

UNIVERSITY OF KENTUCKY

2015-2020 STRATEGIC PLAN

COLLEGE OF SOCIAL WORK

Mission Statement

The University Of Kentucky College Of Social Work promotes community and individual well-being through its translational research and scholarship, exemplary teaching, and vital community engagement. The College is committed to the people and social institutions throughout Kentucky, the nation, and the world. The College, like the University, is an organization that cultivates a diverse academic community characterized by interpersonal fairness and social justice. The College is fiercely committed to developing outstanding social work professionals and scholars – leaders who will serve individuals, families, and communities through innovative and effective practices that are guided by cultural competence, systematic ethical analysis, and a keen and pragmatic understanding of the human condition.

Goal 1: Create a Vibrant Undergraduate Learning Community

- *Redefine, aggressively but intentionally, undergraduate education using innovative, interdisciplinary approaches to create a distinctive, premier, and affordable learning experience.*

ACTIONS AND TACTICS	PROCESS METRICS AND ACTIONS TO COMPLETE	UK – COSW 2020 OUTCOMES
<p>Action 1: Grow the BASW program with an emphasis on diversity and quality</p> <p>Tactic 1.1: Strengthen and continue the development of the off-campus Hazard program</p> <p>Tactic 1.2: Implement the 2+2 program with Qingdao Technological University</p> <p>Tactic 1.3: Increase number of students declared as pre- SW Majors at point of their admission to UK</p> <p>Tactic 1.4 Engage in recruitment activities targeting high performing high school students</p> <p>Tactic 1.5: Hire/appoint an individual responsible for marketing functions including the development of a plan for recruiting diverse students.</p> <p>Action 2: Engage in high-impact teaching and learning</p> <p>Tactic 2.1: Increase student involvement in integrated and interdisciplinary learning such as Interprofessional Healthcare Education (IPE)</p>	<p><u>Action 1 Process Metrics</u></p> <p>Finalize a transfer pathway for 2+2 students from Qingdao Technological University.</p> <p>Recruit students for the 2 + 2 program with Qingdao Tech.</p> <p>Engage in outreach efforts to increase awareness of the Hazard off-campus program.</p> <p>Increase recruitment efforts to attract the highest performing high school and transfer students to the college.</p> <p><u>Action 2 Process Metrics</u></p> <p>Improve the COSW website to better highlight faculty and staff interests, areas of expertise, and options for student involvement in research or other projects.</p> <p>Enhance off-campus student engagement through intentional connection with on-campus students via educational and extra-curricular activities (i.e.: shared guest lecturers,</p>	<p><u>Action 1 Results Metrics</u></p> <p>Increase the diversity of students enrolled in the BASW program (including international students.)</p> <p>Increase enrollment of students with a potential for success in the main campus and Hazard off-campus programs.</p> <p>Improve the average ACT score and GPAs of students entering COSW as pre-social work majors.</p> <p><u>Action 2 Results Metrics</u></p> <p>Increase the number of undergraduate students participating in education abroad experiences.</p> <p>Increase the number of undergraduate students participating in research activities with faculty, our centers, or UK Office of</p>

