

# STRATEGIC PLAN 2018



## **Department of Speech-Language Pathology**

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Speech-Language Pathology  
**UNIVERSITY OF TORONTO**

## PREAMBLE

I am pleased to share the 2018 – 2023 Strategic Plan of the Department of Speech-Language Pathology (SLP) at the University of Toronto (UofT). This strategic plan provides a roadmap for the future growth of the department. I would like to thank the SLP Strategic Planning Committee who provided guidance and valuable time to this endeavour. I also gratefully acknowledge the individuals and groups who were consulted to provide input into planning. I am deeply appreciative of their input, expertise and support.

The Department of Speech-Language Pathology is in a period of tremendous growth. It has made substantial gains in the size of its student body and research productivity and is poised to grow further in terms of education, research, dissemination and strategic partnerships. The next five years will be critical for developing new opportunities to support our students and faculty. We are well poised to achieve our vision of “Global leadership in improving communication and swallowing through education, research and partnerships”.

Sincerely,



Pascal van Lieshout, PhD  
Professor and Chair

STRATEGIC PLANNING COMMITTEE	
Pascal van Lieshout	Professor and Chair, Department of Speech-Language Pathology Chair, Strategic Planning Committee
Kim Bradley	Manager of Collaborative Practice, St. Michael's Hospital Assistant Professor (Status-only), Department of Speech-Language Pathology
Mary Cook	Executive Director, Ontario Association of Speech-Language Pathologists and Audiologists
Susan Wagner	Associate Professor, Teaching Stream; Graduate Coordinator; Coordinator of Clinical Education, Department of Speech-Language Pathology
Elizabeth Rochon	Professor, Department of Speech-Language Pathology
Mark Melchior	Business Manager, Department of Speech-Language Pathology
Stephanie Nixon	Director, International Centre for Disability and Rehabilitation; Associate Professor, Department of Physical Therapy

## INTRODUCTION

The Department of Speech-Language Pathology in the Faculty of Medicine is a graduate department that offers a Master of Health Science (MHSc) professional graduate degree program. Since September 2012, 100 full-time students have been enrolled in the MHSc program (50 students in both Year 1 and Year 2). For 2017, enrollment was targeted to be increased by 5 students and for 2018 another 5 students will be admitted, which will ultimately bring the total number of students in our program to 120. Until September 2015, the department also provided two research-stream programs (MSc and PhD), but these have since been handled administratively by the Rehabilitation Sciences Institute (RSI).

All tenured or tenure-stream faculty members teach foundations and/or clinical courses in the MHSc stream and supervise research-stream students. The two faculty members in the teaching stream are the Academic Coordinators of Clinical Education who organize the clinical placement courses for the MHSc students and teach clinical courses in the department. To accommodate the increase in enrolment the clinical education team was strengthened by a 0.6 fte teaching stream lecturer position in 2017.

The Department of Speech-Language Pathology received a full seven year accreditation from the Accreditation Board of Canadian Programs in Audiology and Speech-Language Pathology (September 2016) and completed a successful external review from the Ontario Universities Council on Quality Assurance (May 2011).

The following stakeholders were consulted for input into the Strategic Plan:

GROUP	CONSULTATION DATE
SLP Strategic Plan Committee	June, 2017
Faculty & Staff	June, 2017
SLP Senior Advisory Committee	September, 2017
Clinical Educator Representatives	October, 2017
MHSc Student Presidents (Years 1 and 2)	October, 2017
MSc/PhD Student Representatives	October, 2017
Cognate Department Chairs	October, 2017
SLP Alumni Association	October, 2017

## EXECUTIVE SUMMARY

THE DEPARTMENT'S STRATEGIC PLAN OUTLINES THREE MAIN PRIORITIES:



The implementation of these priorities will be guided by the Chair of the Department and the Senior Advisory Committee, which is composed of the Chair, Business Manager, Associate Chair, and Coordinator of Graduate Studies. Specific departmental committees will have the responsibility for working on priorities related to their specific terms of reference.

