College of Social Work Strategic Plan  (Revision- May 6, 2011)

Prologue

This strategic plan for 2009-2014 represents the faculty’s best effort to ensure the continuation of excellent college research, instructional, and service programs, as well as to propose strategies for the development of enhanced and new programs and services. Achieving a number of these initiatives will require additional or even novel funding, which may or may not be possible to obtain during 2009-2014; especially in light of the emergent budget situation. This approved strategic plan document will be examined by the College’s budget committee and other college committees in order to weigh and prioritize proposed initiatives. Their deliberations and recommendations will be considered by the College faculty as it (a) advises the Dean about these matters and (b) revises this strategic plan in the months ahead.

1. **Prepare social work students for roles of leadership in a global society**

   1.1. The College will recruit quality, diverse students into its undergraduate, masters and doctoral programs, fully capable of exceptional functioning in their profession.

      **m. Metrics**

      m.1.1.1. Increase the number of BASW students accepted into the BASW major with GPAs above 3.5 by 5% by 2014.

      m.1.1.2. Increase the number of BASW pre-major students admitted to the College with High School GPAs above 3.5 by 5% by 2014.

      m.1.1.3. Increase the number of applicants accepted into the MSW program with undergraduate GPAs of 3.5 by 5% by 2014.

      m.1.1.4. Increase the number of applicants from the national pool accepted as full-time students into the PhD program who meet acceptance criteria.

      m.1.1.5. Maintain and strive to increase the diversity of students (ethnicity and gender) enrolled in each educational program in the College of Social work.

      m.1.1.6. Raise $2,500,000 to support three full-time PhD students with funds of $96,000 by 2014.

   **s. Strategies**

   s.1.1.1. The Dean will appoint an individual responsible for marketing functions.

*indicates item that will require additional funding not presently available
s.1.1.2. Develop a targeted marketing plan. *

s.1.1.3. Implement a specific plan to attract students from diverse backgrounds. *

s.1.1.4. The Dean, PhD Committee, and the Budget Committee will investigate the need and feasibility of acquiring resources to attract and support highly qualified full-time doctoral students, including international applicants.

s.1.1.5. The Dean and the Development Director will explore potential funding sources for the support of three full-time doctoral students and, if possible, obtain such funding, whole or in part, over the next 12 months.*

1.2 The College will retain students in the undergraduate program and facilitate their earning their degree within six years.

**Metrics**

m. 1.2.1. Increase the first to second year retention rate to 85% for BASW students.

m. 1.2.2. Increase retention of the freshman to sophomore cohort in the BASW program following the establishment of a College generated first year baseline.

m. 1.2.3. Increase the six year graduation rate by for BASW students following the establishment of a College generated first year baseline.

**Strategies**

s.1.2.1. Continue and consider expanding the current full time position of student advisor. *

s.1.2.2. Develop mechanisms through which faculty can engage and mentor undergraduate students in advising, educational activities, research, and career planning.

s.1.2.3. The College faculty and staff will continue and expand community building activities among students to promote engagement and retention.

s.1.2.4. The Dean will appoint a working group which will explore options and resources and formulate a specific plan for restructuring, regular revision, and updating of the College’s web page.

*indicates item that will require additional funding not presently available
1.3 Ensure that graduates at all levels are able to demonstrate expertise in the knowledge and the skills appropriate for their level of education in social work and are well prepared to succeed in both professional and community settings.

**m. Metrics**

m. 1.3.1. Assessment data from all programs will demonstrate that achievement of assessment plan benchmarks (specific information to be reported out yearly in BB Outcomes.)

m. 1.3.2. Faculty will increase engagement of undergraduate and graduate students in faculty and student generated research endeavors after establishing a College generated first year baseline.

