

College of Social Work Executive Summary Template

Mission

Grounded in social justice, we equip professional social workers with the skills needed to serve diverse and vulnerable populations. We build knowledge by conducting groundbreaking research that focuses on solving social problems. We engage with our communities through meaningful service.

Vision

We envision a socially just world that prioritizes the needs of the most vulnerable.

Our vision most closely relates to Vol Vision 2020 through the following areas: undergraduate and graduate education offered by faculty committed to applied and engaged community research to equip social work students with the skills needed to dedicate their lives to creating a socially just world. Special attention is given to the aspects of diversity and inclusion that allow our students, faculty, and staff to prioritize the needs of the most vulnerable. Social Justice will not be realized in a vacuum, but will require all of these elements to be achieved.

Values

Human Dignity:

Commitment to promote social and economic equity

Responsive Education and Research:

Critically informed and practice-relevant professional formation

Engagement:

Collaboration with communities to achieve and sustain well-being

Strategic Priorities and Goals

Priority One: Undergraduate Education

Recruit enrich, and graduate undergraduate students who are prepared to enter the global community as lifelong learners and authentic leaders

Guiding Statement

While the BSSW Program has a rich tradition of blending academic excellence with experiential engagement, we strive to improve student retention and support on-time graduation through comprehensive academic guidance and with student peer and faculty engagement in the social work discipline.

Goals

The BSSW program will focus on improving the academic experience and retention of first year and transfer students with the overarching goal to not only graduate students on time, but to also effectively prepare students to work in an ever-changing, diverse, and global community.

Goal	Description	Success Metric/ Criteria
1	Equip first year students with the knowledge and skills necessary to promote academic excellence and effective engagement with the BSSW Program, College of Social Work, and university.	100% of first year students will be enrolled in a new First Year Studies (FYS) course taught by the BSSW Academic Advisor and student peer mentor with an emphasis on student and professional development in the field of social work. (Annual goal by 2020)
		Increase student enrollment (from zero to at least two) into the Wellness Living and Learning Community (LLC) as evaluated by the Wellness LLC enrollment report.
2	Improve transfer student academic success while attempting to foster an ethical and culturally competent social work identity through the responsive support and collaborative engagement with fellow social work students, academic advisor, and faculty mentors.	90% students will actively participate in the new peer transfer student mentoring program as measured by mentoring survey outcomes
		90% of transfer students will be retained after the first year as measured by student enrollment reports
		90% of transfer students will report professional academic advising visits as significantly contributing to academic success and professional growth as measured by the BSSW Exit Survey
		All upper-division transfer students will work with a faculty mentor (beginning Fall 2017) to strengthen their connection and engagement with cutting edge research and evidence-based and culturally responsive social work practice
3	Effectively prepare students in the acquisition and demonstration of generalist social work knowledge, values, and skills to work in an ever-changing, diverse, and global community.	All upper-division students will work with a faculty mentor (beginning Fall 2017) to strengthen their connection and engagement with cutting edge research and evidence-based and culturally responsive social work practice
		75% of student will earn an “above expectations” or higher rating on all student outcome measures
		75% of students who wish to be working will be employed in the social work field within 6 months as evidenced by alumni survey
		All social work honor’s students will conduct an original research study and present the findings at the University of Tennessee’s Exhibition of Undergraduate Research and Creative Achievement (EURECA) every academic year.

Priority Two: Graduate Education

Strengthen graduate education through an emphasis on excellence and improvement of the graduate student experience

Guiding Statement

The MSSW, PhD, and DSW programs at the College of Social Work share with VolVision 2020 the common goals of increasing graduate student enrollment through increased faculty lines (see Priority Five) and improving student outcomes with a focus on skills building for career placement.

Goals

The goals for the MSSW, PhD, and DSW programs are all aligned with preparing students for professional practice through various milestones including passing comprehensive exams, publishing journal articles, presenting at conferences, and defense of Capstone projects.