<p>Tactic 2.2: Increase student participation in research activities.</p> <p>Tactic 2.3: Increase student involvement in service-learning and experiential education.</p> <p>Tactic 2.4: Increase student participation in education abroad and student exchange activities.</p> <p>Tactic 2.5: Increase the integration of our off-campus and main campus programs through shared learning and service opportunities– (e.g., alternative spring break in Hazard)</p> <p>Tactic 2.6: Promote the use of innovative pedagogical methods</p> <p>Tactic 2.7: Enhance opportunities that support professional development related to teaching</p> <p>Tactic 2.8: Strengthen the infrastructure and support activities to enhance the quality and stability of part-time instructor.</p> <p>Action 3: Focus on BASW student retention and success</p> <p>Tactic 3.1: Expand student support services within the college.</p> <p>Tactic 3.2.: Educate BASW students about resources available within the college and university.</p> <p>Tactic 3.3: Connect students in need with university level resources.</p>	<p>Phi Alpha Honor Society and SWA).</p> <p>Create a web-based COSW teaching resource for faculty, part time instructors, and TAs (including tutorials, student resources, policies, etc.)</p> <p>Offer faculty and/or student presentation information sessions regarding their education abroad experiences to cultivate interest.</p> <p>Establish a funded infrastructure and training within the college that supports development of part-time and full-time faculty in the areas of teaching.</p> <p>Continue involvement of administrative faculty in identifying qualified instructors to meet teaching assignments.</p> <p>Add an additional lecturer position.</p> <p><u>Action 3 Process Metrics</u></p> <p>Enhance web-based resources for students that include resources, student success information, and policies.</p> <p>Increase opportunities for students to connect with faculty and staff and engage in educational, research, or service learning activities.</p> <p>Implement mandatory face to face orientation for BASW full-majors at point of entry into full major status.</p>	<p>Undergraduate Research.</p> <p>Increase the number of part-time and full-time faculty participating in teaching development activities (e.g., F2F trainings and web-based resources,).</p> <p><u>Action 3 Results Metrics</u></p> <p>Increase student retention from the freshmen to sophomore year to 85%.</p> <p>Increase student graduation rates within 6 years to 80%.</p>
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<p>Tactic 3.4: Increase opportunities for students to build connections with faculty, staff, and students within the college</p> <p>Tactic 3.5: Create a comprehensive support model from recruitment to admission to graduation.</p>	<p>Develop and implement a plan that emphasizes high touch opportunities in student advising from admission to graduation.</p> <p>Develop formal support programs in-house for probationary students.</p> <p>Establish a COSW student retention committee with college-wide representation to develop and implement a CoSW retention plan.</p>	
<p>Goal 2: Advance a High Quality Graduate and Professional Education Portfolio</p> <ul style="list-style-type: none"> <i>Develop sustainable high-quality graduate and professional degree programs both within and across disciplines, recognizing that the complex challenges confronting Kentucky and the world will require collaborative, interdisciplinary approaches.</i> 		
ACTIONS AND TACTICS	PROCESS METRICS AND ACTIONS TO COMPLETE	UK – COSW 2020 OUTCOMES
<p>Action 1: Grow the MSW and PhD programs with an emphasis on diversity and quality</p> <p>Tactic 1.1: Incentivize faculty to submit grants to include funding of PhD students in budgets as appropriate</p> <p>Table 1.2.: Develop center-based opportunities for PhD and graduate students to be involved in research and program development</p> <p>Tactic 1.3: Develop competitive recruitment packages (e.g., scholarships, stipends) and incentives to attract and support high quality students.</p> <p>Tactic 1.4: Develop graduate interdisciplinary</p>	<p><u>Action 1 Process Metrics</u></p> <p>Increase the opportunities for funding of PhD students through grant budgets and other sources in addition to TA and RA support.</p> <p>Explore opportunities for increased involvement of PhD and graduate students in the TRC and iWin programs.</p> <p>Develop a mechanism to inform students of opportunities to present at conferences like BPD where there is an opportunity to win prize for best poster.</p> <p>Form an interest group for students interested in writing and developing scholarships.</p>	<p><u>Action 1 Results Metrics</u></p> <p>Increase the number of PhD students receiving funding through grants or other sources in addition to TA and RA support.</p> <p>Increase the number of students completing graduate certificates.</p> <p>Increase the number of students producing publications and conference presentations.</p>

