



COLLEGE OF
SOCIAL WORK



EMBRACE DIFFERENCE. SEEK JUSTICE. BE THE CHANGE.

Strategic Plan

College of Social Work

The Ohio State University

2012-2016



Strategic Planning at The Ohio State University

Ohio State's future will be defined and driven by the university's move from excellence to eminence. Making that move requires a strategic vision and a clear path for achieving it.

Strategic planning is a systematic process, one that builds commitment to priorities essential to mission-critical work. Strategic planning establishes the guideposts that chart the journey toward eminence and provides opportunities to assess the steps along the way. Strategic planning also helps ensure that the university remains vital, sustainable, and accountable.

All strategic planning at The Ohio State University is founded in the overarching principles of the institution's vision, mission, and values.

Ohio State's Vision

The Ohio State University will be the world's preeminent public comprehensive university, solving problems of world-wide significance.

Ohio State's Mission

We exist to advance the well-being of the people of Ohio and the global community through the creation and dissemination of knowledge.

Ohio State's Values

Shared values are the commitments made by the Ohio State community regarding *how* work will be conducted. Our values at Ohio State include:

- Excellence
- Collaborating as One University
- Acting with Integrity
- Personal Accountability
- Diversity in People and Ideas
- Change and Innovation
- Simplicity in our Work
- Openness and Trust

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Dear Friends of the College of Social Work:

It is a pleasure to share with you the 2012 College of Social Work strategic plan. Our plan builds upon the long tradition of exceptional social work education at The Ohio State University, and places the College on a continued trajectory toward eminence. This document describes the challenges and opportunities for our College and specifies our strategic focus over the next two to three years. Our plan links closely to our university's strategic planning effort, and its successful implementation will strengthen both the College of Social Work and The Ohio State University.

Our redesigned curriculum is highly engaged with the community and prepares students for leadership in responding to today's challenges, and those that will follow. Our curriculum emphasizes the application and creation of evidence for practice and a commitment to translational and implementation science. Our outreach and engagement efforts also reflect a commitment to disseminating the use of evidence based practice. Our plan acknowledges the transformational potential of technology upon higher education. We will position the College of Social Work to be a leader in the adoption of technology enhanced teaching, research, and practice.

Our strategic plan builds upon the spirit of One University. Toward that end the plan emphasizes the creation of a collaborative and supportive work climate where challenging conversations set the stage for inspired accomplishments. Such a climate will embrace diversity and encourage risk-taking and creativity. Our work climate will reflect the belief that individual and organizational success are dependent on our ability to work well together. This strategy recognizes that our best accomplishments often follow from our most collaborative endeavors.

We are making a significant commitment to the continued growth of our research infrastructure and further expansion of funded research at the College. We will continue to build collaborative research partnerships both within and outside the university. The coming years will see an expansion in funded research activity by our faculty as we conduct and disseminate research that makes a difference.

Our small College has a huge footprint. From the inception of social work as a profession, the College of Social Work at has been a leader both in our community and nationally. Social work exists in the cracks in society through which vulnerable people fall. We prepare social work practitioners with the knowledge and skills to improve the lives of individuals, couples, and families, and to strengthen communities at the local, national, and international levels. Our scholarship informs practices, programs, and policies that society depends upon to fulfill its obligations to our most vulnerable citizens. We prepare students who will change the world

Sincerely,



Tom Gregoire, MSW, PhD
Dean



College Overview

The Ohio State University College of Social Work is an integral and valuable resource to the State of Ohio and the nation. The social work community and the College of Social Work collaborate to ameliorate an extensive array of contemporary social problems. Through its BSSW, MSW, and PhD degree programs the College enables students to acquire the knowledge, skills, and values required for professional social work practice and research.

Social work education began at The Ohio State University in 1875 with the offering of course work on poverty. These courses were soon followed by a curriculum based on scientific charity and philanthropy. As early as 1901, students from The Ohio State University were undertaking field work in a local settlement house in concert with their curriculum on social case work. We conferred our first Bachelor of Social Service degree in 1916, our first Masters degree in 1923, and our first doctorate in 1934. Following the 1927 establishment of the School of Social Administration, our name changed to the School of Social Work in 1960. Eight years later we joined the College of Administrative Science, and in 1976, we were granted independent College status.

In 1919 Ohio State became one of the charter members of the Association of Training Schools for Professional Social Work, the precursor organization to the Council on Social Work Education. First accredited in 1919, the College of Social Work is the oldest continuously accredited public social work program in the country. We received our latest re-accreditation from the Council on Social Work Education in 2010.