Goal	Description	Success Metric/ Criteria
1	Equip MSSW students with a solid foundation in generalist knowledge/ skills to prepare them for advanced curriculum in concentration year.	80% of students completing generalist year will earn 85% or above on SWEAP (Social Work Education Assessment Project) instrument.
2	Prepare MSSW students for the professional practice with diverse systems, emphasizing the provision of competent clinical and leadership services .	75% of students will pass comprehensive exam at first sitting, annually.
3	Prepare MSSW students to engage in ethically sound and culturally humble practice through a curriculum that infuses the values and ethics of social work and encourages the development of self-awareness and a professional identity.	75% of graduating students annually will report that they feel prepared for ethical practice in exit survey.
4	MSSW Students will be grounded in generalist & advanced curricula that offers knowledge, skills, & values needed for advanced practice .	75% of students who wish to work will have a position in social work field within 6 months as evidenced by alumni survey.
5	The scholarship of Ph.D. students will be improved through: <ul style="list-style-type: none"> • authorship of peer reviewed journal articles • presentations at peer-reviewed conferences • submission of research grant applications. 	Increase by one (1) each per student by 2020: <ul style="list-style-type: none"> • # of articles (co-)authored by Ph.D. students • # of conference presentations done by Ph.D. students • # of research grant applications submitted by Ph.D. students
6	Increase the number of teaching experiences, both traditional face-to-face and online, Ph.D. students have prior to graduation.	By 2020, increase the number of teaching experiences per Ph.D. student to one (1) face-to-face and one (1) online course prior to graduation.
7	DSW graduates will be able to draw on a range of empirical, theoretical, and professional sources of knowledge and skills, preparing them to assume leadership roles in the delivery and development of practice models and standards of care for diverse populations.	80% of enrolled DSW students successfully complete coursework and defense of Capstone I project to be admitted to candidacy. 95% of DSW students admitted to candidacy will successfully complete subsequent coursework and defense of Capstone II project.
8	DSW students will generate and seek to publish client, system, and outcomes research and scholarship to guide improvements in clinical practice.	Exit survey results > 75% affirmative responses regarding: (1) [Q156] grads reporting prep of Capstone papers for publication, (2) [Q157] graduates planning to publish Capstone papers.
9	DSW students will be prepared in an evidence-based: <ul style="list-style-type: none"> • advanced practice curriculum rich in state of the art direct clinical practice interventions • clinical leadership curriculum rich in state of the art knowledge and skills germane to social work clinical leadership and management. 	Exit survey results > 75% affirmative responses regarding: (1) [Q150] grads' confidence as advanced practitioners, (2) [Q152] grads' confidence in preparation for clinical leadership, (3) [Q158] grads reporting DSW leading to positive career changes.

Priority Three: Research, Scholarship, Creative Activity, and Engagement

Strengthen our capacity, productivity, and recognition across our total portfolio of research, scholarship, creative activity, and engagement

Guiding Statement

The College of Social Work—through the infrastructure of its Center for Behavioral Health Research and Social Work Office of Research and Public Service—seeks to increase its competitiveness for sponsored research, and supports opportunities that enhance academic productivity and quality for students and faculty.

Goals

The College of Social Work fosters excellence in research, scholarship, creative activity and engagement that contributes to solving social and behavioral problems.

Goal	Description	Success Metric/ Criteria
1	Research and Evaluation Studies: Conduct high-quality research and evaluation studies that contribute to the social work knowledge base and/or improve behavioral health outcomes.	Number of active externally-funded research studies. (2016: 3, 2020: 6)
		Number of active externally-funded evaluation studies and survey research projects. (2016: 21, 2020: 25)
2	Publications: Publish results of studies in high-impact peer-reviewed journals.	Number of peer-reviewed journal articles published by faculty, postdocs, students and staff. (2016: 36, 2020: 46)
3	Funding: Assist faculty, postdocs, staff and students to pursue and obtain external research, evaluation, and community engagement funding.	Total external research, evaluation and community engagement funding obtained per year. (2016: \$4,076,493, 2020: \$6,500,000)
4	Principal Investigators: Develop/support faculty and staff at all levels—junior, mid-career and senior—as PIs pursuing externally-funded research grants and evaluation projects. This includes mentoring of students(PhD)/ postdocs/ staff/ junior faculty and establishing a “pipeline” of PIs at each level (junior, mid, senior) to increase synergy and add value.	Number of students/postdocs/staff/junior faculty supported. (2016: 10, 2020: 12)
		Number of mid/senior PIs supported. (2016: 2, 2020: 2)
5	Undergraduate and Graduate Students: Encourage and support undergraduate and graduate student research and publications.	Number of undergraduate students completing research that is presented outside the CSW and/or published. (2016: 6; 2020: 10)
		Number of graduate students completing research that is presented outside the CSW and/or published. (2016: 43 PhD – will establish baseline for MSSW; 2020: 60)
6	Engagement: Encourage and support involvement of students, staff and faculty in projects that engage with the community at large.	Number of active engagement projects. (2016: 10, 2020: 12)