<p>certificate programs (e.g., Military Certificate) and promote established certificates (e.g., gerontology, school social work) to meet current workforce needs</p> <p>Tactic 1.5: Establish interdisciplinary collaborations (e.g., Interprofessional Healthcare Education) and opportunities for increased student involvement.</p> <p>Tactic 1.6: Explore opportunities for development of new collaborative/joint programming (e.g., dual degrees with other programs, combined MSW/PhD, clinical doctorate.)</p> <p>Tactic 1.6: Increase the integration of our off-campus and main campus programs through shared learning and service opportunities– (e.g., alternative spring break in Hazard)</p> <p>Tactic 1.7: Hire/appoint an individual responsible for marketing functions including the development of a plan for recruiting diverse students.</p> <p>Tactic 1.8: Develop a culture of faculty mentorship of students to develop research and practice skills.</p> <p>Action 2: Engage in high-impact teaching and learning in graduate education</p> <p>Tactic 2.1: Promote the use of innovative and effective pedagogical methods</p> <p>Tactic 2.2: Enhance opportunities that support professional development related to teaching</p> <p>Tactic 2.3: Strengthen the infrastructure and support</p>	<p>Investigate feasibility of developing competitive student recruitment packages from existing funds and through new opportunities (e.g. partnerships with community agencies).</p> <p>Increase the number or certificate programs available to students to meet current market needs.</p> <p>Increase enrollment in graduate certificate programs.</p> <p>Increase opportunities for students to connect with faculty and staff and engage in educational, research, or service learning activities.</p> <p>Investigate campus-wide resources available to support international student success and strategize to address support gaps.</p> <p>Action 2: Process Metrics</p> <p>Create a web-based COSW teaching resource for faculty, part time instructors, and TAs (including tutorials, student resources, policies, etc.)</p> <p>Establish a funded formal infrastructure and training within the college that supports development of part-time and full-time faculty in the areas of teaching.</p> <p>Continue involvement of administrative faculty in identifying qualified instructors to</p>	<p><u>Action 2 Results Metrics</u></p> <p>Increase the number of part-time and full-time faculty participating in teaching development activities (e.g., F2F trainings and web-based resources,).</p> <p>Hire an additional lecturer to the faculty.</p> <p><u>Action 3: Results Metrics</u></p> <p>Increase course availability on weekends and via distance learning modalities.</p> <p>Increase enrollment of qualified students in off-campus programs.</p>
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<p>activities to enhance the quality and stability of part-time instructor.</p> <p>Action 3: Increase access to graduate social work education</p> <p>Tactic 2.1 : Increase distance Learning/E-Learning course options</p> <p>Tactic 2.2: Establish alternative course schedules (e.g., weekend classes)</p> <p>Tactic 2.3: Promote established off-campus MSW programs</p>	<p>meet teaching assignments.</p> <p>Add an additional lecturer position.</p> <p><u>Action 3 Process Metrics</u></p> <p>Increase the number of courses available to students via distance learning.</p> <p>Explore the need and feasibility of alternative scheduling courses such as weekend courses.</p> <p>Enhance recruitment efforts for off campus programs.</p>	
<p>Goal 3: Cultivate a Robust Research and Creative Environment</p> <ul style="list-style-type: none"> <i>Continue to establish the College of Social Work as a center for research and creative work in partnership with government agencies, communities, and other pre-eminent universities.</i> 		
<p>ACTIONS AND TACTICS</p>	<p>PROCESS METRICS AND ACTIONS TO COMPLETE</p>	<p>UK – COSW 2020 OUTCOMES</p>
<p>Action 1: Promote a culture of research excellence</p> <p>Tactic 1.1 Establish metrics by which individual and group research productivity will be quantified.</p> <p>Tactic 1.2: Develop and strengthen the research infrastructure</p> <p>Tactic 1.3: Promote collaboration within the college by identifying and strengthening partnerships of</p>	<p><u>Action 1 Process Metrics</u></p> <p>Develop metrics for faculty scholarship and productivity in research</p> <p>Develop a plan for creating a sustainable research infrastructure that provides concrete support for research efforts of faculty.</p> <p>Develop templates/stock narrative for grant applications.</p> <p>Website improved to highlight faculty and</p>	<p><u>Action 1 Results Metrics</u></p> <p>Increase faculty, staff, and student scholarship in the areas of grant submissions, publications, and presentations.</p> <p><u>Action 2 Results Metrics</u></p> <p>Increase the number of grant applications to various funding agencies including local, state, and federal levels.</p> <p>Increase the number of cross-college</p>