Mission

The College of Social Work, through excellence in teaching, research, and service, prepares leaders who enhance individual and community well-being, celebrate difference, and promote social and economic justice for vulnerable populations. The College fosters social change through collaboration with individuals, families, communities, and other change agents to build strengths and resolve complex individual and social problems. As an internationally recognized College, we build and apply knowledge that positively impacts Ohio, the nation, and the world.



Vision

Three principles guide the implementation of the College of Social Work mission:

Embrace Difference. Seek Justice. Be the Change.

Values

The College is committed to pursuing its mission within the values of the social work profession:

- The dignity and worth of all people.
- The importance of human relationships.
- Building knowledge through ethically conducted, open inquiry.
- Competence in all aspects of professional practice.
- The maintenance of integrity in professional interactions.
- The pursuit of social justice.
- A commitment to service.

Strategic Scan

The context in which we create our strategic plan is influenced by current trends in technology, research, education, social service delivery, and the recent economic crisis. It is also shaped by the rich history of the College of Social Work as a leader in preparing social work practitioners and researchers.



Our physical setting plays a prominent role in the tradition of social work education at Ohio State. Our building was constructed with funding from the New Deal's Works Progress Administration and was dedicated on November 12, 1937 with Harry Hopkins, the New Deal's principal architect, serving as the key note speaker. Stillman Hall features many examples of both the history and values of our profession. Carved above

the main entrance to Stillman Hall are six principles of a "good life" (Justice, Freedom, Democracy, Knowledge, Education, and Happiness) according to Charles Stillman our director at the time of the construction. Our building also features a great deal of art work commissioned by the Federal Art Project and photography from the Federal Writers Project. The fourth floor of Stillman Hall contains extensive murals also commissioned by New Deal funding. A 2001 building addition includes tile sculptures honoring prominent social workers Jane Addams, Whitney Young, and Harry Hopkins. Our long and rich history and physical setting clearly helps anchor the current students' educational experience in the history and traditions of the social work profession.



National Ranking

US News & World Report currently ranks the College of Social Work 15th among public universities and 26th among the 219 graduate programs in social work. Our plan will facilitate a climb up the rankings and movement into the top twenty of all graduate social work programs. Because all social work rankings are reputational (not part of the NRC), movement in the rankings will be influenced not only by our educational programs and the quality of graduates we produce, but by the visibility of the College and its leaders at the local, state, national, and international levels. In this context communicating our good work becomes a critical strategy.

Technology enhanced education

Technology is transforming the way we educate. We are moving toward more mobile technology and multiple methods for students to obtain their instruction. Already underway are our efforts to prepare our faculty and professional staff as instructors in a more mobile environment. With a goal of real transformation, this strategy will result in wide adoption of mobile technology among our faculty and staff, rather than isolated examples confined to a few individuals.

The impact of technology will extend beyond our classroom. As a community engaged profession, we recognize the need to prepare students for engagement and practice in virtual communities. Many people now live very significant lives in virtual communities. Good practice must include recognition of how to engage and serve individuals in that context. The past few years have seen a number of effective community advocacy efforts in the virtual world. Our students should have those skills.

International Social Work

We must prepare our students for a more global experience. Our students feel an increased sense of responsibility to international social problems. Social media and the 24 hour news cycle create real-time communication across the globe and an increased awareness of, and sense of responsibility for, responding to social problems. Our responsibility begins with providing students greater opportunities to study social work and social welfare in an international context and the ability to work with immigrant communities locally. However, we also find in our mission the challenge to recruit internationally and prepare students from developing countries to return and make a local difference after graduation. It is insufficient to prepare students who are simply aware of the global challenges. We must produce global change-agents.



The College has a strong commitment to providing opportunities to explore social welfare and social work practice in other countries. Our Poland and India programs have been offered for a number of years. These programs allow students to study the emergence of social welfare in the post-Soviet era or to examine social welfare practice in the context of a developing country. Our program in Cuernavaca, Mexico explores immigration and economic issues in that country. Our newest program provides for comparative study of mental health and child welfare policy in the United States, Poland, and the United Kingdom. In addition to furthering coursework on international social work, our undergraduate program will provide the opportunity for an international concentration in the semester curriculum. We also recognize the opportunity to utilize technology to increase exposure to social work in a global context for all of our students. Beginning in 2013 we will employ technology to synchronously teach, in Spanish, a course on community development simultaneously to Ohio State students and to social work students at the Universidad Nacional Autonoma de Nicaragua in León, Nicaragua. These programs, and others that will follow, will allow students in both countries to build collaborative relationships and teach each other about social problems and effective responses in their unique context.