Priority Four: Faculty and Staff

Attract, retain, and recognize stellar faculty and staff who strive for excellence and proudly embody Volunteer values

Guiding Statement

The Faculty and Staff goals for the College of Social Work align with Vol Vision as we focus on recruiting top faculty for various positions and with focus on particular academic areas. We will also continue to promote faculty research and close staff salary gaps across the College.

Goals

Goals include new avenues for the College with a research support / workload release program, Social Justice Innovation Initiative, and promotion of the 12 Grand Challenges of Social Work. Recruitment is also highlighted.

Goal	Description	Success Metric/ Criteria
1	Increase the academic visibility, reputation, and scholarship of the college by recruiting additional tenure-track faculty with research and external funding capacity to further develop critical mass in strategic areas	% new hires in strategic areas: mental health, substance abuse, Trauma, Neuroscience
		Improve CSW Rankings (choose 1 or 2)
		Increase in external research expenditures
2	Recognize and promote faculty research productivity through a financial research support/workload release (SWR) program	4 faculty successfully developing plan to apply for SWR program by 2020
		Through development efforts, Increase \$ amounts available to faculty for SWR
3	Utilize new Social Justice Innovation Initiative (SJII) to showcase new and applied research and utilize results to impact policy and practice locally, nationally, and internationally	Hire Director to implement Initiative goals
		Annual symposia/conference through SJII
		# faculty products in applied research impacting policy & practice
4	Increase the community/inter and intra university college partnerships and promote local and national visibility through the SJII by creating honorary fellowship program for faculty and doctoral students to engage in research and applied projects across UTK and other universities across the country	Creation of fellowship program in SJII
		10 new fellows in the SJII by 2020 (PhD, Faculty, Masters)
		10 cross-disciplinary and cross-university research and applied projects by 2020
5	Work to address staff salary gaps	Review staff salary structure against reference salaries and continue to work to decrease any existing gaps
6	Increase engagement activities via strategic hiring of Director for Social Work Office of Research & Public Service (SWORPS)	Strategic advertising of Director of SWORPS position
		Hiring of new Director of SWORPS
7	Align and promote college research with the profession's 12 Grand Challenges	12 communications (4 annually) to faculty/staff/students/UTK Leadership from Dean by 2020
		College Special Projects Manager (SPM) creates faculty/staff coalition for focus on initiation and continual development of research and engagement activities in 12 Grand Challenges

Priority Five: Resources and Infrastructure

Develop a resource base for the future; continue transformation of campus infrastructure

Guiding Statement

The College of Social Work Plans to increase and diversify revenue through philanthropy and research productivity. Manage enrollment growth and recruitment through coordinated marketing and branding. Enhance the master plan for campus infrastructure with the addition of a new wing at Henson Hall.

Goals

Goals include a capital campaign, increase in number of tenure-track faculty, spread of college marketing brand, and addition of a new facility wing.

