**Strategic Plan**

**California State University, Long Beach**

**School of Social Work**

***Innovation in Educational Excellence***

**2012 – 2015**

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*Only 4 CSWE EP Statements not cross referenced: 2.1.7-HBSE, 2.1.8-Policy, 3.4-Admin Structure, and 4.0-Assessment.*

INTRODUCTION FROM THE STRATEGIC PLANNING COMMITTEE

We are very pleased to share the School of Social Work Strategic Plan FY 2012-2015. This plan is the result of a year of hard work by the faculty, students and staff of our School. This Strategic Plan sets the stage for the future development of the School of Social Work and marks the beginning of an ongoing and inclusive planning process. The Strategic Plan sets the direction of the School for its next three-year cycle. The Committee was committed to ensuring that strategic initiatives and goals set forth in the Strategic Plan respond to and support the School’s newly developed Vision, governing values, and revised Mission statement, all of which resulted from the year-long planning process and have been approved by the faculty.

Our School of Social Work addresses community challenges related to child welfare, mental health, health care, substance use, poverty, homelessness, domestic violence, a growing elder population, and social change. We educate students for micro and macro practice and leadership in government agencies, non-profit organizations, schools and non-traditional settings. As we plan to meet the emerging challenges facing vulnerable populations, we are also stabilizing and improving our internal infrastructure to build additional capacity and supports within our School.

Our Strategic Plan will also serve as a parallel process for reaccreditation. This document is evolving and, over time, will involve additional stakeholders (advisory boards, etc.) but is designed to set the School’s broad strategic directions. Although there are many important activities at the School, this planning document focuses on four areas of strategic emphasis. As we build on the success of this current plan, detailed work-plans and longer term goals will be developed by the individuals or groups responsible for implementing the plan. It is expected that, although specific individuals or groups are attached to each goal, all faculty and staff will be included in the process. Since our plan links closely to our university’s strategic plan, its successful implementation will strengthen both the School of Social Work and the California State University, Long Beach.

The Strategic Planning Committee would like to extend its thanks to all of the students, faculty, staff, alumni, and field instructors who participated in the development of the plan. It is strengthened by the input of key stakeholders who are committed to ensuring the excellent reputation of the School of Social Work is maintained and enhanced.

Julie O’Donnell, Chair James Ferreira

Marilyn Potts Jeff Koob

Joy Rubin Lisa Jennings

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**BRIEF HISTORY OF SCHOOL OF SOCIAL WORK**

The School of Social Work started as an undergraduate program. Social work courses had been a part of the University since it was founded in 1949. In 1958, a Social Welfare major was implemented and, in 1970, Social Welfare became a separate department. The professional BASW program was implemented in September, 1975. The first students graduated from the new program in June, 1977. CSWE awarded accreditation to the program retroactive to July 1, 1975. In Spring 1979, the program name was changed to Social Work, although the degree title remained Bachelor of Arts in Social Welfare until 1986, when the degree name was changed to Bachelor of Arts in Social Work.

Building on this already well-established Bachelor’s program, the Master of Social Work Program emerged in 1985. The MSW program was accredited retroactively from 1985, and the first class graduated in 1987. Within five years the program had grown to be one of the largest graduate programs on our campus. The MSW program currently has multiple program models; Advance Standing, Full-time, Part-time, and Distance Education. The program has two concentrations, Children, Youth and Families, and Older Adults and Families. Currently the School of Social Work serves 99 undergraduate and 448 graduate students.

**DESCRIPTION OF STRATEGIC PLANNING PROCESS**

In Fall of 2011, the School of Social Work started a strategic planning process. The Committee drafted a time-line for the development and completion of the plan which was approved by the faculty. The first data collected was from faculty and staff (N = 42) to identify the underlying values of our School. Data was also collected on strengths, limitations, and future directions. This data was then analyzed and discussed with the full faculty to determine our guiding values.

Next, the Committee developed on-line surveys to collect data from alumni (N = 83) and field instructors (N = 75). In addition, the surveys were distributed to field instructors during a training. The majority of these surveys used the EPAS from the Council on Social Work Education to help evaluate how well the School was reaching its mission and the relative importance of each standard. Open-ended questions collected information on strengths, limitations, future directions, and fields of practice. This data was then analyzed by Committee members and presented to the faculty for discussion.

Five focus groups were held for BASW and MSW students. The groups were facilitated by students who had received training on the process. Thirty-seven students participated. The focus groups were audiotaped and then transcribed for analysis. The same questions were put in an on-line survey for distance education students and on-campus students who were unable to participate in the groups. Seven students responded to the on-line survey. After the analysis was complete, the Committee presented the information to the faculty for discussion.