The Strategic Plan of the Department of Speech-Language Pathology is well aligned with the Faculty of Medicine's Strategic Priorities ( <http://medicine.utoronto.ca/about-faculty-medicine/strategic-priorities>) and the University of Toronto Strategic Research Plan 2012-2017 ( <http://www.research.utoronto.ca/wp-content/uploads/2012/10/SRP-2012-web.pdf> ). Additionally, it supports the strategic priorities of other departments in the Rehabilitation Sciences Sector (i.e., Rehabilitation Sciences Institute, Department of Occupational Science and Occupational Therapy, and the Department of Physical Therapy). Furthermore, many of the Department's priorities contribute to the overall direction of the International Centre for Disability Research.

# Department of Speech-Language Pathology

## Vision, Mission, and Values

### Vision

Global leadership in improving communication and swallowing through education, research and partnerships.

### Mission

We develop leaders, contribute to our communities, and improve the health of people and populations through the discovery, application and communication of knowledge.

### Values

We are guided by our core values:

- Excellence and innovation in education, research and professional practice
- Research that supports/facilitates evidence-informed practice
- Integrity and professionalism
- Social responsibility, equity and diversity
- Supportive, responsive and respectful relationships
- Advocacy for and with individuals with communication and swallowing impairments, their communities and those who work with them
- Interprofessional collaboration with our academic, clinical and global partners

## STRATEGIC PRIORITY 1 [PREPARE]

AIM 1: PREPARE AND EDUCATE LEADING CLINICIANS AND SCIENTISTS WHO WILL CONTRIBUTE TO FULLFILLING THE VISION AND MISSION OF SLP AT UofT



GOALS	IMPLEMENTATION ACTIONS
1. Attract the best and brightest students to the SLP Department	<ul style="list-style-type: none"><li>• Increase the number and size of entrance scholarships</li><li>• Maintain and strengthen our involvement in undergraduate teaching as part of existing and potentially new programs at U of T</li><li>• Explore options for recruiting international students, including funding sources</li><li>• Increase profile and expand outreach regarding program quality</li><li>• Increase number of applicants to the program</li></ul>
2. Undertake a curriculum review of the MHSc program	<ul style="list-style-type: none"><li>• Accommodate larger enrollment</li><li>• Enhance competency-based education throughout the curriculum</li><li>• Review admissions process</li><li>• Integrate a research component</li><li>• Explore the need for a change in the degree name (i.e., MSc Speech-Language Pathology)</li></ul>
3. Leverage clinical education	<ul style="list-style-type: none"><li>• Explore different clinical education models to accommodate larger enrollment levels</li><li>• Highlight and promote the value of clinical education within the curriculum and the broader community</li><li>• Continue to advance international clinical placements with the International Centre for Disability and Rehabilitation (ICDR)</li></ul>
4. Attract the best and brightest students to the SLP program in the Rehabilitation Sciences Institute (RSI)	<ul style="list-style-type: none"><li>• Explore opportunities for pathways from the clinical master's to PhD entry</li><li>• Expand MSc and PhD enrolment within the RSI/SLP program</li></ul>