Goal	Description	Success Metric/ Criteria
1	Continue to work aggressively to meet and exceed capital campaign goal of \$7,000,000 to increase resources.	Meet goals in all campaign priority areas: <ul style="list-style-type: none"> ▪ Faculty support: \$2,000,000 (endowed and named professorships) ▪ Graduate and Undergraduate scholarships and fellowships: \$2,000,000 ▪ Strategic Unit priorities: \$3,000,000 <ul style="list-style-type: none"> ○ Endow Center for Behavioral Health: \$2,000,000 ○ Endow Veterinary Social Work program: \$1,000,000
		Work with regional development directors and planned giving staff to identify and cultivate new prospects
2	Continue to build and strengthen a college-wide recognizable brand through coordinated marketing and external communication	Cross-platform visual brand connectivity across all college social media accounts
		Foster a “managed increase” in new student applications through coordinated marketing efforts
		Target specific audiences to improve applicant pool, increase yield on marketing dollars, and expand specific programs
3	Obtain all necessary funding and approvals for a new faculty wing for Henson Hall	Secure commitments from major donors to help fund half of costs for new wing
4	Increase the number of tenure-track/tenured faculty lines to support accreditation requirements/increase research productivity/community engagement	Promote critical need for additional tenure-track/tenured faculty to upper administration via Annual Planning meetings and other meetings
		Increase # of strategically-planned communications with upper administration
		# increase in tenure-track/tenured faculty lines

Priority Six: Diversity and Inclusion

Enhance diversity and inclusion to benefit our campus

Guiding Statement

The College of Social Work is a role model and source of leadership and expertise for promoting diversity and inclusion for the university.

Goals

The goals for diversity promote the recruitment and retention of faculty, staff and students in an affirming, diverse environment.

Goal	Description	Success Metric/Criteria
1	Recruit, retain, support, and graduate well-qualified undergraduate and graduate students from diverse and global backgrounds.	<p>Every 3 years, implement, evaluate & integrate CSW Climate & Diversity Survey findings about full spectrum of diversity in CSW efforts to recruit, retain, support, & graduate undergraduate & graduate students. (next: 2018)</p> <p>Document and expand the number of CSW students studying abroad, the number of international exchange students in the CSW, and the number of international students matriculating in the CSW.</p>
2	Recruit, retain, and support well-qualified faculty, staff, and administrators from diverse and global backgrounds.	<p>Document and review CSW efforts to support and promote faculty, staff, and administration representation across the full spectrum of diversity.</p> <p>Monitor and evaluate CSW faculty, staff, and administrators' engagement with other colleagues and components of the UTK campus in activities related to the full spectrum of diversity, such as participation in: Faculty Senate positions, diversity-related commissions, tasks-forces, and other campus venues.</p>
3	Ongoing commitment to foster a respectful, safe, inclusive, and welcoming environment for all members of CSW community on campus and across all programs.	<p>Results of the CSW Climate and Diversity Survey, implemented next in academic year 2018-19, demonstrate 90% of students, staff, faculty, and administrators in all programs and in all CSW contexts report agreement in two areas: 1) that the CSW is meeting goals to be diverse and inclusive and 2) that the CSW Dimensions of Diversity Statement represents and demonstrates respect for the full spectrum of diversity.</p> <p>Identify and create professional development sessions for faculty, staff, and students on cultural competence, microaggressions, and other areas related to diversity and inclusion.</p> <p>Annually, host at least one event/training session for the larger UT and surrounding community, featuring experts serving diverse populations on campus, locally, regionally, nationally, or internationally.</p>
4	Implement CSW academic programs and other training that enhance diversity and inclusion-related knowledge, skills, and practice	<p>Ensure that curricular and field requirements for all CSW academic programs provide significant diversity and inclusion perspectives across the full spectrum of diversity, as measured through creation and completion of curriculum committee checklist reviews.</p> <p>Review and integrate current and future CSW Climate and Diversity Survey findings and recommendations ($\geq 75\%$) into academic curricula and field placements, and other training opportunities, as measured by comparison of Diversity Survey recommendations and documentation of their integration.</p>
5	Create, build, strengthen, and expand campus, organizational and community partnerships that serve diverse populations locally, regionally, nationally, and internationally.	<p>Annually, document the creation, membership, activities, and outcomes of at least two new and/or ongoing campus partnerships that address/solve an identified problem challenging underrepresented students, faculty, and/or staff.</p> <p>Implementation of at least two, multi-year CSW partnerships with at-risk communities – one in the Knoxville area and one in the Nashville area. Task achievement measured by: 1. 75% participation faculty and staff during first two years of partnership, and 2. Increase to 85% or more participation by third year.</p>

Contribution to Campus Goals

Designate with an “X” the areas where Colleges and Divisions will contribute to campus goals. As applicable, Colleges and Divisions may provide specific goals aligned with their strategic plan (for example – graduate degree production, research expenditures).

