

UK College of Social Work Strategic Plan 2006-2009

Vision Statement

We will become one of the top twenty public schools of social work in the country-- recognized for exemplary teaching, research and service and a catalyst for intellectual, social, and economic development. We will offer a challenging curriculum that prepares culturally competent, ethical graduates to provide leadership in responding to the complexities of human and social conditions. Our scholarship centers on the important and unanswered questions about human problems and brings forward the means by which they can be alleviated.

GOAL I - Enhance the University's Stature Among its Peers

Objectives:

1. Over the next 12 months, the College will request from the Provost sufficient funding to meet the following needs:
 - a. Request \$43,200 to supplement a proposed grant from the Cabinet for Health and Family Services to improve and increase front-line supervision of Cabinet staff (see Goal III, Objective 2, Indicator "b").
 - b. Request a supplement of \$30,000 for a lectureship position, thus improving faculty to student ratio, increasing consistency of course content for core curriculum, increasing competitiveness as a clinically focused program, and working toward Southern Association of Colleges and Schools (SACS) accreditation (see Goal II, Objective 2, Indicator "f").
 - c. Request increased start-up monies to fund an adequate salary for the Scientific Director position of the Training Resource Center (see Goal III, Objective 1, Indicator "b").
 - d. Request \$52,000 (including benefits) to establish a staff position specific to advising students (see Goal II, Objective 2, Indicator "a").
2. The College of Social Work will aggressively pursue targeted strategies to create and share knowledge and increase extramural funding
 - a. The College will support and promote the development and implementation of a Center for Excellence, to be known as the Center for the Study of Violence Against Children. This center will enhance current efforts to create and disseminate knowledge and will increase overall capacity to attract specific extramural funding opportunities in the areas of violence against children, children's mental health, and child and family well-being.

- b. The College will support and promote the development within the Training Resources Center for specific efforts directed toward the study and development of methods for implementation of evidence based intervention practices into the activities of its community partners. These efforts will improve the quality of care provided to individuals and families through the Commonwealth and attract additional extramural funding in the form of grants and contracts.(See Goal V, Objective 2, Indicators “a” and “b”)
 - c. The College will support and promote within the Latino Human Service Initiative a specific and defined research agenda to include demographic studies as well as needs-based examination of Latino populations in the United States. This research agenda will be focused to attract extramural funding in the areas of clarification of the specific human services needs of the Latino population, the specific training needs of human services professionals and organization, and the implementation of culturally appropriate and effective services to this population. In accordance with this, the College will also develop and support academic programs that prepare students to work effectively with culturally diverse populations in the Commonwealth.
 - d. The College will continue to be the lead organization in the development of the Institute for Workplace Innovation. The Institute will be catalyst for organizational change and economic development. The institute will engage employers in the adoption, implementation and utilization of workplace solutions which benefit the employers and employees; develop a regionally based research agenda focused on the workforce and economy in the 21st Century; and affect public discussions about the employer, employee and economic benefits associated with innovative workplace solutions.
3. The College will improve strategies for recruitment of high quality faculty, staff, and students.
- a. 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 of Social Work Research) dedicated to the purpose of identifying and recruiting potential new faculty.
 - b. During the next 12 months, the faculty will consider modifying their By-Laws to allow for committee elections in April so as to improve the recruitment overall quality of recruitment practices through timely planning and implementation.
 - c. Over the next 12 months, the College web-pages will be revised with a view toward increasing the amount of information specifically targeted to recruitment of new faculty and students.
 - d. Within three months, a committee consisting of the Director of Graduate Studies (DGS), the Assistant Dean for Administration (ADA), representatives from the Curriculum and Admissions committees, and others will be appointed and will report, within the next three months

thereafter, to the Dean, a plan for increasing the number of summer course offerings. This plan will then be implemented over the remaining two years of the 2006-2009 Strategic Plan.

- e. Assuming the College has the necessary resources, the College will increase by 5% annually the number of undergraduate students admitted into the major who meet the admissions criteria.
 - f. During the next 12 months, the College will actively recruit diverse faculty.
4. The College will do a retention study within the next 24 months to determine the best mechanisms to recruit and retain faculty and staff.

GOAL II- Prepare Students for Leadership in the Knowledge Economy and Global Society

Objectives:

1. The College will increase student interest in, and potential for, international studies.
 - a. The Dean will appoint an Ad Hoc committee to investigate, over the next 12 months, how best to increase international studies and placements, whether clinical, educational, or research, for students and community partners of the College (this will include but will not be limited to, the Latino Human Services Initiative). The resulting plan will then be implemented over the remaining two years of the 2006-2009 Strategic Plan.
 - b. The College will provide opportunities for faculty, students, and staff to share their international experiences in education and research with the College through inclusion in a bi-monthly “brown bag” session and/or other activities sponsored by the College Research Committee. The number of such offerings will be determined by the Research Committee.
 - c. The Director of Undergraduate Studies (DUS), Director of Graduate Studies (DGS), the Ph.D. Director, Dean, and others, will develop a systematic plan for international student recruitment within the next 12 months. This plan will include standards and a profile to specify the appropriate student candidates. This plan will be implemented over the remaining two years of the 2006-2009 Strategic Plan
2. The College will support students earning an undergraduate degree within a 6-year period.
 - a. Given the availability of the necessary resources, the College will create and recruit for a staff position specific to advising students so as to facilitate their course planning to meet academic requirements and their professional growth in specialty areas that match their interests and aptitudes. (See Goal I, Objective 1, Indicator “d.”)

