

**Executive Summary**  
**Department of Communication Disorders**  
**Strategic Plan/Plan-on-a-Page**  
**(2024-2029)**

**2025 Achievements**

This executive summary highlights the department's **long-term goals, short-term objectives**, and documented **achievement of outcomes** across Students, Curriculum, Finances, Clinical Services, and Faculty Development. It integrates the strategic priorities from both the MUSHC plan and the departmental metrics spreadsheet.

The Department of Communication Disorders has demonstrated strong progress toward its strategic goals during the 2024-2025 Academic Year. Enrollment targets show significant early achievements, including a 31% increase in underclass enrollment including a 50% increase in male undergraduate students highlighting our focus on diversity, and a 17.39% increase in graduate enrollment, surpassing long-term projections. Clinical education advancements include expanded multidisciplinary access and the planning and completion of the Research, Simulation & Technology Lab construction in the fall 2025 which includes a new voice and swallowing lab as well as an acute care suite. Community-based learning remains robust with multiple partnerships and integration of community panels within the classroom. Financial stewardship efforts resulted in the creation of an alumni association ahead of schedule, the first Crowdfunding initiative which raised \$8,750.00, and a 75% increase in grant activity with the assistance of the Huntington Scottish Rite Foundation. Diversity initiatives have strengthened recruitment pipelines while global engagement planning continues. Faculty development activities support clinical excellence, streamlined documentation, and expanded community caseloads.

The Department of Communication Disorders and the Marshall University Speech and Hearing Center is **exceeding many early-stage strategic targets**, especially in enrollment growth, alumni relations, grant activity, and community engagement. Curriculum reform and global initiatives are progressing steadily, and MUSHC's clinical innovation goals are being actively implemented ahead of schedule. This positions the department strongly for achieving the full 2024–2029 strategic vision.

# MUCD Strategic Plan

## To develop sustainable financial stewardship.

Spring 2025 - Fall 2025

### OBJECTIVE 1

#### CREATE A FORMAL MUCD ALUMNI ASSOCIATION BY 2026.

- **Spring 2025:** Created at WVSHA Conference.
- **Summer 2025:** Reserved space for Alumni Friends & Family Gathering at the 2025 ASHA Convention.
- **Fall 2025:** Hosted ASHA Friends & Alumni Open House in November 2025. Increased membership by 25. Completed first Crowd Funding Initiative and raised \$8250 towards graduate scholarships

### OBJECTIVE 2

#### ESTABLISH AN ENDOWED SCHOLARSHIP FOR EARLY ASSURANCE STUDENTS BY 2029

- **Spring 2025:** Held MandiBall in February and made a profit of \$3121.66
- **Fall 2025:** current distributable amount is \$1523

### OBJECTIVE 3

#### INCREASE STUDENT AND FACULTY SCHOLARLY GRANT APPLICATIONS BY 5% (F 2024- F 2028)

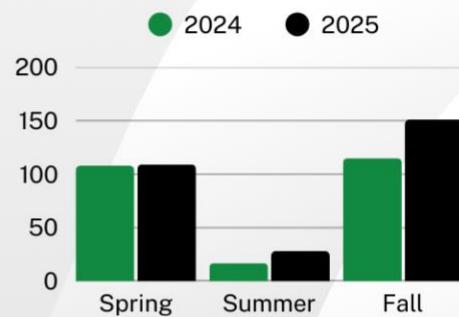
- **Spring 2025:** Faculty member granted the John Marshall Scholars Award. Four students were awarded a summer grant.
- **Fall 2025:** 7 students awarded grants to attend ASHA 2025 (2 undergraduate and 5 graduate)

# MUCD Strategic Plan

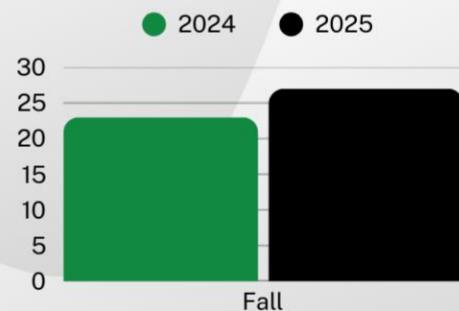
**Recruit and retain traditional and non-traditional students nationally and globally**