Translational Research

Translational and implementation science have been identified as the leading edge of social work research. The increasing federal investment in funding of translational research reflects the expectation that science must have a practical application in order to improve the human condition. We anticipate the funding commitment to translational research will continue to expand. We will build much of the College's research infrastructure around translational research and train doctoral students in the conduct of implementation and translational science.

Social work researchers are uniquely suited to studying the translation of basic research into practice and policy, including examining the contextual aspects of this translational process. However, to maximize the contribution to this important work, research must be conducted in real-world settings. This type of research requires a high degree of collaboration and interdisciplinary or transdisciplinary partnerships. It is situated in complex systems comprised of diverse cultures, constituencies and communities. Although The Ohio State University is one of only 71 colleges and universities in the United States offering a doctoral degree in social work, and the demand for graduates outpaces the supply, the competition for the best positions at our peer and aspirational peer institutions is stiff. New faculty hires need to have sharply honed research skills, multiple publications, and a beginning record of funded research to secure the best positions. We will produce doctoral students with cutting edge skills who are in high demand at top tier research universities.

Service delivery

Traditional models of social service delivery and program design may not survive the most recent economic crisis and the continued dwindling of resources for social service programming. Services are likely to become increasingly community based and self-help oriented. Volunteer organizations such as local churches and civic organizations may play an increased role in meeting community needs. In that context, there is likely to be an increasing chasm between evidence based practices and service provision for the most needy. Monitoring program outcome and accountability will take on new challenges for service providers and funders.

This significant reshaping provides an important opportunity for community engagement and leadership on the part of the College of Social Work. Our plan emphasizes expanding community based research and teaching, providing evidence based curriculum in our continuing education programming, and continued engagement with our community.

Technology is also likely to play a significant role in service delivery. Mobile technology has the ability to change and expand the ways in which social workers and other professionals engage with the community. We see technology as a tool to extend the professional to populations that otherwise are un-served, underserved, or who receive services in inappropriate settings such as emergency departments.



Competency based education

The role of social work education at the bachelor's and master's degree levels is to prepare professional practitioners for the wide variety of settings in which social workers are employed. Social workers provide essential services in mental health agencies, schools, child welfare systems, hospitals, substance abuse programs, criminal and juvenile justice organizations, programs assisting the elderly, and other settings that serve the oppressed or marginalized. Social workers are also actively engaged in policy change at the state and national levels. It is essential that social work education work closely with the community to identify and address current needs and anticipate social issues that our graduates may encounter in the course of their careers.



Regardless of the setting, social work education must instill our graduates with the values and ethics of the profession, together with the core competencies required for successful practice. The Council on Social Work Education, our current accrediting body, has recently adopted new standards focusing on specific competencies, practice behaviors, and methods for assessing mastery of those competencies and behaviors. In light of these new standards and the university's transition to semesters, the College of Social Work has used the opportunity to design an innovative curriculum that prepares students

to address societal needs through micro- and macro-level social work practice. Embedded assessments of the extent to which our students master these critical competencies and practice behaviors will allow us to continually examine our program for ways to improve the the curriculum and enhance the educational outcomes of our graduates. To emerge as a leader in social work education, the College of Social Work has engaged in a thoughtful, transparent, and inclusive process of curriculum design. The resulting semester curriculum includes undergraduate and graduate courses that prepare our graduates to address current and future social problems within the local community, the nation and the world.

The Current State of Professional Social Work

The current demand for professional social work practitioners is great. The majority of mental health, child welfare, and family services in the U.S. are provided by social workers. Additionally, social workers serve as an integral component of interdisciplinary teams in education, health care, and gerontology. One finds trained social workers in the fields of substance abuse, corrections, juvenile justice, economic security, and employee assistance. A substantial number of social workers also provide counseling and psychotherapy through private practice.

Data from national studies indicate that the demand for professional social workers, particularly those trained at the masters level, will increase significantly in the coming years. The Bureau of Labor Statistics predicts an 18 to 26 percent increase in the demand for new social workers by the year 2014. Our own needs assessment of Central Ohio and our regional campus sites indicates that agencies seeking social workers must often fill positions with less qualified individuals. Finally, as further evidence of the need to expand our production of social workers, national data indicates that social



workers in the work force are significantly older than the civilian labor force. The aging of the profession will exacerbate the already increasing demand for professional social workers and challenge the College to meet this important community need.