- b. The College will revise its student orientation program to highlight a review for new students in the major that includes, but is not limited to, program curriculum, expectations, identify student needs, and discuss academic success strategies.
 - c. The College through an Undergraduate Committee of the faculty will address the support needs of students by reviewing student academic performance at the close of each semester to identify students in need of support services (tutoring, testing from the counseling and disability office, etc.) in order to proactively address difficulties.
- 3. The College will recruit, matriculate, retain, and graduate high-quality, high-value students.
 - a. Given the availability of the necessary resources to educate and support, the College will increase applications for student admissions by 5% per year.
 - b. Over the next 12 months, the Admissions Committee will establish a method to determine the drop-out rate for individuals (who matriculated into the program but did not graduate from it).
 - c. Over the subsequent 24 months of the 2006-2009 Strategic Plan, the College will identify and implement methods to decrease its non-academic drop-out rate.
 - d. The Curriculum Committee will develop methods to determine the extent to which all courses enhance critical thinking skills and cultural competency.
 - e. Given the availability of the necessary resources, the College will establish a Lectureship and actively recruit and hire a Doctoral level lecturer. (See Goal I, Objective 1, Indicator “b.”)
- 4. The Curriculum Committee will review the current undergraduate and graduate programs in order to increase the College’s competitiveness with other programs of social work education, while identifying a specific competitive niche and creative methods of course delivery, to maximize effectiveness and minimize stress on limited faculty resources.
 - a. Over the next three years, the Curriculum Committee will review and revise as necessary the curriculum and establish efficient course delivery mechanisms (e.g., changes in class scheduling, alternative delivery systems, etc.) to improve competitiveness of the College’s programs as measured by significant numbers in undergraduate and graduate enrollments.
- 5. The College will actively transmit the benefits of its knowledge and expertise to the public it serves by: enhancing the Continuing Education program to increase accessibility, usefulness, and relevance of offerings to the social-work community through implementation of new approaches such as standardizing faculty participation in delivery, alternative scheduling, practice-site packaging, and web-based/enhanced offerings.

- a. The College will increase the annual number of CEU offerings.
- b. The College will increase the number of College faculty presenting in the CEU program.
- c. The College will increase the number of practitioners attending CEU offerings. (See Goal III, Objective 2.)

GOAL III- Enhance the Intellectual and Economic Capital of Kentucky through Growth in Research

Objectives:

1. The College will actively seek to develop and implement approaches to translational and engaged research appropriate to Social Work and that incorporate local and global streams of knowledge. To this end the College of Social Work will:
 - a. Actively develop, through consultation, workshops, and/or other activities, translational research approaches appropriate for Social Work research.
 - b. Incorporate translational research approaches in forthcoming research projects wherever these are practicable and advantageous.
 - c. Identify current projects in the TRC, CATS, and Institute for Workplace Innovation that could provide data useful in a translational research model.
 - d. Faculty productivity and scholarship (e.g., numbers of annual citations, publications, grants submitted and awarded, academic presentations, etc.) will increase by 5% over the next three years.
2. The College will continuously integrate and support the culture of research.
 - a. The College will establish a regular series of discussions open to all students and faculty on current research in the College with special emphasis on the methodological issues related to translational and transcultural research. (See Goal II, Objective 1, Indicator “b.”)
 - b. The Curriculum Committee will examine how principles and approaches of high quality research are integrated into all courses. All course syllabi will document the instructors’ use of empirical research for the course content.
3. The College will actively transmit the benefits of its knowledge and expertise to the public it serves.
 - a. The College will require all evaluation protocols done by College faculty, unless specifically prohibited by the sponsor, to include specific plans for the feedback to the programs being evaluated in order to facilitate quality improvement and program development.
4. The College Faculty will mentor professional staff who are currently conducting/participating in research studies in an effort to increase the capacity of these individuals to contribute to the production of scholarship in the College.

- a. The number of research publications produced by Professional Research Staff will increase by 3% over the next 3 years.
- b. The number of juried presentations produced by Professional Research Staff will increase by 3% over the next 3 years.

GOAL IV- Embrace and Nurture Diversity

Objective:

The College will promote and nurture a climate of diversity and inclusivity.

- a. The College will establish a standing committee, with delineated responsibilities for identifying, addressing, and achieving specific diversity objectives.
- b. This standing committee will also direct the College's interaction with other University units on campus committed to diversity.
- c. The Curriculum Committee will investigate the possibility of offering courses in cultural competency focusing on the cultures found in Kentucky. (See Goal II, Objective 2, Indicator "d.")

GOAL V- Engage Kentuckians through Partnerships to Elevate Quality of Life

Objective:

1. The College will utilize its existing structures to engage the people of the Commonwealth in ways that improve social service design and delivery. (See Goal III, Objective 3, Indicator "a.")
 - a. The College will continue to implement and expand service and outreach programs of the Training Resource Center, local community, state, and nation, as regards child welfare, youth development, and community support.
 - b. The College will continue to utilize the research and educational services of the College's service centers for developing, implementing, and testing of the most advanced forms of evaluation and parent education for the people of the Commonwealth and to expand the fund of human knowledge in these specialty areas.
 - c. The College will continue its collaborative efforts with the College of Agriculture to assist extension agents in providing socially valuable information and services to rural populations in the Commonwealth.
 - d. The College will increase its support and service to Latino populations.
2. The College will actively seek, in its research efforts, to expand the definition of what constitutes quality of life through active community engagement.
 - a. Over the next three years, the College will develop three specific projects whose primary goal is to develop, test, and refine methodological

approaches to evaluate the quality of life that are ecologically grounded and conceptually complex.

- b. The College will specifically target existing community collaborators (Cabinet of Health and Family Services, Administrative Office of the Courts, Community Mental Health Boards, etc.) to establish or refine three service or evaluative projects over the next three years that can serve as laboratories for the development, testing and refinement of methods to assess issues related to the quality of life.