All of this information was then synthesized to identify School of Social Work strengths, limitations, opportunities and threats. It also, along with monthly faculty meeting discussions, was used by the Committee to identify guiding values and themes for the Vision and Mission statements. Draft Vision, Mission and Goals and Objectives were presented to the faculty for discussion. The Committee then used this feedback to revise and strengthen each component of the plan.

Data were compiled and presented during strategic planning discussions at Fall, 2011 faculty meetings and used as a starting point for a one-day faculty retreat in January 2012 to identify strategic issues for the School of Social Work. This document is a product of this process.

The Strategic Planning Committee completed its work in April, 2012. The School of Social Work faculty considered the Plan throughout Spring, 2012 faculty meetings, and in April, 2012, accepted the plan for implementation, effective 2012-2013 academic year.

**School of Social Work Vision and Mission**

Our **Vision** is to be California’s most innovative and student-centered School of Social Work; a place where academic excellence, ethics, diversity and the pursuit of social justice are embraced by faculty and students to enhance the lives of vulnerable and oppressed populations.

Our **Mission** is to: *(EP 1.0)*

Educate and graduate diverse, ethical, competent social work students able to think critically and use evidence-based practice approaches to effectively serve culturally-diverse, vulnerable individuals, families, and communities in a wide variety of practice areas as practitioners, leaders, and social justice advocates.

Engage in collaborative, community-based research that will enhance the wellbeing of vulnerable populations and disadvantaged communities, improve service delivery systems, and contribute to social work knowledge.

Provide meaningful service to the community and the profession through the development of ongoing relationships with grassroots community leaders, community-based, non-profit organizations, governmental organizations, and foundations.

LINKING SCHOOL OF SOCIAL WORK STRATEGIC PLANNING WITH UNIVERSITY PLAN *(EP 1.2)*

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| CSULB (1) | School of Social Work |
| **Guiding Vision**  California State University, Long Beach is committed to changing lives by expanding educational opportunities, championing creativity, and preparing leaders for a changing world.  **Envisioned Future**  CSULB is committed to being an outstanding  [teaching-intensive, research-driven](http://www.csulb.edu/divisions/aa/provost/vision/index.html#teachingintensive) university that emphasizes [student engagement](http://www.csulb.edu/divisions/aa/provost/vision/index.html#studentengagement), [scholarly and creative achievement](http://www.csulb.edu/divisions/aa/provost/vision/index.html#scholarlycreatve), [civic participation](http://www.csulb.edu/divisions/aa/provost/vision/index.html#communityengagement), and [global perspectives](http://www.csulb.edu/divisions/aa/provost/vision/index.html#globalperspectives). | **Vision**  Our vision is to be California’s most innovative and student-centered School of Social Work; a place where academic excellence, ethics, diversity and the pursuit of social justice are embraced by faculty and students to enhance the lives of vulnerable and oppressed populations. |
| **Core Values**   * Educational Opportunity * Excellence * Diversity * Integrity * Service | **Values** *(EP 1.1)*   * Academic Excellence * Quality in Teaching * Inclusion and Diversity * Commitment to vulnerable populations * Pursuit of Social Justice |
| **University Mission**  California State University, Long Beach is a diverse, student-centered, globally-engaged public university committed to providing highly-valued undergraduate and graduate educational opportunities through superior **teaching, research**, creative activity and **service** for the people of California and the world.  **Core Purpose**  To graduate students with highly valued degrees. | **Mission** *(EP 1.0)*  **Educate** and graduate diverse, ethical, competent social work students able to think critically and use evidence-based practice approaches to effectively serve culturally-diverse, vulnerable individuals, families, and communities in a wide variety of practice areas as practitioners, leaders, and social justice advocates. *(EP 2.1.1, 2.1.2, 2.1.3, 2.1.6, and 2.1.10)*  Engage in collaborative, community-based **research** that will enhance the well-being of vulnerable populations and disadvantaged communities, improve service delivery systems, and contribute to social work knowledge.  *(EP 2.1.6)*  Provide meaningful **service** to the community and the profession through the development of ongoing relationships with grassroots community leaders, community-based, non-profit organizations, governmental organizations, and foundations. |

(1) Academic Affairs Mission, Vision and Values. [http://www.csulb.edu/divisions/aa/planning enrollment /strategicplanning.html](http://www.csulb.edu/divisions/aa/planning%20enrollment%20/strategicplanning.html). Retrieved February 23, 2012.