**s. Strategies**

s.1.3.1. The College faculty will revise the undergraduate and graduate curriculum to reflect a competency based approach to social work education.

s.1.3.2. The Field Education Director and the College faculty will develop plans to ensure that in practicum placements students will be exposed to and trained in the use of scientifically informed practice with opportunity for application of competencies and practice behaviors

s.1.3.3. The Curriculum Committee will monitor course syllabi to insure that core content strongly relates to the findings of current research reflecting the state of the art and the state of the science in Social Work Practice.

s.1.3.4. The College faculty will identify methods and develop plans to insure a consistent quality of course content and delivery both by regular and adjunct faculty.

s.1.3.5. The Dean or the Dean’s designee will develop a plan to use on-line continuing education as a means of engaging and supporting adjunct faculty.

s.1.3.6. The College will develop incentives and support for planning, implementation, and dissemination of undergraduate and graduate research projects.

s.1.3.7. The Dean and/or the Dean’s designee will systematically explore the development of joint degree programs and collaborations with leadership from other University academic units from the College of Public Health, the College of Law, the Gatton College of Business, and the Martin School of Public Policy and Administration and other Masters programs.

*indicates item that will require additional funding not presently available
1.4 Increase the number of quality graduates at all levels to enhance the reputation of the College and better address the needs of the Commonwealth and Nation.

**m. Metrics**

m.1.4.1. Increase the percentage of BASW students graduating from the program with GPAs 3.5 or above.

m.1.4.2. Increase the percentage of BASW and MSW students meeting program assessment benchmarks to 85%.

m.1.4.3. Achieve the benchmark of 90% of the MSW students passing the comprehensive exam on the first attempt.

m.1.4.4. Increase the number of publications and presentations at national meetings of current PhD students by 5% after establishment of first year baseline.

m.1.4.5. Improve the faculty to student ratio* working towards Provost’s goal for the University of undergraduate: 1:17 and graduate: 1:12

**s. Strategies**

s.1.4.1. The Director of Undergraduate Studies with the Student Affairs Officer and Admissions Committee will create a plan to develop a mentorship culture among both faculty and undergraduate students.

s.1.4.2. The Director of Undergraduate Studies and the Undergraduate Committee will revise an introductory social work course to fit the General Educational format and request an instructor position to support delivery of the course each semester.*

s.1.4.3. The College faculty will revise the undergraduate and master’s curriculum to reflect a competency based approach to social work education.

s.1.4.4. The College faculty will identify methods and develop plans to ensure a consistent quality of course content and delivery both by regular and adjunct faculty.

s.1.4.5. The College faculty will develop methods and a plan to ensure that students are well versed in scientifically informed practice and the delivery of competency based services.

s.1.4.6. The faculty will explore a plan to provide mentoring to students, especially at the graduate level, to assist those eligible and interested in developing their skills in research and practice to the highest level possible.*

*indicates item that will require additional funding not presently available
s.1.4.7. The college will continue to consider expanding the current full time position of student advisor. *

1.5 The college will move systematically to strategically revise segments of its academic programs so that they can be made available on-line and in distance learning format and explore other means to make courses more accessible.

m. Metric

m.1.5.1. The Curriculum Committee, the Continuing Education Coordinator, and the Information Technology staff will work with specific faculty and relevant University resources to identify and develop appropriate courses into on-line and distance learning format over the next 3 years following obtaining a College generated first year baseline.*

s. Strategies

s.1.5.1. The Curriculum Committee will review the total curriculum to identify which segments are best suited for development into on-line and distance learning formats.

s.1.5.2. Program Directors and the Curriculum Committee will explore the need and feasibility of alternative scheduling of courses such as weekend courses.

s.1.5.3. The Budget Committee will review all of the preceding strategies to identify the cost and the benefit of revising courses into on-line and distance learning format as well as monitor the financial impact over time of these actions (initial projection, followed by annual reports.)

