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November 7, 2013

To: Robert C. Stacey, Dean
College of Arts and Sciences

From: David L. Eaton, Vice Provost and Dean
Rebecca Aanerud, Associate Dean for Academic Affairs and Planning

Re: Department of Speech and Hearing Sciences 2012-2013 Review

This memorandum outlines the recommendations for the Department of Speech and Hearing Sciences academic program review. Detailed comments can be found in the documents that were a part of the following formal review proceedings:

- Charge meeting between review committee, department, and administrators (February 12, 2013)
- Department self-study (April 12, 2013)
- Site Visit (April 29-30, 2013)
- Review committee report (May 15, 2013)
- GPSS report (May 8, 2013)
- Department response to the review committee report (September 11, 2013)
- Graduate School Council consideration of review (October 17, 2013)

The review committee consisted of the following faculty:

Susan J. Spieker, Professor, UW Department of Family and Child Nursing, School of Nursing
(Committee Chair)

Michael D. Beecher, Professor, UW Department of Psychology

Craig A. Champlin, Professor and Chair, Department of Communication Sciences and Disorders, College of Communication, University of Texas, Austin, TX

Howard Goldstein, Professor and Research Director, The Schoenbaum Family Center, College of Education and Human Ecology, The Ohio State University, Columbus, OH

A subcommittee of the Graduate School Council presented a summary of findings and recommendations to the full Council at its meeting on October 17, 2013. The Department offers the Bachelor of Science (B.S.) Speech and Hearing Sciences, Master of Science (M.S.) Speech-Language Pathology, Master of Science (M.S.) Medical Speech-Language Pathology, Doctor of Philosophy (Ph.D.) Speech and Hearing Sciences, and Doctor of Audiology (Au.D.)

Following are the specific comments and recommendations regarding the Department of Speech and Hearing Sciences and its degree programs.

Program Strengths

The Review Committee described the department as “a gem with a strong history of impactful research, exemplary teaching and purposeful service . . . a premier program with a stellar reputation for over 40 years.”

- It provides outstanding service to Washington State and the western region. Speech-language pathology (SLP) and audiology are critical shortage areas and the clinical programs have more than doubled their graduate enrollments, including the addition of two of their fee-based programs in recent years. They produce ~44 SLPs and ~12 Audiologists per year.
- The programs have been highly ranked for many years. The *U.S. News and World Report* ranked the SLP #3 of over 250 programs and the Au.D. program #3 of over 75 programs, and the *Chronicle of Higher Education* ranked the Faculty Productivity Index as #2.
- The high quality of students at all levels is evident. Alumni of the graduate programs are highly sought after with a virtually 100% job placement rate.
- The faculty are high achievers, with the rate of external funding on a per capita basis among the best in the university. Evaluations of teaching and programming are excellent at all levels. The camaraderie among faculty, their dedication to the programs and students, and their work ethic are extraordinary.
- Department leadership has been innovative in dealing with difficult challenges, e.g., in recent years the department has initiated three fee-based programs to meet demand in key areas. It established interest areas and an executive committee that is creative in identifying and resolving problems, and following up on opportunities. A student services office was created to better serve students and to relieve faculty from excessive workloads. Conservative budgeting and high value is a mark of efficient use of resources.
- According to the GPSS report, students are generally pleased with their experiences in the department. The academic quality and breadth was praised. Improvement could be made to ensure that all faculty advisors and practica meet certain minimum requirements. Career counseling was lacking, but students did not express a strong desire for immediate change in this area. There was a solid sense of intellectual and social community among graduate students. However, debt levels are very high, especially among Ph.D. students.

Challenges and Risks

The site visit team perceived the department to be on the cusp of a transition period that will either sustain its reputation or begin a period of decline in quality and ranking.

- Faculty attrition and retirements may result in a reduction of research opportunities for students, including honors theses, capstone projects, master's theses, and doctoral study. Excessive teaching and service overload on remaining faculty will also negatively impact the research mission for faculty at critical points in their career trajectory. Potentially losing areas of previous strength will negatively impact grant opportunities, especially pediatric speech, language, and hearing disorders. Further, impending retirements in the next 2-4 years are likely to result in a serious leadership void.
- The department's space and infrastructure are outdated and inadequate to meet the research and training needs of faculty and students.

- Diversity. Given that diversity was not addressed in the review, the Council was concerned it is a risk that the department may not be attending to sufficiently.

Areas of Concurrence

The Department agreed with the recommendations of the review committee: Specifically, the committee identified two high-priority recommendations that focus directly on the two overarching challenges facing the Department: 1) the inadequate and outdated space/infrastructure and 2) the continuing decline in professorial FTEs, in particular at the senior level.

- Eagleson Hall needs renovation now. The inadequate quantity and quality of lab, office and classroom space limits the department's ability to recruit new faculty and top-notch students.
- Hiring a senior level faculty member is needed to replace the soon to be retiring Chair and it should be initiated soon to ensure a smooth transition in leadership. Faculty positions in Child Language, a former area of strength, must be re-filled. Eighty percent of graduate applicants want to work in pediatrics.

The Department is in the process of addressing the following additional recommendations as well:

- The Executive Committee will develop a new policy on teaching buyout for faculty consideration.
- Audiology faculty will address and propose additional models for the Au.D. capstone projects to ease the burden on faculty workload.
- Streamlining the undergraduate and post-baccalaureate degree programs and exploring of online learning options for undergraduate and post- baccalaureate students.

Graduate School Council Recommendations

The Graduate School Council concurred with the review committee's recommendations, and particularly, the urgency of the need for the renovation of Eagleson Hall due to the impact of its current condition on the recruitment of faculty and students. Further, the council concurred with the recommendation that the department's degree programs be granted continuing status with the next review in ten years, specifically in the 2022-2023 academic year.

We concur with the Council's comments and recommendations.

- c: Ana Mari Cauce, Provost, Office of the Provost
Gerald Baldasty, Senior Vice Provost for Academic and Student Affairs
Werner Stuetzle, Divisional Dean of Natural Sciences, College of Arts and Sciences
Richard Folsom, Professor and Chair, Department of Speech and Hearing Sciences
Truman Coggins, Professor and Associate Chair, Department of Speech
and Hearing Sciences
Members of the Speech and Hearing Sciences Review Committee
Graduate School Council
GPSS President
Augustine McCaffery, Senior Academic Program Specialist, The Graduate School