(2) California State University Long Beach, Strategic Priorities and Goals 2011-14. <http://www.csulb.edu> /divisions /aa/planning\_enrollment/strategicplanning.html. Retrieved February 23, 2012.

**STRATEGIC INITIATIVES, GOALS AND OBJECTIVES**

**Strategic Initiative #1 – Academic Excellence**. Provide an innovative and inspiring educational environment that is responsive to a changing student population and practice context to students positioned for success as professionals and leaders.

***Primary University Strategic Priority cross-reference:***

*Academic Quality*: While teaching excellence is the core of the campus mission, excellence in research and creative activities strengthen academic programs and add “high value” to CSULB degrees. The campus emphasizes student engagement through undergraduate and graduate student research, artistic and creative expression, academic internships, service learning, and international opportunities. CSULB uses evidence about student learning to continuously improve curricula and pedagogies. (2)

***Secondary University Strategic Priority cross-reference:***

*Student Success:* CSULB’s core academic purpose is to graduate students with highly-valued degrees. In recent years, the campus has attained historically high freshman graduation rates with the most diverse student population ever, capping a decade of improvement. The campus aims to continue supporting and improving student success and closing achievement gaps for low income and underrepresented students. (2)

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| **Goal 1:** Attract, recruit and admit an outstanding and diverse body of MSW students and effectively provide educational access to qualified students. | **Primary Responsibility:** Associate Director of Admissions and Student Services |
| Key Objective:   1. Revise and strengthen Admissions process. (May, 2012 – August, 2012) *(EP 3.2)* 2. Plan and implement Admission Open House (September, 2012 – January, 2013) 3. Develop relationships and engage in collaborative problem-solving with university Admissions Offices to streamline communication and admissions procedures (September 2012 – September, 2014 4. Integrate and enhance the use of technology in the Admissions process (June, 2012 – August – 2014 5. Revise Admissions outreach and application procedures to reflect changes in School of Social Work curriculum and programs (January, 2013 – May, 2014) | |

| **Goal 2:** Strengthen implementation of a BASW and MSW curriculum that is relevant to ever evolving societal demands, practice needs and student needs.  *(EP 2.1.9)* | **Primary Responsibility**: Curriculum Committee |
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| Key Objectives:   1. Complete a comprehensive review of MSW program structure (models and concentrations). (May, 2012 – September, 2012) *(EP 3.4)*   Key Objectives (continued):   1. Complete a comprehensive review of MSW and BASW curriculum and revise as appropriate. (September, 2012 – May, 2013)  * Conduct curriculum retreat. * Integrate CSWE Educational Policy and Accreditation Standards to ensure students acquire and demonstrate competencies relevant to the goals and purpose of the BASW and MSW curriculum. *(EP 2.1)* * Infuse critical thinking content throughout undergraduate and graduate programs. *(EP 2.1.3)* * Integrate evidence-based practice and research content to promote research-informed curriculum. *(EP 2.1.6)* * Integrate diversity and social justice content throughout curriculum to ensure topics of diversity, racism, oppression and privilege are included. *(EP 2.1.4 and EP 2.1.5)* * Define advanced generalist practice components (foundation and specialized content areas). *(EP 2.0, EP B2.2 and EP M2.2)* * Ensure integration between classroom teaching and fieldwork *(EP 2.3)*  1. Explore increased use of technology and distance learning in the design of programs that support non-traditional students. (January, 2013 – May, 2013) | |

**Strategic Initiative #2 – Research and Development**. Enhance the scholarly profile of the School of Social Work through continued enhancements to support faculty research and creative activity. *(EP 2.1.6)*

***Primary University Strategic Priority cross-reference:***

*Academic Quality* [same text as above] (2)

***Secondary University cross-reference:***

Campus Planning Area 7 – Research, Scholarly and Creative Activities. (2)