Spring 2025 - Fall 2025

**OBJECTIVE 1**  
INCREASE  
UNDERCLASS  
STUDENT  
ENROLLMENT  
BY 10%;  
ACHIEVED 31%  
INCREASE



**OBJECTIVE 2**  
INCREASE  
GRADUATE  
ENROLLMENT  
BY 15%;  
ACHIEVED 17.3%  
INCREASE



## **OBJECTIVE 3** CREATE FORMAL PLAN TO DIVERSIFY STUDENT POPULATION BY 2026.

- **Spring 2025:** Integrated diversity goals in the Recruitment Plan; began formally obtaining data on student diversity.
- **Summer 2025:** Connected with NBASLH, distributed resources to faculty and students.
- **Fall 2025:** Continued to distribute NBASLH scholarship and resources to faculty and students.

MALE ENROLLMENT INCREASED BY 50%

# MUCD Strategic Plan

**Create and maintain a flexible and academically rigorous curriculum that meets the needs for all students and faculty**

Spring 2025 - Fall 2025

CREATE PLAN FOR HYFLEX  
GRADUATE COURSE OFFERINGS  
FOLLOWING FEASIBILITY STUDY  
FROM HANOVER RESEARCH (2026)

OBJECTIVE

**01**

Committees created; Ad-hoc committee recommended a part-time curriculum. Part-time graduate curriculum is in development.

INCREASE COMMUNITY-BASED  
ACTIVITIES/REQUIREMENTS IN  
UNDERGRADUATE AND GRADUATE

ACADEMIC COURSEWORK

OBJECTIVE

**02**

Several collaborations and panel discussions initiated and were ongoing through Spring & Summer. Collaborations will be designated as graduate or undergraduate.

ESTABLISH FORMAL GLOBAL  
INITIATIVE FOR STUDENTS AND  
FACULTY BY 2026

Global initiatives created with Therapy Abroad, Global Health Initiatives, and AG Bell. Students traveled abroad.

OBJECTIVE

**03**

OBJECTIVE DEVELOP FORMAL PLAN FOR  
FACULTY REASSIGNED TIME FOR

RESEARCH BY 2027  
Currently tabled.

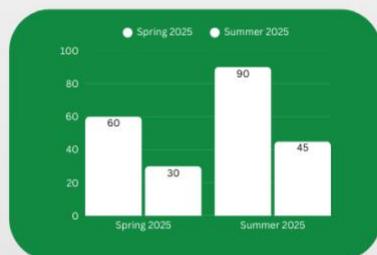
**04**

# MUSHC Strategic Plan

To foster a supportive and dynamic environment that empowers faculty to excel as clinicians, clinical educators, and leaders in the field.

Spring 2025 - Fall 2025

## OBJECTIVE 1: DECREASE DOCUMENTATION TIME (IN MINUTES) BY 25% PER FACULTY REPORT BY STREAMLINING REPORT TEMPLATES AND PROCESSES



**Spring 2025:** Implemented feeding checklist report to reduce documentation from 60 minutes to 30 minutes.

**Summer 2025:** Implemented feeding checklist report to reduce documentation from 45-90 minutes to 30-60 minutes.

**Fall 2025:** Explored use of AI to reduce documentation time.

## OBJECTIVE 2: CROSS TRAIN AT LEAST ONE CLINICIAN FOR LITERACY TREATMENT

**Spring 2025**  
MUSHC Clinician successfully trained

**Summer 2025**  
Newly trained MUSHC Clinician completed first literacy evaluation  
Pallotine Grant awarded

**Fall 2025**  
MUSHC Clinician scheduled for advanced training in Spring 2026

## OBJECTIVE 3: PROVIDE CLINICAL EDUCATOR LEARNING OPPORTUNITIES AT LEAST ONE TIME PER SEMESTER

**Spring 2025**  
Sent CAPSCD Resources

**Summer 2025**  
Pallotine Grant awarded for literacy training for clinical educators

**Fall 2025**  
Pallotine course developed; new HIPAA training created

# MUSHC Strategic Plan

**Provide needed clinical services to  
at-risk populations in the  
community while supporting local  
speech-language pathologists**