## STRATEGIC PRIORITY 1 [PREPARE]

### AIM 2: EXPAND THE FUNDING BASE AND EXISTING INFRASTRUCTURE TO SUPPORT EDUCATIONAL AND RESEARCH INITIATIVES

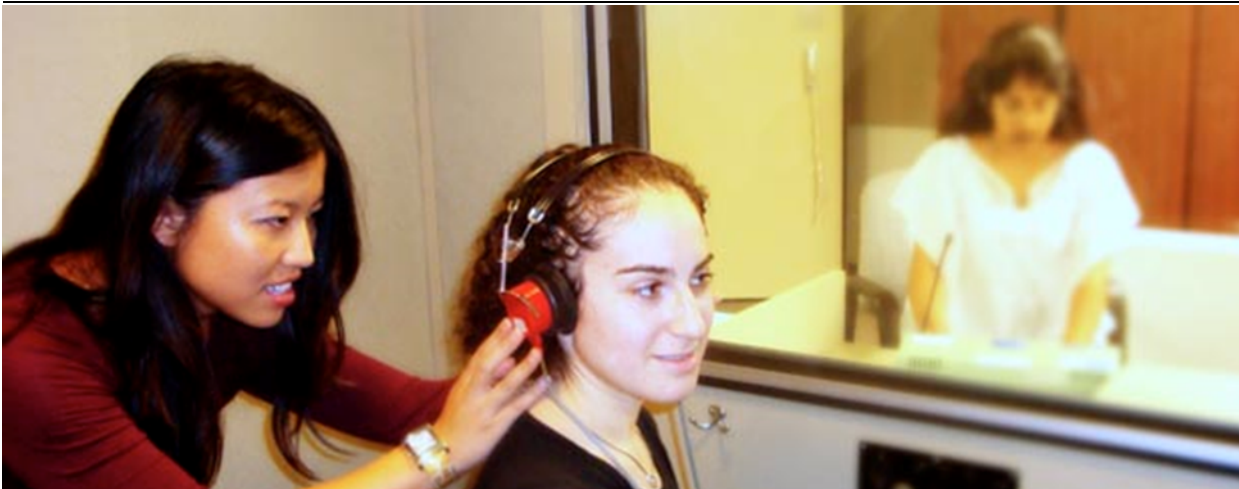


GOALS	IMPLEMENTATION ACTIONS
1. Enhance funding to support the first four strategic priorities	<ul style="list-style-type: none"><li>• Raise funds to create endowed research chairs</li><li>• Expand support for student bursaries and scholarships</li><li>• Support the SLP Alumni Association in their fund-raising activities</li><li>• Develop and market a continuing education program</li></ul>
2. Renew infrastructure to support education	<ul style="list-style-type: none"><li>• Renovate classroom spaces to accommodate larger student enrollment</li><li>• Expand and update teaching and clinical resources</li><li>• Explore options for clinical education expansion (e.g., in-house clinic, software systems support)</li></ul>



## STRATEGIC PRIORITY 2 [DISCOVER]

### AIM 1: STRENGTHEN OUR RESEARCH ENTERPRISE AND IMPACT



GOALS	IMPLEMENTATION ACTIONS
1. Increase research funding and productivity	<ul style="list-style-type: none"><li>• Adopt key performance indicators to track research funding and productivity</li><li>• Explore other funding mechanisms (e.g., foundations), including international funding (e.g., European Union, Australia)</li><li>• Explore options to support faculty to be successful in grant applications (e.g., reduce teaching load by adding more TA hours; more formalized internal review process)</li></ul>
2. Enhance participation in interdisciplinary research	<ul style="list-style-type: none"><li>• Explore strategic research partnerships with RSI, other units in the rehabilitation sciences sector, UofT and other national and international institutions</li></ul>
3. Increase engagement with the hospital research institutes and researchers	<ul style="list-style-type: none"><li>• Increase the number of joint and status-only appointments in affiliated teaching hospitals</li><li>• Continue to engage professorial rank status-only faculty in departmental research activities</li></ul>
4. Increase visibility and impact of SLP research	<ul style="list-style-type: none"><li>• Showcase faculty members' research on the SLP website and other media</li><li>• Investigate and select methods for assessing impact of SLP research</li><li>• Increase SLP leadership in key research communities, nationally and internationally</li></ul>

