher Ed Data System report by October Due date</td>
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<td>• Complete Progress Report for CAA Higher Ed Data System report by February 1, 2020</td>
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**Objective 2**- Students in the MSSLP MS program will meet ASHA clinical proficiency standards in that all students will:

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<td>o synthesize evidence-based practice into realistic practice settings</td>
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<td>• Develop Clinical proficiency skills for:</td>
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<td>o Evaluation and screening</td>
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<td>o Collecting complete case history integrating information from all sources</td>
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**Objective 3**- Consider applying for full accreditation to CAA.

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<tr>
<td>Following submission of second progress report in Feb 2019 discuss with Provost whether to apply for full accreditation. Proceed per determination at that time.</td>
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Goal 2: Evaluating Clinical Inquiry Proficiency

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| **Objective 1** – Students in the program will meet clinical inquiry proficiency standards as evidenced by their ability to: | • Achieve a B or better in all courses pertaining to clinical research indicating they have  
  o learned to enhance clinical inquiry proficiency  
  o integrated learning activities that leads to healthcare advancement in speech-language pathology | |
| **Objective 2** – the faculty in the program will develop a culture of research and collegiality as evidenced by: | • continuing to cultivate and promote a culture of mentoring students and colleagues as evidenced by increasing intra-professional collaborations and student capstone and research projects  
  • advancing the literature base by contributing to peer reviewed publications and professional presentations as evidenced by 75% participation | |

Goal 3: RMUoHP and the MSSLP MS program will Ensure Quality, Student-Centered Education

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| **Objective 1**: Programmatic assurances include quality and quantity of faculty in order that: | • faculty and staffing are adequate to accommodate the cohorts of MS students as re-evaluated by program director, faculty and provost after first year of program with hires as needed  
  • goals and objectives in strategic plan may continue to met and revised as needed  
  • clinic policies and procedures can be reviewed and revised as needed to meet service and teaching needs  
  • NSSLHA group begins to take an expanded role with regard to recruiting classes and retention as evidenced by initiating welcome programs and mentorships | |
Goal 3. RMUoHP and the MSSLP MS program will Ensure Quality, Student-Centered Education

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| **Objective 2:** Program Governance for the MSSLP program will ensure that: | • there is continued communication and input from and for the faculty via monthly meetings and semester faculty retreats  
• the professional advisory board for the program continues to provide input for program development  
• the campus Pro-Bono speech provides for state of the art, technologically advanced clinical service provision with growth that is controlled to meet community and programmatic needs  
• faculty continues to be provided funding and time to attend continuing educational seminars to maintain licensure and professional certification |          |

Goal 4. RMUoHP MSSLP MS Program will Nurture Student Success

| Objective 1: Faculty (comprised of diverse training and background) will be student centered and devoted to excellence in teaching and research. | • Retain faculty and provide support such that all faculty obtain a score of 30 (Meet expectations) in their annual review  
• Outgoing student surveys will indicate score of > 4 on 5 point exit scales of satisfaction |          |
| Objective 2. Review and revise workload plans for all faculty as needed | • faculty members will establish goals and plans for 2019-20 year for teaching, research, and service that optimizes faculty development and student success with approval of Dean as evidenced by reviews of meeting expectations  
• Work with faculty to determine, maintain and continue developing lines of research, equipment, research labs, and service plans that facilitate student research as evidenced by students progressing onto capstone presentations at the end of their third year |          |
### Goal 4. RMUoHP MSSLP MS Program will Nurture Student Success

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| **Objective 3.** Maintain and expand sufficient clinical practicum sites          | • Continue to secure sufficient placement sites for 35 students for successive external site placements for each cohort  
• Continue to arrange and inform student and preceptors of assignments with one semester advance notice  
• Review second year evaluations of student experiences with preceptors  
• Revise and expand preceptor-training modules as indicated by initial feedback data. |          |
| **Objective 4.** Maintain and continue to assure that the most qualified students are admitted and that they represent diversity of gender and cultures | • Review admissions procedures to ensure  
  o we recognize any issues of ethnic or gender diversity  
  o develop strategies to address any diversity issues. (Target: 20% of class from under-represented groups) |          |

### Goal 5: RMUoHP will ensure Sufficiency of Facilities and Equipment for Med SLP MS program

| Objective 1: Review and monitor adequacy of facilities. | Monitor space needs and status of class, clinic and lab space in building 561  
Review office space and needs or incoming faculty, clinic educators and staff |          |
|--------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| **Objective 2:** Maintain equipment and materials necessary to educate MSSLP students. | • Utilize calibration schedules, equipment maintenance protocols, and publisher recommendations to renew and maintain materials for class, lab and clinic  
  o Order Phase two items  
  o Designate phase three items |          |
| **Objective 3:** Review and assess integration schedule of university resources, facilities and services into MSSLP MS program. | • Continue to work with Instructional Technology and Institutional Effectiveness department to assure use of data-driven decisions with regard to use of resources and services |          |
**Goal 6: RMUoHP Program Assessment Mechanisms Assure Dynamism and Excellence in MSSLP Master’s Program**

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| **Objective 1. Continue to Evaluate assessment data to monitor faculty, student and program progress** | • Continue to monitor and review RMU assessments data relating to course objectives that integrate ASHA clinical certification standards  
• Continue to review and evaluate formative and summative assessment procedures and remediation system to determine proficiency rates and number of incidents of remediation and outcome  
• Continue to monitor tracking data of faculty and clinical educator performance to ensure quality standard standards are met and to implement improvement plans if quality indicators are not met. | |
| **Objective 2. Develop an Alumni Board to advise program** | • Recruit an Alumni Board from alumni of inaugural class.  
• Establish purpose-e.g. Promoting the RMU program, Core Values, and assessing program strength and effectiveness. | |