Spring 2025 - Fall 2025

## OBJECTIVE 1

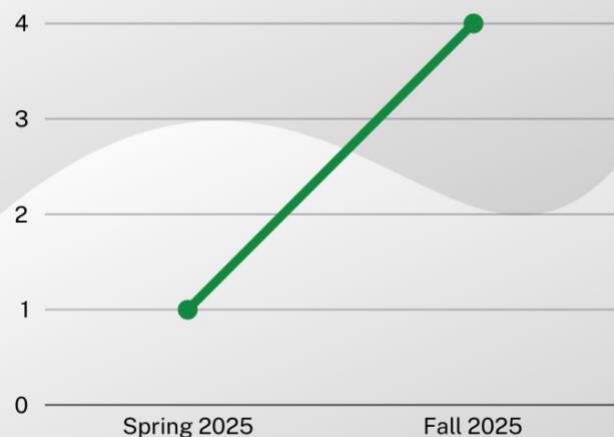
**INCREASE PART-TIME COMMUNITY-BASED CASELOAD  
TO AT LEAST 75% OF CLINICAL FACULTY**



4 out of 5 Clinical Faculty  
members completed part-time,  
community-based services in  
Spring 2025 & Fall 2025, in local  
daycare facilities, schools, and  
skilled nursing facilities.

## OBJECTIVE 2

**INCREASE STUDENT PARTICIPATION IN COMMUNITY  
SCREENINGS BY AT LEAST 3 SITES BY SPRING 2026**



**Fall 2025: Awarded Milan Puskar grant for low  
income housing screenings**

# MUSHC Strategic Plan

**Provide an individualized,  
affordable, and evidence-based  
clinical experience for clients and  
their families**

Spring 2025 - Fall 2025

INCREASE GRANT FUNDING FOR  
CLINICAL INITIATIVES BY 20%

OBJECTIVE

**01**

- Pallotine Award for Literacy
- Milan Puskar Grant
- Benendum Grant
- WSAZ Childrens Charities Recipient

OBJECTIVE

**02**

IDENTIFY AT LEAST ONE  
ALTERNATIVE PARKING  
ARRANGEMENT FOR  
CLIENTS BY SPRING 2026

Initiated discussions and engaged in conversations with city officials regarding handicapped parking

INCREASE ALTERNATIVE SCHEDULING  
(E.G. INTENSIVES, PARENT  
EDUCATION, EPISODIC CARE) BY 20%

OBJECTIVE

**03**

- Feeding groups
- /r/ camp
- telehealth intensives
- IEP Camps
- Apraxia Camp

OBJECTIVE

**04**

INCREASE CLIENT  
SATISFACTION SURVEY  
RESPONSE RATE BY 50%

Survey responses increased from 0 in Spring 2025 to 15 in Fall 2025, or 1400%

# MUSHC Strategic Plan

**Deliver innovative clinical training  
that integrates diverse client  
populations, advanced  
technologies, and evidence-based  
practices.**

Spring 2025 - Fall 2025

INCREASE STUDENT ACCESS TO  
MULTIDISCIPLINARY CLINICS BY  
AT LEAST 5 STUDENTS IN 2025

- **Spring 2025:** 1 student involved with Healthy Connections
- **Summer 2025:** Restarted multidisciplinary ASD clinic
- **Fall 2025:** 5 students enrolled in 3 different multidisciplinary clinics

OBJECTIVE

**01**

OBJECTIVE

**02**

CREATION OF NEW VOICE AND  
SWALLOWING LAB THROUGH  
RENOVATIONS BY FALL 2025

Renovations of new voice & swallowing lab were ongoing in Spring & Summer 2025. Grand opening was held in October 2025.