<p>research excellence among individuals and/or centers</p> <p>Tactic 1.4: Expand communications about funding and research opportunities across the college.</p> <p>Tactic 1.5: Encourage research-related faculty mentorship of students</p> <p>Tactic 1.6: Increase incentives for research productivity and collaborative endeavors</p> <p>Tactic 1.7: Pursue faculty hires who can successfully contribute to research within CoSW.</p> <p>Action 2: Diversify research funding streams</p> <p>Tactic 2.1: Increase funding competitiveness</p> <p>Tactic 2.2: Pursue DOD and other federal funding opportunities related to faculty and center expertise</p> <p>Tactic 2.3: Increase corporate and foundation funding</p> <p>Tactic 2.4: Engage in a targeted effort to increase local and state funding through service and evaluation contracts</p> <p>Action 3: Promote research efforts with a high impact on the community</p> <p>Tactic 3.1: Maintain focus on rural Kentuckians and other diverse, vulnerable populations</p> <p>Tactic 3.2: Engage in applied and translational research and promote these efforts.</p>	<p>staff interest, areas of expertise</p> <p>Reconsider the role of graduate students in the research initiative. Develop ways to structure that role so that it meets both the research and educational missions of college.</p> <p><u>Action 2 Process Metrics</u></p> <p>Enhance opportunities for faculty to maximize their contributions to the overall mission of the College by focusing on areas of strength for each faculty member.</p> <p>Faculty will increase efforts in cross-college collaborations, consultation, workshops, and pilot studies to grow funding opportunities.</p> <p><u>Action 3 Process Metrics</u></p> <p>Identify and capitalize on existing and emerging research strengths of the college to align with community and economic development goals</p> <p>Mentor students in presenting research at conferences.</p> <p>Form a grant writing group for students with an interest.</p>	<p>collaborations on grant submissions.</p> <p>Increase the number of successful grant awards.</p> <p>Increase the number of successful pilot studies completed</p> <p><u>Action 3 Results Metrics</u></p> <p>Increase the number of research proposals with high applied/translation impact</p> <p>Increase the number of research proposals with identified community partnerships/ community engagement applications</p> <p>Increase the number of publications/presentations submitted by students</p>
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Goal 4: Foster a Positive Work Environment for Faculty and Staff

- Promote a meaningful, collaborative, positive work environment for our faculty and staff by identifying ways to invest in our people and to promote quality and diversity.

ACTIONS AND TACTICS	PROCESS METRICS AND ACTIONS TO COMPLETE	UK – COSW 2020 OUTCOMES
<p>Action 1: Strengthen and support our talent</p> <p>Tactic 1.1: Support professional development of faculty and staff at all career stages</p> <p>Tactic 1.2: Promote work-life effectiveness</p> <p>Tactic 1.3: Recognize outstanding efforts and contributions of faculty and staff</p> <p>Tactic 1.4: Enhance the COSW work environment.</p> <p>Tactic 1.5: Promote and advance competent faculty and staff.</p> <p>Action 2: Ensure a culture of mutual accountability and ethics.</p> <p>Tactic 2.1: Communicate clear performance review criteria and expectations</p> <p>Tactic 2.2: Track faculty productivity and recognize awards</p> <p>Tactic 2.3: Train faculty and staff on best practices, including leadership.</p> <p>Tactic 2.4: Improve communication between all areas in the college (leadership, faculty, staff, and centers)</p>	<p><u>Action 1 Process Metrics</u></p> <p>Complete an assessment of the work environment facilitated by iWin.</p> <p>Increase the number of faculty and staff with completed professional development goals on their performance evaluations.</p> <p>Increase the percentage of faculty and staff participating in CELT, HR, or other campus avenues of professional development.</p> <p>Increase team building opportunities.</p> <p><u>Action 2 Process Metrics</u></p> <p>Develop staff evaluation tracking that uses accountable ways to assign Job Standards and evaluate success according to assignment</p> <p>Increase the number of faculty and staff contributing to research and grant funding</p> <p>Increase the avenues through which staff can contribute to discussions and decisions that concern the activities of the college.</p> <p><u>Action 3 Process Metrics</u></p>	<p><u>Action 1 Results Metrics</u></p> <p>Increase the percentage of eligible employees participating in activities of professional development.</p> <p>Increase the number of faculty and staff nominated for university and external awards.</p> <p><u>Action 2 Results Metrics</u></p> <p>Increase the percentage of faculty and staff participating in campus based best practice or leadership trainings.</p> <p><u>Action 3 Results Metrics</u></p> <p>Fill vacant positions with qualified faculty and staff as a result of a national search.</p>