Diversity and the Social Work Profession

While data suggests that the social work student population is among the most diverse at OSU, we must continually enhance diversity in our student body, faculty, and staff. National studies find that in many fields



of practice the majority of those served are from minority populations/cultures while those who serve them are often white and from the majority culture. Empirical data suggest that ethnic and racial matching of clients and social workers is at times associated with differences in the amount and type of service provision and client outcome. This mismatch between the served and service providers suggests the need to both recruit and retain workers from minority racial and cultural populations. Also, programs must develop more culturally sensitive interventions to better insure that interventions will be effective. Increasing the

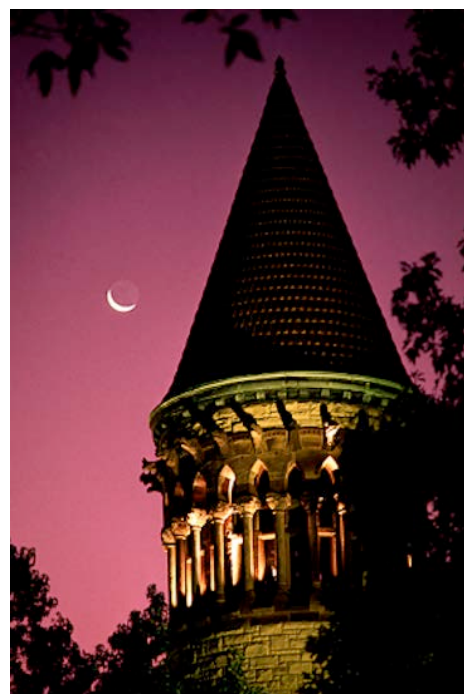
diversity of our students requires targeted recruitment efforts, educational program designs and deployment that support non-traditional students, and increased student financial support.

Achieving our Objectives

The strategic objectives of the College of Social Work are consistent with the larger university mission of enhancing teaching and learning, advancing discoveries through research, and engaging with communities across the globe. Specific strategies for achieving these objectives are based on offering an innovative curriculum for undergraduate and graduate students, creating an infrastructure to support research, promoting a culture and climate in the College to enable eminence, and engaging the community to insure that our educational programs and research continue to be relevant to current social issues and needs. The strategies that we will pursue focus on objectives pertaining to:

Teaching & Learning

- Improve quality of incoming students.
- Insure program excellence by implementing an innovative, invigorating, and challenging curriculum that provides enriching educational experiences to prepare students for successful careers as practitioners, leaders, and scholars in Social Work.
- Monitor student outcomes pertaining to graduation rates, post-graduation outcomes, and mastery of critical social work competencies and values.



Research & Innovation

- Invest in an infrastructure that supports the expansion of funded research to increase total research expenditures.
- Create an environment that supports an increase in faculty scholarly productivity.
- Increase the number of faculty who have external funding.
- Collaborate in Discovery Theme scholarship in the areas of Health and Wellness, and Food Security and Production.

Outreach & Engagement

- Promote critical workforce development through student internships in community social service agencies.
- Engage in community partnerships through non-credit courses, continuing education opportunities, and post-graduate certificate programs.
- Increase the number of community based collaborations that provide services to community agencies.

Stewardship

- Foster a culture of high expectation that provides support, rewards, and recognition to faculty and staff for high performance and offers multiple pathways for demonstrating excellence.
- Create a climate that fosters creativity and collaboration and develops leadership within the College.
- Increase monetary resources for the College by reducing non-retirement faculty turnover, increasing cash gifts, and supporting efficiencies in expenditures.
- Maintain the excellent facilities in Stillman Hall to support the key activities of the College of Social Work.
- Increase faculty and staff access to technology in order to create greater efficiencies in teaching, learning, and research.
- Integrate technology into outreach and engagement
- Increase alumni engagement

Each of these four areas is described in more detail below. A summary of the metrics that will be used to assess progress is presented in the Strategic Plan Scorecard at the end of this document.

Teaching & Learning Objectives

- Improve quality of incoming students.
- Insure program excellence by implementing an innovative, invigorating, and challenging curriculum that provides enriching educational experiences to prepare students for successful careers as practitioners, leaders, and scholars in Social Work.
- Monitor student outcomes pertaining to graduation rates, post-graduation outcomes, and mastery of critical social work competencies and values.

Overview.

In concert with the commitment of The Ohio State University the College of Social Work is committed to providing an *“unsurpassed, student-centered learning experience led by engaged, world-class faculty, and enhanced by a globally diverse student body”*. The learning experience in social work is directed toward helping our graduates apply and discover evidence-based services to allow oppressed and vulnerable populations across the world to maximize their personal potential.

We offer BSSW and MSW degrees to those interested in professional social work practice, and a Ph.D. degree to those interested in research and scholarship to advance social work knowledge and practices. At each level we strive to prepare our students to engage in practice and scholarship in diverse and changing environments. This includes working in multidisciplinary environments, having the knowledge and skills to work with global social issues and communities, using technology to improve services to social work practice, and emphasizing the breadth of current and anticipated human rights issues facing oppressed and vulnerable populations internationally and locally.

