



LSU SCHOOL OF
SOCIAL WORK

**FIVE YEAR
STRATEGIC PLAN
2011-2016**

(LSU SSW Five Year Strategic Plan 2011 – 2016 unanimously approved 11/18/11)



Vision, Values, Mission, and Goals:

Vision

The LSU School of Social Work (SSW) aspires to be a nationally prominent graduate school of social work, a vibrant center for intellectual development, a leader in promoting and supporting diverse communities, and an advocate for an integrated and inclusive model of social work, all within a learning environment that supports best educational practices and the LSU flagship agenda.

Values

The guiding philosophy of the School of Social Work includes values that create a framework for ethical and informed social work education, research, and service. These values include:

- Embracing the ideals of service, integrity and competency, social and economic justice, and the dignity and worth of individuals
- Focusing on person and environment and scientific inquiry as central concepts shaping our curriculum and practice
- Developing social work knowledge and disseminating said knowledge to students, communities, policy makers, organizations, and the national and international academic communities
- Promoting healthy relationships and human rights
- Advancing the profession of social work

Mission

The mission of the School of Social Work is to prepare highly competent, effective, and ethical social work professionals to serve diverse, vulnerable, and impoverished populations. Through our educational programs we dedicate ourselves to the instruction, development, and dissemination of evidence-informed knowledge and skills to advance contemporary and future social work practice. Embedded within our mission is a commitment to culturally competent practice and service to the people of Louisiana

and the Delta region, including leadership and consultation to individuals and organizations serving our constituents. Our mission affirms our core values of social and economic justice, respect for the dignity and worth of each individual, and the centrality of human relationships to well-being.

(Mission statement unanimously approved 1/27/11)

Goals

In implementing its mission, the School of Social Work commits to:

- I. Expand a nationally prominent MSW Program, being ranked among the top programs in the southeastern region and demonstrate a progressively improving national ranking;
- II. Expand a nationally and internationally prominent Ph.D. Program;
- III. Expand our undergraduate opportunities;
- IV. Extend the reach of the Office of Social Service Research and Development (OSSRD);
- V. Increase support for research, scholarship, instruction and community engagement;
- VI. Increase diversity among faculty, staff and students;
- VII. Bolster the infrastructure to maximize operations.

(Goals unanimously approved 1/27/11)

Overarching Goal I:

Expand a Nationally Prominent MSW Program, Being Ranked Among the Top Programs in the Southeastern Region, and Demonstrate a Progressively Improving National Ranking

Objective 1: The MSW Program is recognized by potential applicants as being ranked among the top programs in the southeastern region.

Performance Indicator (a): LSU School of Social Work will increase MSW enrollment by 3% annually with students who are diverse with regard to gender, race, ethnicity, sexual orientation, disability, and class while also increasing admission standards.

Strategies: The Director of Student Services will spend approximately 30 – 35% of her or his time in student-recruitment activities

Faculty and staff will actively engage in student recruitment annually

The MSW Admissions Committee will review admissions standards annually

Objective 2: The MSW curriculum has one concentration - an advanced direct practice concentration. Core course content is consistent with the Council on Social Work Education (CSWE) Educational Policy and Accreditation Standards (EPAS) established in 2008. Core course content includes: Human behavior in the social environment, social welfare history and policy, social work research, social work practice, differential diagnosis, and field education.

Performance Indicator (b): The LSU School of Social Work will be reaccredited by CSWE in October 2013.

Objective 3: First-time pass rates for the Licensed Master Social Worker (LMSW) national exam exceed state and national averages.

Performance Indicator (c): The LSU School of Social Work first-time pass rates for the LMSW will remain above state and national averages.

Strategy: The LSU SSW will offer a LMSW prep course as continuing education twice annually

Objective 4: First-time pass rates for the Licensed Clinical Social Worker (LCSW) national exam exceed state averages.

Performance Indicator (d): The LSU School of Social Work first-time pass rates for the LCSW exam will remain above state averages and will achieve the national average by 2016.

Strategy: The LSU SSW will offer an LCSW prep course as continuing education twice annually

Objective 5: The LSU School of Social Work is currently ranked 71st among 177 MSW programs in the country, moving up from a previous ranking of 79th.

Performance Indicator (e): The LSU School of Social Work will continue to improve its national ranking. New *News and World Report* rankings are due in spring 2012.

Overarching Goal II:

Expand a Nationally and Internationally Prominent Ph.D. Program

Objective 1: The LSU SSW Ph.D. Program is recognized by potential applicants as comparable to the best Ph.D. programs of social work in the southeastern region.

Performance Indicator (a): The program enrolls at least five new students each year - each with 2 year Graduate Assistantships guaranteed.