<p>Action 3: Employ best practices in recruiting and hiring national and international talent that support our goals.</p> <p>Tactic 3.1: Engage in best practices to attract diverse faculty and staff</p> <p>Tactic 3.4: Increase national recruitment of professional staff and faculty</p> <p>Tactic 3.3: Increase number of Named Professorships and other rewards</p>	<p>Advertise available faculty positions in venues with a national/international reach, including national conferences.</p> <p>Utilize national conferences for faculty recruitment by sending current faculty representative(s) to identify/recruit potential new faculty.</p> <p>Increase the information available on the college website that is specifically targeted toward recruitment of new faculty, professional staff and students.</p>	
<p>Goal 5: Enhance our role as an inclusive place of collaboration for people of all identities</p> <ul style="list-style-type: none"> <i>Further diversify the campus's ideas and people and intentionally facilitate dialogue and mutual understanding.</i> 		
ACTIONS AND TACTICS	PROCESS METRICS AND ACTIONS TO COMPLETE	UK – COSW 2020 OUTCOMES
<p>Action 1: Foster a diverse community of engaged citizens</p> <p>Tactic 1.1: Hire/appoint an individual responsible for marketing functions, which includes the development of a plan for recruiting diverse students.</p> <p>Tactic 1.2: Identify annual diversity goals, activities, and operational changes to strengthen the College's commitment to diversity and to cultivate the spirit of inclusion.</p>	<p><u>Action 1 Process Metrics</u></p> <p>Identify specific annual college diversity specific goals and activities via the leadership of the Diversity committee.</p> <p>Expand faculty and students involvement in international research and educational programs.</p> <p>Maintain and increase the diversity of students (ethnicity and gender) enrolled in the college.</p> <p>Regularly reach out to organizations and other</p>	<p><u>Action 1 Results Metrics</u></p> <p>Increase the number of diversity related activities/initiatives spearheaded by College of Social Work faculty, staff, and/or students.</p> <p>Increase the diversity of students enrolled in the College of Social Work.</p> <p><u>Action 2 Results Metrics</u></p> <p>Increase the number of college faculty and staff participating in community and campus</p>

<p>Tactic 1.3: Develop infrastructure that expands international research and travel (e.g., education abroad programs) and promotes international collaboration.</p> <p>Action 2: Integrate global perspectives into the College.</p> <p>Tactic 2.1: Professional development opportunities for faculty and staff to engage with and increase knowledge of diversity issues and goals.</p> <p>Tactic 2.2: Active integration of international students.</p>	<p>colleges to talk about college of social work.</p> <p><u>Action 2 Process Metrics</u></p> <p>Increase involvement of college faculty and staff participating in community and campus workshops and programs to increase diversity knowledge and skills.</p> <p>Expand resources to support international students and encourage interaction with other community and other students.</p>	<p>workshops and programs.</p> <p>Increase opportunities for COSW student to interact with international students.</p>
<p>Goal 6: Ensure a Meaningful Impact on the Commonwealth and the Community</p> <ul style="list-style-type: none"> <i>Determine the most impactful outreach and engagement activities to serve the Commonwealth of Kentucky, and measure and report our impacts.</i> 		
ACTIONS AND TACTICS	PROCESS METRICS AND ACTIONS TO COMPLETE	UK – COSW 2020 OUTCOMES
<p>Action 1: Enhance COSW website to better disseminate information about our research, Centers, faculty, and areas of expertise.</p> <p>Tactic 1.1: seek new partnerships with other colleges, universities, agencies, etc to increase grant and contract opportunities.</p> <p>Action 2: Continue to promote and support research and related activities that provide meaningful and useful information to the commonwealth (TRC, program evaluation, etc.)</p>	<p><u>Action 1 Process Metrics</u></p> <p>Strengthen existing and establish new partnerships with those who have similar areas of interest related to grant and service funding.</p> <p>Revise website to better disseminate COSW research, educational opportunities, and highlight staff and faculty expertise.</p> <p><u>Action 2 Process Metrics</u></p> <p>Increase the venues through which the College’s research endeavors are shared with</p>	<p><u>Action 1 Results Metrics</u></p> <p>Increase the amount of grant funding generated to support research and service activities through partnership with other colleges/agencies.</p> <p><u>Action 2 Results Metrics</u></p> <p>None at this time.</p> <p><u>Action 3 Results Metrics</u></p> <p>Increase the number of professionals attending</p>