| **Goal 3:** Establish and increase financial support for research, grants, and contracts.  **Goal 4:** Increase collaborative faculty and student involvement in research and creative activity that contributes to local and regional communities.  **Goal 5:** Communicate research findings and program evaluation outcomes to internal and external communities. | **Primary Responsibility:** Establish a New Committee or Task Force. |
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| Key Objectives:   1. Complete an inventory of faculty research activities to identify areas of strengths and similar interests in research within the School of Social Work. (January, 2013 – February, 2013)  * Identify areas of individual faculty expertise. * Explore other Social Work programs to determine available research supports to identify areas to develop School of Social Work competitive advantages. * Explore local, state, regional and federal research opportunities in relation to emerging areas of strength. * Identify areas of unique research strengths, needs and opportunities for School of Social Work.  1. Promote and develop collaborative research partnerships for faculty. (February, 2013 –May, 2013)  * Create and strengthen collaborations with faculty members within the School of Social Work; identify affiliation/affinity groups among faculty. * Create and strengthen interdisciplinary collaborations with faculty within CHHS. * Identify community-based agency representatives to provide opportunities for collaboration and information-sharing.   Key Objectives (continued):   1. Promote collaborative research partnerships for students. (February, 2013 – May, 2013)  * Develop agency-based research opportunities. * Increase opportunities for students to be connected to faculty research.  1. Continue to examine and address faculty workload to support professional development as much as possible with available resources. (September, 2013 – January, 2014) *(EP 3.5)* 2. Explore financial and other resources to build research infrastructure (center, hub) to coordinate research opportunities, collaborations, and dissemination strategies (lectures, symposia, trainings, conferences, etc.) (January, 2014 – May, 2015) *(EP 3.5)* | |

**Strategic Initiative #3 – Community Partnerships.** Create and maintain community partnerships through School of Social Work community service which strengthens communities, community organizations, and social systems in Long Beach, its surrounding areas, and throughout the state of California. *(EP 1.2)*

***Primary University Strategic Priority cross-reference:***

*Academic Quality* [same text as above] (2)

***Secondary University cross-reference*:**

Campus Planning Area 8 – External Support and Community Relations. (2)

| **Goal 6:** Become more productively partnered with our local community through advocacy, service and research projects.  **Goal 7:** Expand branding effort and design and launch a community service, visibility and communication plan that highlights the vision, mission and accomplishments of the School of Social Work. | **Primary Responsibility:** Director, School of Social Work |
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| Key Objectives:   1. Re-engage Community Advisory Board. (September, 2012 -December, 2012)   -Include community input into curriculum reform and field practices   1. Create a Community Development Board. (September, 2012 - December, 2012) 2. Define key elements of community service plan. (January, 2013 – May, 2013)  * Define community at university, Long Beach and Greater Los Angeles areas * Complete an inventory to identify current student-faculty-school service activities * Define indicators of community service and faculty expectations for service * Assess School’s ability to address community needs * Identify key community partner relationships * Increase outreach activities and community partnerships for faculty and students to enhance Social Work visibility.  1. Ensure visibility and marketing plan captures positive reputation of exceptional faculty, students and staff to increase willingness of donors to invest in the School of Social Work. (January, 2013 – March, 2013)   -Develop new logo inclusive of the brand  Key Objectives (continued):   1. Explore financial and other necessary resources to build a “community clearinghouse” responsible for coordinating and promoting community service, outreach and collaborations, and developing mechanisms for implementation of partnerships. Identify structure and resources needed to implement community service plan. (March, 2013 – March, 2014) 2. Strengthen alumni relations and connections with NASW, LB chapter. (January, 2013 – May, 2013) 3. Continue to develop and expand diverse agency placements for fieldwork. (September, 2013 – May, 2013) | |

**Strategic Initiative #4 – Organizational Culture.** Foster a spirit of community within the School of Social Work. *(EP 3.0)*

***Primary University Strategic Priority cross-reference:***

*Campus Life:* “Beach Pride is a hallmark of CSULB’s diverse students, staff, faculty and alumni. The University enjoys an inclusive culture of respect, collegiality and civility and strives always to promote respect for all, support for diverse perspectives, opportunities to engage in controversial issues with collegiality and respect, and opportunities for service to others. “(2)

***Secondary University cross-reference*:**

Campus Planning Area 1 – Quality of Faculty and Staff. (2)

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| **Goal 8:** Instill an enhanced sense of pride, regard and commitment to the School of Social Work among faculty, staff, students and alumni by investing in our human resources and creating a positive physical environment. *(EP 3.2 and EP 3.3)* | **Primary Responsibility:** Director, School of Social Work |
| Key Objectives:   1. Create an environment that enhances faculty, staff and student interaction. (September, 2012 – May, 2013) 2. Develop and maintain a faculty mentoring program. (January 2013 – May 2013) 3. Foster an environment that provides support, rewards and recognition for high performance and multiple pathways for demonstrating excellence. (January, 2013 – December, 2013) *(EP 3.3)* 4. Create a comprehensive diversity plan that builds an inclusive environment among faculty, staff and students. (January, 2014 – December, 2014) *(EP 3.1)*  * Explore formation of a standing diversity committee (integrate diversity in curriculum, community engagement activities, identify new ways for cultural exchange, facilitate discussions among faculty, develop lecture series). * Hiring and appointing diverse faculty and staff at all levels. * Continue to increase diversity in recruitment of students and scholarship awards. | |