2. Enhance the economic, intellectual, and social capital of Kentucky through growth in research

2.1. The College will actively seek to develop and implement approaches to translational and engaged research appropriate for social work, incorporating local and global streams of knowledge.

m. Metrics

m.2.1.1. Faculty will increase activities of consultation, workshops, and other activities translational and engaged research appropriate for social work by 5% following the establishment of a first year baseline.

m.2.1.2. The faculty will maintain and increase their established community partners

*indicates item that will require additional funding not presently available
and the number of engaged research projects locally, nationally, and internationally following the establishment of a first year baseline.

m.2.1.3. The faculty will increase its productivity and scholarship through publications, grant submissions, presentations, awards, and citations following the establishment of a first year baseline.

s. Strategies

s.2.1.1. The faculty will incorporate translational research approaches into research proposals whenever practicable and advantageous.

s.2.1.2. Strengthen the integration of innovative, cost-effective information technologies to enhance the mission of the College.

s.2.1.3. The working group appointed by the Dean will explore options and resources and formulate a specific plan for restructuring, regular revising, and updating of the College’s web page, as well as identify one person to oversee these tasks who would be approved by the Dean.

2.2. The College will expand its research capacity.

m. Metrics

m.2.2.1. The Center for the Study of Violence Against Children will increase the number of scholarship activities by 5% per year. (Scholarship activities include publications submitted, presentation proposals submitted, grants written, and completion of other scholarly activities such as scientific meetings.)

m.2.2.2. The Institute for Workplace Innovation will enhance and increase its current efforts to develop and disseminate knowledge about the 21st century workplace as well as increase its capacity to secure extramural funding in this area. The Institute will continue to engage employers in Kentucky in community-based research projects, as well as assisting in the translation of research into practice by 5% per year above baseline data.

m.2.2.3. The College will promote and support the development within the Training Resource Center’s specific efforts toward the study and development of methods for implementation of research guided intervention practices into the activities of the Center’s community partners aimed at improving the quality of

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care provided to individuals and families in the Commonwealth and to attract extramural funding in the form of new grants and contracts by 5% per year above baseline data.

m.2.2.4. The College will increase the number of proposals submitted to federal, state, and private foundations in each year of the strategic plan following the establishment of a first year baseline.

s. Strategies

S.2.2.1. The Dean will ensure that the level of administrative and support services are sufficient to meet the needs of a growing research enterprise.*

s.2.2.2. The Technology Coordinator will continue to develop the secure research server of the College to provide for easier collection, storing, and sharing of research data.

s.2.2.3. The Technology Coordinator will work in conjunction with members of the Research Committee and other faculty to identify possible information technologies that might expedite the work of the College (e.g. centralized citation database.)

3. The College will develop its human and physical resources so as to contribute to the University’s achievement of its Top 20 Goals.

3.1. Recruit faculty and professional staff with high potential for success in a top 20 university.*

m. Metrics

m.3.1.1. Prior to posting any advertisement of position, the description will be reviewed and revised if necessary to achieve compatibility with College and University goals by the Faculty Promotion and Tenure Committee, the Administrative Team, and/or other College faculty or staff as indicated.

s. Strategies

s.3.1.1. At least one faculty member will attend at least two national conferences per year (including but not limited to Council on Social Work Education and Society for Social Work Research) for the specific purpose of identifying and/or recruiting potential new faculty.

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s.3.1.2. During 2010, the College’s web pages will be revised to continue the process of increasing information specifically targeted toward recruitment of new faculty, professional staff, and students.

3.2. The College will work to enhance the success, retention, and advancement of faculty and professional Staff engaged in the College’s mission.

m. Metrics

m.3.2.1. The College of Social Work will improve work-life satisfaction among faculty and staff as measured by relevant items on the University-wide Work-life survey following establishment of a baseline.

m.3.2.2. Maintain stability in staff and faculty as measured by turnover rates.

s. Strategies

s.3.2.1. During 2010 the Dean will appoint and lead an ad hoc committee to develop and execute a retention study to identify the best mechanisms, given the University’s current financial status, to recruit and/or retain faculty and professional staff.

s.3.2.2. The Tenure and Promotion Committee will adopt procedures within the current University rules that will most readily expedite promotion and advancement of faculty who have demonstrated their competence and met criteria for promotion.

s.3.2.3. The College will develop a workplace culture that clearly articulates its values and initiatives and engages all faculty and staff as stakeholders in the College’s enterprise.

s.3.2.4. The College’s Administrative Team will initiate a series of meetings by the end of 2011 with the Director of the Institute for Workplace Innovation to identify and develop specific strategies and activities that will more clearly articulate the values of the College and move toward fuller engagement of all employees as stakeholders in all the activities of the College. *

s.3.2.5. The Director of the TRC will coordinate an ad hoc committee to create a formal communications infrastructure to streamline communications, increase dialogue, promote inclusivity, and timely sharing of accomplishments and events.

