## Strategic Plan Goals & Outcomes for 2016 – 2017

(Updated 7-23-17)

### A. Diversity and Inclusion:
Increase the presence and leadership roles of under-represented (UR) populations among faculty, staff, and students and competency in social justice and diversity.

(Oversight by Dean and Chair of Equity and Inclusion Committee)

<table>
<thead>
<tr>
<th>1. Recruit, hire and retain faculty from UR communities.</th>
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<td>2. Recruit, enroll, and support students from UR communities.</td>
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<td>3. Increase leadership roles for faculty and staff from UR communities.</td>
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<td>4. Engage our community in conversations about race and class.</td>
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<td>5. Promote social justice, equity, and diversity in the MSW and PhD curricula.</td>
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<td>6. Promote a School culture of mutual respect, inclusion, kindness, and valuing of diversity and difference.</td>
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<td>7. Support SSW community responses to human rights, social justice, health, and welfare concerns.</td>
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**Overall update:**

- The 2016-17 faculty search yielded 18% URM applicants for Asst. Prof.; 3 of 4 finalists invited to campus were URM. All met with the Equity and Inclusion Committee. Offers were accepted by 2 African American candidates. Initial mentors and peer networks have been identified for these new faculty members.
- Although not part of the strategic plan, we note that currently 15% of PT lecturers and 20% of facilitators are URM (but lots of missing data); goals are to increase both to 25% in 2020 with targeted recruitment.
- 5-yr (2012-2016) ALANA student enrollment rose from 20% to 26% for all students, and from 23% to 25% for CRC. New goal of 30% ALANA students for Fall 2017 will likely be met. Admissions Dept. instituted community, alumni, and current student partnerships to increase UR recruitment/enrollment. Annual scholarship dollars that help attract USR students rose 27% from $1.15M in 2012 to $1.95M in 2017. New SSW Field Ed. stipends totaling $200,000/year give priority to UR students. Endowment principal for scholarships rose 19% from 2012 ($4.25M) to 2017 ($5.04M), and total current endowment is $13.4M with CISWH funds. Scholarship funds are a top priority for our new Asst. Dean for Development.
- 35% of all SSW managers (UR & non-UR) have participated in HR-sponsored Choose to Manage program. SSW managers sought opportunities for UR staff to attend university committees and working groups and gain new skills. Currents, e-newsletter, and E & I Committee promoted communication.
- More than a dozen events highlighting racial and social justice were sponsored by the Alumni Association, Dean’s office, CISWH, ADAA, E & I Committee, social policy faculty, and Field Ed. Weekly social justice drop-in sessions for faculty, staff, and students were held in 2016-17. Two faculty members (Copeland, Lopez) presented at the Institute on Cities 1-day conference on mass incarceration.
- Within the MSW curriculum, current program assessment efforts are incorporating racial justice goals; BU Walkout/Demands, MA LEADS day, and some class assignments reflected activism efforts.
- Sunshine and E & I Committees have funds to support events; MarCom publicized events and activities to the entire community.
- SSW developed a Crisis Response Team to address immediate crises and communications. Ongoing activities that involve the School as a whole are TBD.

**Proposed additional tasks:**

- #4: Systematize the plan for conversations about race and class.
- #5: Develop new course offerings that include narrative voices; include works written by people of color.
- #6: Define what a welcoming environment looks like with regard to race, class, color, etc. SSW audit?
|    | **B. Research and Scholarship:** Enhance faculty research/scholarly productivity and impact.  
( Oversight by Dean and Associate Dean for Research) |
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<td>1.</td>
<td><strong>Promote an SSW research community that fosters faculty scholarship and leadership.</strong></td>
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<td>2.</td>
<td><strong>Increase collaboration with interdisciplinary partners on health and social justice (esp. urban settings).</strong></td>
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<td>3.</td>
<td><strong>Establish faculty expectations for research in a Research 1 university.</strong></td>
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<td>4.</td>
<td><strong>Increase funded research projects that employ doctoral students.</strong></td>
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<td>5.</td>
<td><strong>Strengthen research infrastructure, including grant support, statistical consultation, IT, and space.</strong></td>
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**Overall update:**

1. Several faculty have mentors and collaborators from other disciplines (e.g., PH, Med, Anthro, Psych, Social), and more are possible. Several faculty attended recent interdisciplinary BU events (e.g., Research on Tap, IOC events). Tenured faculty will develop mentoring opportunities for new faculty. Faculty travel funds will increase by 25% for FY2017-18 to facilitate conference presentations. New faculty receive start-up research funding; research pilot and training funds are available from the Assoc. Dean for Research.