Strategy: The Ph.D. Director will actively and assertively engage in Ph.D. student-recruitment activities approximately 10 hours / month

Faculty will actively engage in Ph.D. student recruitment during field site visits and other professional activities at the local and national level

The Ph.D. Director will work with the Dean to secure the financial equivalent of 5 full-time, 2-year Graduate Assistantships annually at 50% effort

Performance Indicator (b): The program has a high persistence rate and 75% of students finish within 5 years.

Strategy: The Ph.D. Director will meet with students in course work phase at least once per semester to ensure activities and assessments of performance are consistent with academic goals

The Ph.D. Director will confer with SSW faculty during scheduled Ph.D. meetings to ensure students' academic and research goals are being met

Objective 2: The Ph.D. curriculum produces social work scholars who demonstrate mastery of social work theory, quantitative and qualitative research, and social work policy.

Performance Indicator (c): First-time pass rates for the comprehensive exam is achieved 90% of the time.

Strategy: The Ph.D. Director will consult with Committee Chairs during regular scheduled Ph.D. meetings to ensure that students are prepared for the comprehensive exam

Feedback and performance data will be recorded on the *Assessment Scale for Evaluation of Ph.D. General Exams and Dissertations* and forwarded to the Ph.D. Director at the conclusion of each exam

Objective 3: The Ph.D. curriculum produces scholars who contribute to social work knowledge and scholarship, join social work teaching faculties, are perceived as leaders in dealing with persistent and emerging social problems, and contribute to evidence-informed social work practice.

Performance Indicator (d): LSU School of Social Work Ph. D graduates are employed in academic and administrative jobs across the country.

Strategy: Ph.D. students will be academically professionalized by their major professor(s) and committee and will be encouraged to submit abstracts to local, regional, national and international conferences, and articles to peer-reviewed social work journals

Ph.D. students will be encouraged to take advantage of the Graduate Student Travel Funds

Overarching Goal III:

Expand Undergraduate Opportunities

Objective I: Expand the social work minor. The LSU School of Social Work undergraduate minor was initiated in fall 2010. By spring 2011, there were 2 minor graduates and 28 declared minors in the program.

Performance Indicator (a): Expand the undergraduate minor by 3% annually

Strategies: The Director of Student Services will spend approximately 10% of her time in undergraduate minor student-recruitment activities

Faculty and staff will engage annually in undergraduate minor student recruitment activities

Objective II: Begin initial dialog among LSU Higher Administration and the Council on Social Work Education (CSWE) regarding the development of a Baccalaureate Social Work (BSW) Program in the LSU School of Social Work

Performance Indicator (b): Discuss the BSW program with LSU Higher Administration annually

Performance Indicator (c): Discuss the BSW program with CSWE during the 2013 Reaffirmation process

Overarching Goal IV:

**Extend the Reach of the
Office of Social Service Research and Development (OSSRD)**

Objective 1: Enhance research and scholarship within the School of Social Work.

Performance Indicator (a): Build on strengths in knowledge creation and dissemination, and promote faculty and student scholarship.

Strategies: Implement a comprehensive research plan

Work with faculty to develop scholarly research plans

Explore external funding opportunities

Strengthen graduate student research by establishing funds to provide enhancements for student research and assistantships

Mentor graduate students and facilitate student scholarship

Performance Indicator (b): Assist faculty with grant preparation and submission.

Strategies: Disseminate external funding opportunities to faculty and students

Provide consultation and technical support for components of research proposals

Collaborate with external reviewers

Implement mentoring strategies for faculty to facilitate successful grant preparation

Objective 2: Increase engagement and expand outreach to the University and community.

Performance Indicator (c): Enhance OSSRD's role on and off campus.

Strategies: Work with partners to promote a speaker series

Participate in the University's "Experts List" program

Continue to develop contacts and cultivate relationships that will support mission

Communicate with the University community and the community-at-large about research initiatives

Objective 3: Expand income opportunities and funding stability.

Performance Indicator (d): Steward our resources – enhance funding through innovation, entrepreneurship, and external support efforts

Strategies: Build strategic initiatives and collaborative partnerships with key stakeholders to attract financial support to enhance OSSRD

Develop strategies to increase financial support for faculty research, graduate student education, and program development and sustainability

Explore new opportunities that can increase the number of internal and external funding submissions

Prioritize grant submissions to best maximize funding success

Explore successful business models for entrepreneurial activity

Stabilize funding for Truancy Assessment and Service Center Program (TASC)

Objective 4: Communicate excellence in research and intellectual scholarship

Performance Indicator (e): OSSRD promotes its strengths

Strategies: Implement a strategic communication plan that identifies target audiences, key messages, and appropriate channels for dissemination