3.3. Increase building space available for the research and educational functions of the College

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m. Metric
  m.3.3.1. Increase the amount of office and student accessible space available to the College.

s. Strategy
  s.3.3.1. The Dean will continue to explore with the Provost and University Administration the possibility of locating the College in space that would accommodate all faculty and staff as well as provide adequate classroom space.*

4. Promote diversity and inclusion

4.1. Promote inclusive excellence within the College and across the University

m. Metrics
  m. 4.1.1. Improve student, faculty, and staff ratings on the extent to which UK is an inclusive community, according to the Work-Life survey and the College of Social Work Learning Environment Survey (students).
  m.4.1.2. Improve student ratings of co-curricular (explicit and implicit curriculum) effectiveness in promoting diversity and inclusion, according to the results of the College of Social Work Learning Environment Survey.

s. Strategies
  s.4.1.1. The Diversity Committee and faculty will continue its work both within the College and in cooperation with other units within the University to identify specific annual diversity goals, and activities and/or changes in operation to reinforce and continue to strengthen the College’s commitment to diversity in the faculty, staff, and its student body, as well as cultivate a strong spirit of inclusion and appreciation for diversity.

4.2. Promote curricular and co-curricular (explicit and implicit curriculum) transformation that recognizes the advantages of diversity.

m. Metrics
  m.4.2.1. Improve student ratings of curricular effectiveness in promoting diversity and inclusion, according to the results of the College of Social Work Learning Environment Survey.

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s. Strategies

s.4.2.1. As the Curriculum Committee reviews course revisions relative to the College’s reaccreditation and the movement of areas of the curriculum to on-line and distance learning format, it will ensure that all courses identify and discuss the prevalence of and effective intervention with specific human problems in relevant diverse populations.

s.4.2.2. The Director of Undergraduate Studies, the Director of Graduate Studies, and the Director of Doctoral Studies will specify and modify the University’s overall strategy for recruitment of international student so as to create a strategic plan best suited to each educational level of the College.

4.3. Promote and organize international research and education (abroad).

m. Metrics

m.4.3.1. The College administration and the faculty will increase the number of international collaborations in research, education, and consultation following the establishment of a College generated 1st year baseline.

s. Strategies

s.4.3.1. The Dean and the faculty will work to develop infrastructure in the College to centralize, resource, market, and expand their international research and educational activities for students as well as to build or enhance relationships and infrastructure in the countries of current or planned involvement (e.g. Israel, Mexico, England, Africa-Uganda, Ghana, Botswana.)

5. Improve the quality of life for all Kentuckians through engagement, outreach, and service.

5.1. Enhance faculty and staff connection with a variety of communities through engagement, outreach, and service.

m. Metrics

m.5.1.1. Increase the number of faculty and staff facilitated community engagement outreach and service activities per year following the establishment of baseline data.

m.5.1.2. Increase the number of faculty completing the UK Engagement Survey each year.

*indicates item that will require additional funding not presently available
s. Strategies

s.5.1.1. The Dean and select faculty will explore additional collaboration with the College of Agriculture, and other University academic units to increase the dissemination of information about mental health, substance use, and child development enhancement and intervention to populations throughout the Commonwealth.

s.5.1.2. The Dean and the faculty will continue to support and enhance the University’s Office of Community Engagement.

s.5.1.3. Explore ways in which digital measures can be utilized to gather community service engagement efforts when delivered.