2. Interdisciplinary partnerships in health are represented in funded grants totaling ~$9M (HRSA, Sanofi, PCORI, BCBS). Social justice is a feature of nearly all grant submissions and awards (combined total of $13M for 2016-17). Interdisciplinary partnerships will be tracked through faculty MyCV and faculty annual reports (FAR) for publications, presentations, grants, and other academic activities. Urban community partnerships appear in 11 grants with 5 collaborating partners in 2017. Many faculty presented at interdisciplinary conferences (e.g., ABCT, APHA, APPAM, GSA, SRCD). SPH and SSW co-sponsored a day-long conference on Health Equity. SSW supported several research organizations via dues, direct sponsorship, and/or display tables (SSWR, APHA, AASWSW, St. Louis Group).

3. Rate of faculty publications and grants is rising. New Dean and ADR will set expectations for future.

4. In 2016, 8 grants by 5 faculty included funds to support at least 1 PhD student, but Dr. Lundgren’s departure reduces this number; new grants will need to increase PhD student support.

5. SSW supports 10% time of a statistician (SED/CAS Math Dept) for faculty research as of July 1, 2017. SSW IS&T manager has connected faculty to relevant tech support with good feedback about IS&T responsiveness and resources. All research projects currently have space within SSW and space needs for community partner projects have been managed offsite. CISWH has space at Med Campus Crosstown Bldg. which accommodates Director’s and SSW faculty ongoing research projects.

**Proposed additional tasks:**

#2: Assoc. Dean for Research to develop collaborations with other areas in addition to health.

C. **MSW Education:** Align MSW curriculum and models (CR, OCP, OLP) to develop and support dynamic social workers in clinical, community, and policy practice.  
(Oversight by Dean, Associate Dean for Academic Affairs, Assistant Deans, Curriculum Committee)

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<td>1.</td>
<td><strong>Align curriculum structure with mission, workforce needs, evidence-based practices, and faculty strengths.</strong></td>
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<td>2.</td>
<td><strong>Emphasize CSWE competencies on diversity, human rights, social/economic justice, &amp; policy practice.</strong></td>
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<td>3.</td>
<td><strong>Provide structural and program supports to ensure currency and quality of the curriculum.</strong></td>
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<td>4.</td>
<td><strong>Create opportunities for students to study across MSW platforms.</strong></td>
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<td>5.</td>
<td><strong>Increase instructional innovation (e.g., web-based teaching, field trends, teaching practices from CEIT).</strong></td>
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**Overall update:**

1. Faculty developed 5 new specializations to fit faculty/school strengths and student interests: Lowy Specialization in Aging; Children, Youth, and Families; Integrated Health Practice; Leadership in Groups, Organizations, Communities; Trauma & Violence; curriculum development for each specialization is ongoing for 2017-18. Faculty search priority areas for 2017 were trauma/violence, health, and/or clinical practice with aging; two newly hired faculty focus mainly on trauma/violence. Curriculum Committee (CC)
2. CSWE competency evaluation efforts are ongoing. Collins and Zimmerman have a CSWE-funded policy practice project in which all foundation placement students complete a policy practice assignment which may become standard for field and policy courses.

3. E-Cap materials were submitted March 2017. Note: Policies for majors (CP, MP) and dual degree programs remain TBD. Work on new Provost grant to Profs. Collins (ADAA) and Furlong is ongoing.

4. In progress by ADAA and Asst. Dean for OCP/OLP; schedule formats for OCP and OLP are under review. BU has centralized course scheduling for CRC; this facilitates taking courses across disciplines.

5. CEIT grant information is widely disseminated, though SSW faculty did not apply in 2016-17. 8 SSW faculty/administrators attended and 5 presented at distance/digital education conferences, and 6 faculty/administrators will present 4 talks at CSWE OL Conference in April 2017. Note that in 2016-17 60% of online courses were taught by FT/HT faculty. Consider inviting CEIT to present at SSW in 2018.

Proposed additional tasks:
#1 and #3: Determine optimal curriculum structure with regard to departments (e.g., reduce to two versus five) and specializations.
#1: Evaluate outcomes for the Curriculum Committee (CC) to ensure effective performance.
#4: Monitor need for cross platform study which is currently arranged on a case-by-case basis.
#5: Examples include integrative seminar and field opportunities.

Additional item #6: Consider adding evaluation of OLP outcomes (e.g., comparing OLP, CRC & OCP outcomes)

D. PhD Education: Prepare doctoral scholars/leaders through commitment to social justice, rigorous qualitative and quantitative methods, interdisciplinary specialization, and teaching excellence.
(Oversight by Dean and Director of Doctoral Program)

1. Determine faculty doctoral workload.
2. Maintain/increase application rate, quality, and yield.
3. Improve graduating student time to degree, products, and outcomes.
4. Build interdisciplinary relationships with other units/schools.
5. Assess student progress and program goals.
6. Enhance student teaching excellence.