Position OSSRD as a diverse and dynamic office that addresses many challenges facing the state

Provide expertise to policy and decision makers

Involve OSSRD's intellectual assets in LSU strategic activities

Establish opportunities for faculty and staff to network with key stakeholders

Strengthen collaboration with the University's media relations team to tell newsworthy stories of outstanding programs, events and research activities

Engage faculty/staff in effectively reporting research findings to the general public in basic terms

Enhance scholarship through publications and presentations in professional forums

Overarching Goal V:

**Increase Support for Research, Scholarship,
Instruction and Community Engagement**

Objective 1 (Research, Scholarship & Instruction): The LSU School of Social Work has a lively and passionate intellectual climate that promotes scholarship, critical thinking, intellectual rigor, and the building and dissemination of new knowledge.

Performance Indicator (a): Intellectual development of individual faculty and staff as well as the collective is highly valued, and opportunities abound for intellectual discourse via faculty meetings, strategic planning and development, and colloquia.

Performance Indicator (b): Faculty are simultaneously doing excellent teaching, scholarship, and service in their areas of expertise, with different mixes of these activities at different times across their careers.

Objective 2 (Instruction and Community Engagement): SSW becomes a model for professional graduate schools in the application of technology to achieve excellent teaching/learning programs and in linking them to the community in order to improve the quality of services, service delivery systems, and everyday life.

Performance Indicator (c): SSW faculty continue to develop distance education and online courses using the most current technology

Objective 3 (Instruction and Community Engagement): SSW continuing education programs—professional development and community learning programs—develop partnerships with state agencies and communities to deliver needed education and training to professional social workers in the region.

Performance Indicator (d): SSW Continuing Education Program will provide exceptional post-graduate preparation with an emphasis on intellectual exploration, skill-building, and networking.

Objective 4 (Community Engagement): The LSU School of Social Work Faculty and Staff will occupy prominent roles in the LSU campus community.

Performance Indicator (e): SSW faculty and staff will participate in formal organizational engagement and membership.

Performance Indicator (f): SSW faculty and staff will participate in formal and informal engagement of cross disciplinary collaboration.

Performance Indicator (g): SSW faculty will provide intellectual enrichment through service and education to the University and community.

Performance Indicator (h): SSW faculty will provide leadership in social science research.

Objective 5 (Community Engagement): LSU School of Social Work program activities will be infused in the local and state community.

Performance Indicator (i): SSW will participate in formal community and organizational engagement and membership.

Performance Indicator (j): SSW will increase and maintain successful local, national, and international partnerships to address social problems.

Objective 6 (Community Engagement): The School of Social Work will be actively engaged in national and international communities.

Performance Indicator (k): SSW will participate in formal national and international organizational engagement and membership.

Performance Indicator (l): SSW faculty will provide leadership in editorial roles and national and international advisory and review panels and boards.

Objective 7 (Outreach): SSW graduates have life-long connections with, and commitment to, supporting SSW and the social work profession.

Performance Indicator (m): SSW has vital and enthusiastic alumni that participate in professional development workshops and other alumni events.

Strategy: Maintain active alumni on the SSW Diversity Committee, Field Advisory Committee, and the Continuing Education / Professional Development Committee

Overarching Goal VI:

Increase Diversity among Faculty, Staff, and Students

Objective 1: The LSU School of Social Work will increase diversity among instructional faculty. In 2011, instructional faculty in the LSU School of Social Work were 72% female and 4% people of color. In 2010 (most recent data available), the instructional faculty at Louisiana State University were 35% female and 16% people of color.

Performance Indicator (a): The LSU School of Social Work is above the University mean in female instructional faculty. The School of Social Work supports the University's Equal Opportunity Policy (PS-01) and the Policy for Persons with Disabilities (PS-26), and will recruit applicants from traditionally under-represented groups. The School of Social Work will remain at or above University mean in female instructional faculty.

Strategies: The SSW will recruit instructional faculty from major academic recruitment publications (The Chronicle of Higher Education), from national social work conferences including the Council on Social Work Education (CSWE) Annual Program Meeting and the Society for Social Work and Research (SSWR) Conference, and more specialized social work conferences

Performance Indicator (b): The LSU School of Social Work is nearly equivalent to the University mean with regard to instructional faculty of color, but highly inconsistent with regard to diversity in the state of Louisiana. The LSU School of Social Work will endeavor to recruit applicants of color, and applicants from traditionally under-represented groups, and will achieve a 8% instructional faculty of color by 2016.