5.2. Enhance the College’s Continuing Education program offerings to transmit the benefits of its knowledge and expertise.

m. Metrics

m. 5.2.1. Increase the number of CEU course offerings.

m.5.2.1. Increase COSW faculty involvement in presentation of CEU offerings following the establishment of a College- generated baseline by 10% per year.

m.5.2.2. Increase attendance at face-to-face and on-line continuing education programs by 10% per year.*

s. Strategies

s.5.2.1. The Dean and his designees will explore methods to increase accessibility, usefulness, and relevance of its offerings to the Social Work community through implementation of new approaches (e.g. standardizing faculty participation in delivery, alternative scheduling, practice site packaging, on-line programming).

s.5.2.2. The Dean and his designees will explore ways to expand continuing Education Programming and identify what additional resources are necessary in order to expand web based offering and to gain approval for continuing education credit for them in areas beyond Kentucky.

s.5.2.3. The Dean and his designees will explore approaches to increase the number of CEU courses and increase faculty involvement in their delivery.

s.5.2.4. The Dean and his designees will explore and develop strategies (such as advertising venues and NASW program approval) to increase attendance at

*indicates item that will require additional funding not presently available
continuing education programs both face-to-face and on-line. *

5.3. Actively seek to develop and implement approaches to engaged and translational research appropriate for Social Work and that incorporate local and global streams of knowledge.

**m. Metrics**

m.5.3.1. Increase the number of consultations, workshops, and other activities that utilize translational research approaches appropriate to Social Work that are developed by the Associate Dean for Research and the Research Committee per year following the establishment of a College generated baseline.

**s. Strategies**

s.5.3.1. The faculty will incorporate engaged and translational research approaches in research proposals whenever these are practical and advantageous.

s.5.3.2. The Associate Dean for Research and the Center Directors will identify current projects at the CSVAC, IWIN and TRC that could provide data useful in translational projects.

5.4. Actively seek in its research and service activities to expand and operationalize the definition of a positive quality of life through active community engagement.

**m. Metrics**

m.5.4.1. From 2009 through 2014 the College faculty will develop at least three research projects whose primary goal is to develop, test, and refine intervention approaches targeted toward improving (delete-methodological approaches?) to the quality of life for specific groups in Kentucky that are ecologically grounded and conceptually strong.

m.5.4.2. From 2009 through 2014 the faculty will specifically target existing community partners (Cabinet of Health and Family Services, Administrative Office of the Courts, Community Mental Health Centers, etc.) to establish or refine three research or service projects that can serve as laboratories for the development, testing, and refinement of methods to assess issues directly related to the quality of life.

**s. Strategies**

s.5.4.1. Enhance community access to the College’s knowledge and expertise

s.5.4.2. Explore with the College of Public Health joint projects or activities in which the knowledge and expertise of the College’s faculty can be utilized to enhance programs

*indicates item that will require additional funding not presently available
of health promotion.

s.5.4.3. The Research Committee and the Technology Coordinator will enhance the professional community’s and general public’s access to information about the College’s research and service activities through effective use of the College’s webpage.

5.5 Enhance the Faculty’s participation in professional activities and the amount of funding obtained related to the College’s engagement, outreach, and service efforts.

m. Metrics

m.5.5.1. Faculty will increase the number of refereed papers and/or presentations each year that reflect service and research activities consistent with community engagement following the establishment of a College generated baseline.

m.5.5.2. The College will maintain and increase its current level of external funding for research and service projects that reflect community engagement.

m.5.5.3. The faculty will develop three additional grants or contracts from federal, local, or regional funding sources in the public or private sector that support research and service projects that reflect community engagement over the next five years.

m.5.5.4. The faculty, through the College’s Centers, independent research, contracts, and personal efforts, will increase the direct services provided to the people of the Commonwealth in the forms of consultation, training, clinical assessment, and treatment each year following the establishment of a College generated first year baseline.

m.5.5.5. The College will increase the number of faculty appointments to boards, committees, awards received for engagement efforts, and the number of publications/presentations accepted over the next five years following the establishment of a College generated first year baseline.

Strategies

s.5.5.1. Faculty will be asked to complete the a “Faculty Effort Form” each year to provide data form s.5.5.1 through s5.5.5 track the number of refereed papers and/or presentations each year.

s.5.5.2. The Associate Dean for Research will continue to provide leadership and work with faculty in developing additional grants and contracts for the College.

*indicates item that will require additional funding not presently available