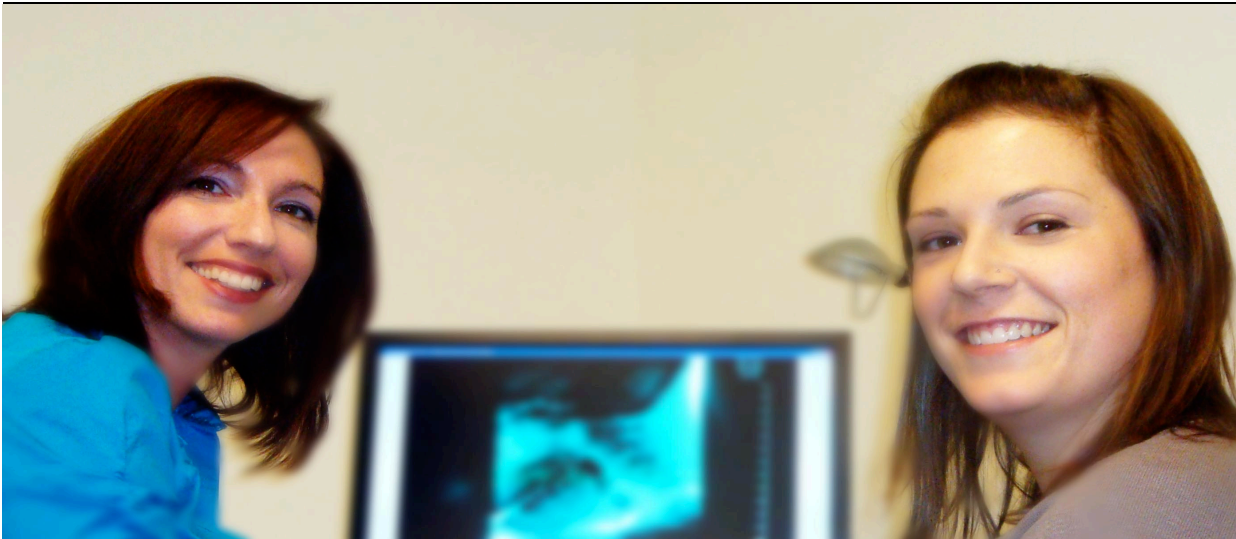
*Our professional master's program continues to be innovative and unique in North America and in the words of the CACUP-ASLP site reviewers "shows clear evidence that the curriculum has been carefully designed to meet the requirements that students learn knowledge and skills in the various areas of practice as described in the "Speech Language and Audiology Canada Assessing and Certifying Clinical Competency: Foundations of Practice for Audiologists and Speech-Language Pathologists" document. In a recent survey conducted by our department in 2015, students expressed that they liked the curriculum and this was confirmed in the 2016 Canadian Graduate & Professional Student Survey, where 91.2% of the SLP graduates indicated they would choose the same program and 82.4% said they would recommend U of T to someone considering doing SLP.*

*Pascal van Lieshout, Chair*



## STRATEGIC PRIORITY 2 [DISCOVER]

### AIM 2: DISSEMINATE INNOVATIONS THAT IMPROVE THE COMMUNICATION AND SWALLOWING OF POPULATIONS LOCALLY AND GLOBALLY



GOALS	IMPLEMENTATION ACTIONS
1. Strengthen evidence-informed practice, knowledge dissemination and innovations	<ul style="list-style-type: none"><li>• Explore Continuing Professional Development (CPD) opportunities for national and international participants</li><li>• Track impact and uptake of research, teaching and educational scholarship using existing tools and on-line repositories</li></ul>
2. Inform and contribute to policy at local and global fora	<ul style="list-style-type: none"><li>• Ensure faculty and student participation on key professional, governmental, regulatory and funding bodies</li><li>• Increase faculty participation with (inter)national associations and at research meetings</li><li>• Collaborate with professional associations to create and optimize opportunities for the development of the profession through advocacy and knowledge dissemination</li></ul>

## STRATEGIC PRIORITY 3 [PARTNER]

AIM 1: CULTIVATE AND EXPAND PARTNERSHIPS, RESOURCES, ENVIRONMENT AND ADVOCACY TO ENABLE LOCAL AND GLOBAL LEADERSHIP IN COMMUNICATION AND SWALLOWING WELL-BEING



GOALS	IMPLEMENTATION ACTIONS
1. Enhance the Department's external profile	<ul style="list-style-type: none"><li>• Continue to optimize use of the departmental website for various purposes, including student recruitment</li><li>• Investigate the use of social media (e.g., Twitter, LinkedIn, ResearchGate, Facebook)</li><li>• Create a committee to promote public relations and community outreach</li></ul>
2. Continue to develop relationships with key strategic partners	<ul style="list-style-type: none"><li>• Enhance recruitment and engagement strategies for adjunct/status-only appointments</li><li>• Develop recognition opportunities for clinical, status-only and adjunct faculty</li><li>• Collaborate with ICDR to build education and research partnerships in areas of communication and swallowing disorders</li></ul>
3. Create a culture of community engagement that supports the vision and mission of the department	<ul style="list-style-type: none"><li>• Maintain strong alumni relationships</li><li>• Create opportunities for the community to be involved in the life of the department (e.g., town halls, fund-raising activities, Speech and Hearing Month events)</li><li>• Show leadership in emerging fields of clinical care and research</li></ul>