<p>Tactic 2.1: Make our research available to the community at a local and state level, as well as nationally.</p> <p>Tactic 2.2: Incorporate engaged and translational research approaches when practicable.</p> <p>Action 3: Expand the COSW continuing education opportunities</p> <p>Tactic 3.1: Develop and increase certificate and CEU opportunities for social workers in the commonwealth.</p> <p>Tactic 3.2: Identify innovative academic initiatives that no other COSW in state offers.</p> <p>Tactic 3.3: Increase face-to-face and online attendance for CEU programming.</p> <p>Tactic 3.4: Increase access to the clinical concentration for off campus/out of state students.</p>	<p>others (e.g. website, agency trainings, local and state conferences).</p> <p>Video guest lectures/lecture series for possible online CEU or PR, etc.</p> <p><u>Action 3 Process Metrics</u></p> <p>Increase the accessibility and relevance of CEU course offerings (e.g. alternative scheduling, practice site packaging, other fields and on-line programming).</p> <p>Increase COSW faculty involvement in presentation of CEU offerings.</p> <p>Explore areas of interest for graduation education that currently is not being offered by us or other in state colleges (e.g. graduate certification or concentration with focus on management and leadership specific to non-profit).</p> <p>Explore strategies through which the COSW can assist in tuition cost reduction to out-of state MSW students.</p>	<p>CEU course offerings.</p> <p>Increase the number of faculty and professional staff participating in offering CEU programming.</p>
<p>Goal 7: Develop a Strong and Sustainable COSW Infrastructure</p> <ul style="list-style-type: none"> Revitalize the College and develop a strong and sustainable financial system to support our students, faculty, and staff. 		
<p>ACTIONS AND TACTICS</p>	<p>PROCESS METRICS AND ACTIONS TO COMPLETE</p>	<p>UK – COSW 2020 OUTCOMES</p>
<p>Action 1: Technology used in a way that benefits COSW students, faculty and staff</p> <p>Tactic 1.1: Continue work of IT Taskforce to</p>	<p><u>Action 1 Process Metrics</u></p> <p>Update the website so that information is easier to locate for students, faculty</p>	<p><u>Action 1 Results Metrics</u></p> <p>Increase access to technology in TRC classroom space.</p>

<p>identify IT priorities and goals for the College in the areas of Academics, Research, Administration and Centers.</p> <p>Tactic 1.2: Update TRC classrooms to increase the potential for student learning.</p> <p>Tactic 1.3: Develop online and distance learning course options for educational programming.</p> <p>Action 2: Secure collective space for the COSW</p> <p>Tactic 2.1: The Dean’s Office to continue to explore options for locating the College in space that would accommodate all faculty, staff, and provide space for students.</p> <p>Action 3: Better branding for the COSW</p> <p>Tactic 3.1: Strengthen academic branding for the college.</p>	<p>community members.</p> <p>Research cost and feasibility of adding Wi-Fi and smart boards to TRC classrooms.</p> <p>Identify and develop appropriate courses into on-line and distance learning formats to increase accessibility.</p> <p>Expand faculty, adjunct and part time instructor knowledge of technology options and opportunities to deliver materials and/or courses through various technology.</p> <p><u>Action 2 Process Metrics</u></p> <p>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 and student space.</p> <p><u>Action 3 Process Metrics</u></p> <p>Conduct focus groups with students, community and college partners for input on marketing strategies and branding.</p> <p>Engage in targeted student recruitment to increase return on marketing activities.</p>	<p>Increase the number of courses available to students via on-line or distance learning (especially in the MSW program)</p> <p><u>Action 2 Results Metrics</u></p> <p>Increase the amount of office and student accessible space available to the College.</p> <p><u>Action 3 Results Metrics</u></p> <p>Implement a branding campaign for the college.</p> <p>Recruit and hire a recruitment professional.</p>
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