Overall update:
1. Policies outlining faculty roles and workload credit for advising, teaching, mentoring, dissertation and related roles were developed and approved in September 2016.
2. Applicant pool rose from 32 in 2012 to 39 (21% URM) in 2017, with 6 of 9 accepted students from URM backgrounds; average graduate GPA of accepted applicants = 3.77.
New marketing materials were available at SSSR; new website is in progress. “Warm touch” outreach recruitment strategies were implemented to attract UR students. All students are assigned mentors.
3. Avg. years to graduation has been 9 (range=6-10) for students entering after 2006, but new program with full funding for 5 years has no grads yet. Recent faculty positions include Ohio University and Fordham University.
4. Curriculum was developed to strengthen interdisciplinary experiences of doctoral students through specialization and requiring dissertation committees to include non-SSW faculty from other disciplines. SSW PhD courses were cross listed; in 2015-2016, 23 non-SSW doctoral students (SED, SAR, MED) took SSW qualitative courses and 2 from other universities too SR904 Clinical Research. SSW students cross-registered for courses at GRS, SPH, STH, SAR, MET. Dissertation committees included faculty from sociology, psychology, theology, education and social science.
5. Additional program funding increased student conference presentations from 15 in 2015 to 34 in 2016. Students co-authored 14 journal articles in 2015, 10 in 2016, and 13 (published and in press) in 2017; 24 are under review. Three students received 4 external dissertation awards totaling $18,000. Completed PhD student handbook with benchmarks; increased support staff time and program budget.
6. Teaching records are kept for each student; annual summaries are in progress.
E. **Community/Professional**: Strengthen community partnerships and professional roles in local, regional, national, and global settings.

(Oversight by Dean, Assistant Dean for Field Education, Associate Dean for Research, Faculty)

1. Expand field opportunities in Boston, national and global settings with interdisciplinary partners.
2. Enhance faculty and staff leadership in social work and cross-disciplinary professional organizations.
3. Engage in community participatory research to promote empowerment and capacity building.
4. Promote effective models of university-community partnerships in areas of expertise.

Overall update:
1. SONIA database tracks and reports on field sites by campus, state, number of foundation and advanced placements, field of practice, and clinical/macro.
2. CSWE councils and commissions offer leadership opportunities, as do various professional organizations. Dean Steketee holds officer roles at ABCT, AASWSW, and St. Louis Group; other faculty leadership roles will be tracked through faculty annual reports.
3. Areas of focus include youth empowerment and health, cancer research, environmental health, Black Lives Matter; other areas are TBD.
4. A definition of university-community partnerships is needed to identify models; several faculty engage in such partnerships currently.

**Proposed additional tasks:**

#1: CRISP, CISWH, Field Education, Global health.

F. **SSW Organization**: Advance the School’s mission and support SSW community health and productivity.

(Oversight by Dean, Associate Dean for Enrollment/External Relations, Director of Fin. & Admin.)

1. Align organizational structures & systems to promote efficiency and quality across program platforms.
2. Develop a code of ethical behavior for faculty, staff and students across academic, research, professional, and practice contexts.
3. Advance SSW’s regional and national reputation through effective marketing and communications.
4. Improve IT capacity to advance SSW’s mission and goals.
5. Improve organizational communications and transparency in policies and procedures.

Overall update:
1. Dean and Director of Finance and Administration engaged BU Internal Audit and Advisory Services to review several organizational structures; student service recommendations will be considered in 2017-18.
2. To be developed.
3. SSW’s MarCom department expanded its work: (1) monthly digital newsletter (*This Month at SSW*) that reaches across BU and includes research spotlights; (2) *Currents* has new POV feature (faculty or student), research spotlight, use of multiple voices and perspectives; (3) faculty research pitched to all BU outlets (*BU Research, BU Experts, BU Today*); (4) new marketing materials for PhD, Advanced Standing, and CRC Campus; (5) targeted communications aimed at ALANA, Macro, and OCP recruitment; (6) positioning plan with external consultant; (7) increased social media presence and platform analytics and feedback for Facebook, Twitter, & Instagram; (8) track social mentions via social media tools. Major website redesign to launch in June 2017. New website for June 2017 will highlight faculty and program news, pubs, talks, research and Research section will allow regular updates.
4. IS&T Manager provides information to faculty and administrators as needs are identified. New Conant Lounge upgrade allows OL and OCP students to participate in CRC events; upgrades to classrooms and Dean’s Conference Room to be completed in summer 2017. New BU data management system is being planned with 5-year timeline.
5. PhD Program policies are updated. Other policies and procedures (e.g., faculty workload) will be passed to new Dean; MarCom plans targeted focus groups for faculty & staff in Fall 2017.

**Proposed additional tasks:**
#1: Incoming Dean to evaluate organizational structure of faculty roles for curriculum departments and specializations and administrative infrastructure to support programs