The College of Social Work Strategic Plan is designed to align with the Vol Vision/Top 25 strategic priorities.

**Goal 1 - Retain and graduate a diverse body of well-educated undergraduate students who are prepared to embody the Volunteer spirit as life-long learners and ethical and professional leaders in the global community.**

**Objective 1: Engage in recruitment activities to attract high performing students**

Tasks
- The BSSW program will participate in numerous university, community, and regional admissions events such as counselor conferences, area receptions, Scholars Invitational, high school and community college fairs, several events targeted at incoming and first-year university students who have not selected a major, and career planning classes with the university’s Career Services Center.

Metrics
- Number of university admissions events
- Number of community recruitment events
- Number of regional recruitment events

Tasks
- Specific to recruiting minority students, program representatives will annually participate in events targeted at recruiting ethnic minority students to the university, including UT JUMP, UT LEAD, and UT Sneak Peek.

Metrics
- Number of events targeted at ethnic/racial minority student recruitment

Tasks
- Hire full-time Director of International Programs

Metrics
- Number of international students recruited
- Number of students engaged in international study abroad
Objective 2: Continue high retention and graduation rates (90%)

Tasks
- Continue offering courses in appropriate sequence to ensure ease of progression through the major
- Continue academic advising by faculty to ensure appropriate student progression, mentoring
- Continue encouragement of high level of participation in student organizations which provide networking, mentorship, volunteer opportunities, and friendship opportunities
- Continue strengthening BSSW honors program
- Continue to strengthen international study opportunities

Metrics
- Yearly evaluation of undergraduate students’ perceptions of quality of advisement and student support services
- Yearly exit survey questions on student satisfaction and perception of skills and knowledge gained
- Track increases in use of distance learning technologies in social work courses including interactive and web-based technologies.
- Continue to track retention (particularly from junior to senior year)
- Track retention and progression from lower-division to upper-division courses (or sophomore to junior year) since this relates to how accessible the major is for first-year students and especially internal or external transfer students.

Objective 3: Continue to align curricular goals and learning outcomes associated with critical thinking, research, and human diversity

Tasks
- Conduct yearly faculty review of curriculum content for consistency across courses for content in critical thinking, applied research and human diversity
- Continue to strengthen international study opportunities

Metrics
- Year end critique by faculty. Note areas to be strengthened and revise course competencies/expected learning outcomes.
- Comprehensive Assessment Plan (BSSW Portfolio, Senior Field Performance Evaluation, Senior Exit Survey, Alumni survey, California Critical Thinking Skills Test)
- Record increase in undergraduate social work student research activities
- Record student field outcomes as they relate to diversity, ethics and social and economic justice

Goal 2 - Produce increasing numbers of diverse graduate students who earn master's and doctoral degrees and are equipped to address the pressing concerns of their fields, to extend the frontiers of knowledge, and to contribute to the public good.

Objective 1: Increase quality and diversity among graduate students in Social Work.

Tasks
- Increase recruitment budget and recruitment efforts to attract diverse graduate applicants
- Engage in UTK faculty diversity recruitment best practices program
• Utilize development funds for top off money on Ph.D. student stipends to attract high quality minority doctoral students
• Develop and implement DSW distance education program
• Target graduate student recruitment to rural areas
• Target recruitment to organizations serving diverse populations
• Target professional groups (NASW and clinical societies) in minority population centers within state and in the region
• Hire full-time Director of International Programs to increase MSSW participation in international programs
• Continue and extend the DE MSSW Program

Metrics
• Percentage of graduate students admitted from diverse populations and rural areas
• Percentage increase in quality (GRE, GPA) admitted doctoral students
• Number of international students recruited
• Number of graduate students engaged in international study

Objective 2: Remain diligent in efforts to develop cutting edge graduate curricular innovations in response to emerging educational, scientific and social issues relevant to social work practice.

Tasks
- Faculty exploration and assessment of emerging knowledge in social work practice and education
- Charge leaders to overview and present findings on future trends and facilitate on-going discussion
- Increase utilization of technological advancements to enhance graduate curriculum

METRIC

Annual Presentation at faculty-wide college meeting on emerging/future trends in higher education and social work education and college-wide faculty discussion
Number of faculty who participate in workshops/trainings on technological advancements.
The number faculty utilizing advanced technology

Objective 4: Increase scholarly productivity of doctoral students

Tasks
• Encourage doctoral students to engage increased scholarly productivity and knowledge dissemination

Metrics
• Number of doctoral student publications
• Number of doctoral student presenting at state/national conferences
Goal 3 - Strengthen capacity and productivity in research, scholarship and creative activity in order to enhance economic, social, and environmental development; to support outreach to our various constituencies; and to extend the reputation and recognition of our campus.

Objective 1: Provide incentives for teaching/service reduction for senior faculty linked to increased productivity

Tasks
- Realign budget from campus consolidation to provide a competitive pool of dollars to support course reduction linked to scholarly publications/external funding activity/community outreach research.
- Create system with administrators and directors for negotiating outcomes secondary to course reduction and evaluation products/outcomes system

Metrics
- Track increases in total grant and contract dollars awarded to College of Social Work
- Track increases in number of faculty engaged in external funding activity
- Track increase in faculty publications in high quality social work and interdisciplinary journals

Objective 2: Provide research, statistics and grant training for faculty to enhance faculty capacity to obtain external grants.

Tasks
- Reallocate budget dollars to support faculty travel for research/statistics training
- Reallocate budget dollars to provide grant training workshops for faculty
- Reallocate budget dollars for travel for Nashville faculty to Knoxville for on-campus training

Metrics
- Track increases in total grant and contract dollars awarded to College of Social Work
- Track increases in number of faculty engaged in external funding activity
- Track increase in faculty publications in social work and interdisciplinary journals

Objective 3: Recruit and hire senior level faculty member with extensive experience and success in federal funding

Tasks
- Reallocate salary dollars from some vacant lines and/or utilize development strategies to advertise for senior faculty grantwriter/researcher
- Begin process of identifying possible candidates
- Advertise and recruit for hiring in Fall 2012/Fall 2013
- Develop external electronic communication plan for research development/accomplishments

Metrics
- Hiring of senior level faculty member with extensive experience and success in federal funding
**Objective 4: Develop** external electronic communication plan beyond Stimulus to widely disseminate research and scholarly achievements within the College

Tasks:
- Develop ongoing system of external electronic communication to outside constituencies to extend the reputation and recognition of the college

Metrics:
- Number of electronic communications/mini-newsletters to outside constituencies

**Goal 4 - Attract and retain stellar faculty and staff who will proudly represent our campus, embrace our vision, and exemplify our values.**

**Objective 1: Recruit outstanding faculty**

Tasks
- Realign salary budget from consolidation of campuses
- Advertise and recruit at top tier doctoral programs
- Hire 1-2 outstanding faculty for Fall 2012

Metrics
- 1-2 hires of outstanding job candidates from top tier doctoral programs.

**Objective 2: Improve culture and climate of collegiality/college environment**

Tasks
- Establish ad hoc committee to study culture/climate
- Review recommendations made by taskforce

Metrics
- Wherever feasible given resources, have administration implement recommendations from Task Force Report