Strategic Plan
California State University, Long Beach
School of Social Work
Innovation in Educational Excellence

2015 – 2018

INTRODUCTION FROM THE STRATEGIC PLANNING COMMITTEE
We are very pleased to share the School of Social Work Strategic Plan FY 2015-2018. This plan builds on the work and strategic plan created for 2012 - 2015. 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 Vision, Mission and governing values.

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 serves 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 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
Susan Salas
Mimi Kim

James Ferreira
Jo Brocato
Judy Green
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; Advanced Standing, Full-time, Part-time, and Distance Education. The program has three new Concentrations; Child and Family Wellbeing, Integrated Health and Adulthood and Aging. Currently the School of Social Work serves 99 undergraduate and 554 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. The Strategic Planning Committee revised the plan during the Spring of 2015 and the faculty accepted the new three-year plan in May, 2015. This new plan revises and moves forward the initial Strategic Plan, while keeping the same areas of emphasis identified in the original planning process. For the 2015 – 2018 Strategic Plan, committee members met monthly, inviting key people to provide input into various initiatives. New goals and benchmarks were developed within the committee and were then approved by the faculty in May, 2015.

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:

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.

Specific mission for the MSW and BASW program will be created within this strategic planning cycle.
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<tr>
<th>CSULB (1)</th>
<th>School of Social Work</th>
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<tr>
<td><strong>Guiding Vision</strong>&lt;br&gt;California State University, Long Beach is committed to changing lives by expanding educational opportunities, championing creativity, and preparing leaders for a changing world.</td>
<td><strong>Vision</strong>&lt;br&gt;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.</td>
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<td><strong>Envisioned Future</strong>&lt;br&gt;CSULB is committed to being an outstanding teaching-intensive, research-driven university that emphasizes student engagement, scholarly and creative achievement, civic participation, and global perspectives.</td>
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<td><strong>Core Values</strong>&lt;br&gt;- Educational Opportunity&lt;br&gt;- Excellence&lt;br&gt;- Diversity&lt;br&gt;- Integrity&lt;br&gt;- Service</td>
<td><strong>Values</strong>&lt;br&gt;- Academic Excellence&lt;br&gt;- Quality in Teaching&lt;br&gt;- Inclusion and Diversity&lt;br&gt;- Commitment to vulnerable populations&lt;br&gt;- Pursuit of Social Justice</td>
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<td><strong>University Mission</strong>&lt;br&gt;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.</td>
<td><strong>Mission</strong>&lt;br&gt;<strong>Educate</strong> 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.</td>
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<td><strong>Core Purpose</strong>&lt;br&gt;To graduate students with highly valued degrees.</td>
<td>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.</td>
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<td>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.</td>
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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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<tr>
<th>GOAL 1A: Attract and recruit an outstanding and diverse body of BASW and MSW students and effectively provide educational access to qualified students.</th>
<th>Primary Responsibility: Director of Admissions</th>
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<tr>
<td>GOAL 1B: Admit and retain an outstanding and diverse body of MSW students and effectively provide educational access to qualified students.</td>
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Goal 1A
- Enhance Admissions and recruitment materials for Fall 2016 Admissions cycle (June 2015 – September 2016)
  - Revise informational and application materials to improve accessibility for all prospective applicants
  - Reorganize admissions website to promote ease-of-use and simplify the admission requirements and application procedures (Completed 11/15)
  - Design a virtual presentation for applicants to access via website (Completed 11/15)
  - Revise recruitment presentation for information meetings to reduce redundancy and promote greater interaction with prospective applicants (Completed 11/15)
  - Develop promotional materials for distribution at recruitment events
- Develop strong partnerships and alliances with other campus offices, student organizations, and community colleges (September 2015 – August 2017)
<table>
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<tr>
<th>Goal 1B</th>
<th>1. Develop and administer a survey to alumni to identify the value propositions of the BASW and MSW programs (June 2015 – December 2017)</th>
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<td>2. Develop recruitment strategies designed to attract high-quality BASW and MSW students (September 2015 – January, 2017)</td>
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<td>3. Devise a marketing plan that promotes the School of Social Work’s visibility and recruitment efforts (September 2016 – May 2017)</td>
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**GOAL 1B**

- Revise admission and application requirements to include criteria essential to identify high-quality candidates and revise assessment forms to promote more consistent evaluation (February 2015 – October 2015) *(MSW Completed 11/15)*

- Investigate attrition patterns and ways to improve retention (June 2015 – August 2015)
  - Review statistical records *(Completed 11/15)*
  - Develop and administer a survey to admitted applicants to identify retention issues and opportunities for improvement

- Calculate average review times for the last two admission cycles and identify opportunities to reduce review times in order to facilitate more timely admission decisions and reduce attrition of high-quality candidates (July 2015 – September 2015) *(Completed 11/15)*

- Coordinate with University offices to establish earlier application deadlines in order to facilitate more timely admission decisions and reduce attrition of high-quality candidates (March 2015 – October 2015) *(Completed 11/15)*
  - Evaluate options for web-based application services and prepare a cost-benefit analysis for review (October 2015 – May 2016)
  - Develop a plan to convert manual admission process to online process (October 2015 – October 2018)