Description	Campus 2014 Assessment	Campus 2020 Goal	College / Division 2020 Contribution
Undergraduate Education			
ACT Equivalent 75th/25th Percentile	29/24	Remain at Peer Range	X
First-to-Second-Year Retention	87%	90%	N/A ¹
Six-Year Graduation	69%	80%	X
Graduate Education			
PhD Degrees	317	365	X ²
Master’s/Professional Degrees	1,811	2,083	X ³
Research and Engagement			
Federal Research Expenditures	\$128 M	\$200 M	X
Total Research Expenditures	\$246 M	\$346 M	X
Faculty and Staff			
Faculty Salary Range (Full to Assistant Professor)	\$130K to \$76K	Narrow Gap with Peers	X
Undergraduate Student to Tenure-Line Faculty	19:1	Remain at Peer Range	X
Faculty Awards	12	Narrow Gap with Peers	N/A ⁴
Resources and Infrastructure			
Teaching and Support Expenditures/Student	\$19,487	\$22,400	X
Five-Year Average Philanthropic Support	\$83.5 M	\$100 M	X
Diversity and Inclusion			
In Development			X

¹ Social Work students begin program in the third year of study.

² PhD Program currently operating at max capacity. Can only add to 2020 goals with increased faculty lines.

³ DSW Program added to 2020 goals in 2014 and 2015. Program is now operating at max capacity.

⁴ While Social Work faculty have achieved national awards, they are not typically the awards that are included in the University list.

Additional Indicators of Excellence

The following indicators of excellence outline more specific College and Division contributions to strategic priorities.

Priority	Indicators of Excellence	2016 Baseline	2020 Goal
1 Undergraduate Education	<ol style="list-style-type: none"> 1. Increase enrollment in Wellness Living Learning Center (LLC) 2. Honor students' engagement at UTK Exhibition of Undergraduate Research and Creative Achievement (EURECA) each academic year 3. BSSW program ranking – <i>The Best Schools</i> 	<ol style="list-style-type: none"> 1. Zero (0) 2. 100% 3. 11th of 30 best 	<ol style="list-style-type: none"> 1. Two (2) 2. 100% 3. Improved ranking
2 Graduate Education	<ol style="list-style-type: none"> 1. MSSW Program Ranking – <i>U.S. News and World Report</i> 2. PhD – Graduation within 4 years 3. DSW – Career advancement as a result of program 	<ol style="list-style-type: none"> 1. #32 (tie) of 220; #21tie – public only 2. 87.5% (7 of 8 grads 2014-2016 achieved PhD within 4 years) 3. 75% 	<ol style="list-style-type: none"> 1. Improved ranking 2. Increase % 3. Increase %
3 Research, Scholarship	Sponsored Research: National Institutes of Health (NIH) dollars awarded (available to be spent) per fiscal year.	\$0 Note: \$0 for 2016 is not typical and is the result of changes in PIs and other factors.	\$1,275,000 Note: The 2020 figure represents a realistic but challenging metric.
4 Faculty and Staff	National Faculty Awards	5 faculty / 6 awards	7 faculty / 8 awards
5 Resources and Infrastructure	<p>Increase number of endowed professorships</p> <p>Increase College's endowment</p>	<p>Professorships: 5</p> <p>Endowment: \$3.9M</p>	<p>Professorships: 7</p> <p>Endowment: \$7.0M</p>
6 Diversity and Inclusion	Findings from College survey of student / faculty perceptions on diversity and inclusion	2016 result: 75%	2020 result: Increase %