Strategies: The SSW will recruit instructional faculty from major academic recruitment publications (*The Chronicle of Higher Education*), from national social work conferences including the Council on Social Work Education (CSWE) Annual Program Meeting and the Society for Social Work and Research (SSWR) Conference, and more specialized social work conferences. Additionally, Historically Black Colleges and Universities (HBCUs) with Ph.D. social work programs will be emailed and mailed job announcements

Objective 2: The LSU School of Social Work will increase diversity among staff. In 2011, 94% of SSW staff were female and 4% were people of color.

Performance Indicator (c): The LSU School of Social Work will increase diversity among staff by 3% in 2016. The School of Social Work supports the University's Equal Opportunity Policy (PS-01) and the Policy for Persons with Disabilities (PS-26), and will recruit applicants from traditionally under-represented groups.

Strategy: The SSW will actively recruit for inclusion including targeting the recruiting approach to reach a diverse, qualified pool of applicants

Objective 3: The LSU School of Social Work will increase diversity among students. In 2011, the LSU School of Social Work student body was 89% female, 32% people of color, and 7% from out-of-state.

Performance Indicator (d): The School of Social Work is above University average in female students (89% SSW vs. 51% LSU). The SSW will target well-qualified male applicants for recruitment and will increase male enrollment by 3% in 2016.

Strategies: Male faculty and staff in the SSW will engage in additional recruitment efforts for the SSW, and more attention will be paid to visual images of males in SSW media relations

Performance Indicator (e): The School of Social Work is above University average in racially/ethnically diverse students (32% students of color in the SSW vs. 23% in LSU). The SSW will continue to recruit well-qualified racial and ethnical minority students and will maintain a racially/ethnically diverse student body at or above 30% students of color through 2016.

Strategies: The SSW will continue to recruit at Historically Black Colleges and Universities (HBCUs) in Louisiana and will launch an effort with the Graduate School to recruit among HBCUs in Atlanta, Georgia beginning in fall 2012

Performance Indicator (f): The School of Social Work is well below the University in out-of-state student enrollment (7% SSW vs. 26% LSU). The SSW will intensify efforts to recruit out-of-state students and will increase out-of-state enrollment by 3% by 2016.

Strategies: The SSW will invest additional resources in marketing outside of Louisiana including at national social work conferences and in national social work publications. In addition, the SSW will launch an effort with the Graduate School to recruit among HBCUs in Atlanta, Georgia, beginning in fall 2012

The SSW will seek funding to increase 2-year Graduate Assistantships for all full-time Ph.D. students to a competitive level

The SSW will seek funding for a first-year MSW Scholarship to attract highly qualified out-of-state applicants

Overarching Goal VII:

Bolster the Infrastructure to Maximize Operations

Objective 1 (Development): SSW diversifies its funding sources to enhance its educational and research efforts.

Performance Indicator (a): Engage alumni, partners, foundations, corporations, and government entities to enhance external, private funding.

Performance Indicator (b): Enhance and upgrade the process of identifying, cultivating, and soliciting potential investors in the School.

Strategies: Enlist Community Board in identification, cultivation, and solicitation of individual, corporate, and foundation prospects

Research alumni and donor list for viable prospects and develop a list of the Top 25 SSW Prospects

Research foundations for viable prospects

Identify volunteers to host small events in their homes for prospective donors

Cultivate and solicit previously identified donors

Performance Indicator (c): Increase endowed student support funds and professorships through newly identified investors and soliciting previous donors.

Performance Indicator (d): Increase unrestricted funding through the annual giving phonathon and direct mail appeal.

Strategies: Segment list into three groups: phonathon, previous donors, potential donors

Conduct phonathon using Tiger Talk

Mail appeal letter to those without phone numbers

Follow-up with direct mail piece to those who Tiger Talk was unable to reach

Stress matching gifts in all appeals

Acknowledge all gifts with personal letter

Performance Indicator (e): Encourage greater involvement of the SSW Community Board.

Strategies: Work closely with Executive Committee to encourage greater participation from board members

Establish committee chairs, identify and appoint committee members to the Public and Community Relations Committee, the Development Committee, and the Nominating Committee

Establish personal relationships with board members

Encourage board participation in cultivation of prospects and donors

Work with development chair to set goals for each board member

Objective 3 (Communications): SSW increases its positive image within the University, Louisiana, nationally and internationally as a primary resource for social work education and research.

Performance Indicator (f): Enhance, standardize, and upgrade communications to project the School's brand and image.

Performance Indicator (g): Disseminate the School's achievements, activities, opportunities and research findings to our stakeholders.

Strategies: The Development Director will update the alumni page on the SSW homepage regularly and will disseminate a Constant Contact update monthly

Faculty will publicize their research, activities, and accomplishments, working through the development office and University Relations

A social media coordinator will be identified within the school and a social media site for the school will be developed and maintained