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**Goal 2a: Strengthen implementation of a BASW curriculum that is relevant to ever evolving societal demands, practice needs and student needs.**

**Goal 2b: Strengthen implementation of a MSW curriculum that is relevant to ever evolving societal demands, practice needs and student needs.**

**Primary Responsibility:**

Curriculum Committee
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<th>Goal 2a: Strengthen implementation of a BASW curriculum that is relevant to ever evolving societal demands, practice needs and student needs.</th>
<th><strong>Primary Responsibility:</strong> Curriculum Committee</th>
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<tr>
<td>Goal 2b: Strengthen implementation of a MSW curriculum that is relevant to ever evolving societal demands, practice needs and student needs.</td>
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**Goal 2a**

- Systematically review all BASW syllabi to review course content and gaps and emerging needs (June, 2015 – May, 2016) *(Completed 6/16)*

- Align with BASW content with foundation content (June, 2015 – May, 2016) *(Completed 6/16)*

- Align all BASW classes with EPAS standards (June, 2015 – September, 2016) *(Completed 6/16)*

- Define generalist practice and ensure alignment with the MSW foundation year *(Completed 11/15)*

- Ensure integration between classroom teaching and field (February, 2016 – May, 2018)

- Identify priority electives (January, 2016 – May, 2016)

**Goal 2b**

- Integrate new EPAS course competencies and practice behaviors in all MSW classes (June, 2015 – May, 2016) *(Completed 9/17)*

- Identify priority electives (January, 2016 – May, 2016)

- Complete syllabi for three new elective courses (March, 2016 – December, 2018)

- Hold a Curriculum Retreat to review new curriculum (December, 2017)

- Review assessment material and revise courses as indicated (January, 2017 – May, 2017) *(Completed 10/17)*

- Increase of use of technology during course construction that supports student engagement (January, 2016 – May, 2018)
Goal 2a: Strengthen implementation of a BASW curriculum that is relevant to ever evolving societal demands, practice needs and student needs.

Goal 2b: Strengthen implementation of a MSW curriculum that is relevant to ever evolving societal demands, practice needs and student needs.

Primary Responsibility: Curriculum Committee

- Ensure integration between classroom teaching and field (February, 2016 – May, 2018)

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.

Goal 3: Promote awareness of faculty research projects and publications and disseminate collaborative, meaningful research and scholarship that supports well-being of vulnerable populations, improves service delivery systems, and contributes to social work knowledge.

Primary Responsibility: Research Task Force

Activities

Develop a communications plan to share faculty research results and other school activities with the community

- Develop a faculty research “showcase” webpage which highlights one faculty’s research and other school activities (May, 2015 – May, 2018)
  - Identify components to be included on faculty research webpage
  - Develop a rotation schedule (monthly, bi-monthly, quarterly) and a process for identifying faculty selected for faculty research webpage
  - Upload/Implement faculty research webpage
  - Maintain faculty research showcase webpage
- Maintain a faculty research display-case in the School of Social Work main breezeway for “showcased” faculty with a rotation schedule that mirrors webpage (May, 2015 – May 2018) (Completed 9/16)

- Create standing faculty presentation time at faculty meetings (September, 2015 - May, 2018) (Completed 9/16)

- Reassess and implement faculty writing and research support activities.

- Develop a communication plan for reporting faculty research and other school activities to campus and community stakeholders (January 2016 – May, 2018)
  - Develop a schedule and reporting mechanism for CHHS
  - Develop a schedule and reporting mechanism for ORSP
  - Develop a schedule and reporting mechanism for CSULB publications

**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. (EPAS 3)

*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)

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<th>Goal 4: Become more productively partnered with our local community through collaboration, advocacy, service and research projects.</th>
<th>Primary Responsibility: Director, School of Social Work</th>
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<td>Goal 5: Launch a visibility and communication campaign that highlights the vision, mission and accomplishments of the School of Social Work.</td>
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**Activity**

- Recruit for and implement Community Advisory Board (Director and Director of Field) (September, 2015 – September, 2017)

- Strengthen alumni relations and connection with NASW Long Beach Unit (May, 2015-18)
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- Develop and implement a communication mechanism and plan to share School of Social Work accomplishments on campus and in community (May, 2016 – May 2018)
Strategic Initiative #4 – Organizational Culture. Foster a spirit of community within the School of Social Work.

**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.”

**Secondary University cross-reference:**

Campus Planning Area 1 – Quality of Faculty and Staff. 

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<th>Goal 6:</th>
<th>Primary Responsibility: Director, School of Social Work</th>
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<td>Instill an enhanced sense of pride 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.</td>
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**Activity**

- Create a Diversity Committee consisting of faculty, staff and students that will ensure integration of diversity in curriculum, community engagement activities, identify new ways for cultural exchange, facilitate discussions among faculty, develop lecture series, promote diversity in hiring and appointing, and recruitment of students and allocation of scholarship awards (May, 2015 – December, 2015) *(Completed 1/16)*.

- Complete a yearly Climate Survey and disseminate results and plan to address results (May, 2015 – May, 2018)

- Implement an inclusive reaffirmation process (January, 2016 – April, 2018)

- Develop and implement a new faculty mentoring program (May, 2016 – May, 2018)