We produce students prepared to identify, critique, and implement evidence-based practices (BSSW & MSW programs) or extend knowledge on evidence-based practices through translational or intervention research. The College is positioned to become a leader in advancing evidence-based social work services. We offer the only doctoral program in social work that is dedicated to preparing our graduates for conducting translational and intervention research and scholarship. We are also increasing content in the BSSW and MSW curricula to prepare graduates to provide evidence-based services as a part of social work practice in all settings.

To accomplish these goals we are undertaking several initiatives that are intended to provide an outstanding learning environment and to ensure that the College of Social Work will be recognized for the high quality and preparedness of our graduates. Our efforts include:

- Improving the quality of incoming students for the BSSW, MSW and Ph.D. program by designing effective recruitment strategies, shortening the time from application to admission to reduce risk of losing outstanding applicants, and providing a pathway for outstanding undergraduate students to complete the MSW and Ph.D. degrees in an expedited manner.
- Improving student outcomes by increasing the academic rigor of social work programs, providing employment counseling to increase the percentage of students who are employed within three months of graduation in a degree-relevant position, and meeting and exceeding student outcomes.

- Expanding the use of technology to enhance educational methods and outcomes. This includes increasing the number of courses that employ some type of learning technology, distance learning courses or hybrid course offerings.
- Extending social work education and knowledge to a broader community by offering the BSSW program at each of the four regional campuses and providing more off-campus courses for MSW students to move educational opportunities into the community. We also want to expand the educational reach of the college by developing iTunesU offerings, ePubs, and continuing educational options offer through distance learning courses.

College Priorities

Improve the Quality of Incoming Students

1. Develop recruitment strategies including enhanced support packages to promote BSSW, MSW, & Ph.D. programs to highly qualified students
2. Streamline admission processes to increase matriculation rates of students by moving to electronic applications, admissions, and student records
3. Create mechanisms for identifying highly qualified students from BSSW program for MSW & Ph.D. programs

Program Excellence

1. Prepare students for practice and scholarship in diverse and changing environments
 - a. Expand interdisciplinary educational opportunities
 - i. Implement interdisciplinary undergraduate minors beginning with substance abuse
 - ii. Increase number of dual degree programs for MSW students
 - iii. Increase the number of interdisciplinary BSSW and MSW field placements, particularly in the health sciences.
 - iv. Increase number of Ph.D. students who complete a research internship in an interdisciplinary center, a graduate interdisciplinary specialization, or a graduate minor
 - b. Increase number of students participating in international educational opportunities
 - i. Implement International Track in BSSW program
 - ii. Explore additional study abroad offerings by the College, and identify additional opportunities across campus.
 - iii. Develop virtual opportunities for international engagement including online course and lecture opportunities with international partners.
 - iv. Develop opportunities for international field placements.
 - c. Increase competence of social work students to incorporate innovative technology in practice settings

- i. Create educational technology in expertise in the College of Social Work, and further engage with university resources.
 - ii. Fund technology seed grants to encourage faculty use of technology in the classroom and the field.
 - d. Increase course content, practicum experiences, and research opportunities focusing on human rights in a global context
 - i. Collaborate with the university and Columbus community to create human rights advocacy activity opportunities.
- 2. Establish College of Social Work as a leader in evidence-based practice and translational and implementation science research.
 - a. Increase professional students' (BSSW & MSW) ability to find and employ evidence-based methods in practice.
 - b. Increase doctoral students' ability to develop knowledge and innovative practice in social work using translational and implementation science research methods.
 - c. Make evidence based practice a focal point of continuing education programming.
 - d. Increase faculty expertise in translational research through training, campus collaboration, and faculty search.
- 3. Harness technology to enhance educational methods and outcomes
 - a. Increase number of technology enhanced courses through distance learning or hybrid course offerings.
 - b. Infuse technological tools, emphasizing mobile technology in classroom and field instruction.
 - c. Invest in faculty and staff technology expertise.
- 4. Expand access to social work education and knowledge
 - a. Implement regional and off-campus BSSW & MSW programs
 - b. Develop Coursera, iTunesU, ePubs, distance learning continuing education and other similar efforts to move knowledge into the community
 - c. Organize continuing education around faculty strengths and a commitment to evidence based practice.
 - d. Disseminate translational and implementation science into the social work literature

Student Outcomes

- 1. Improve student outcomes
 - a. Increase academic rigor across BSSW, MSW, & Ph.D. programs
 - b. Increase percentage of graduates of the professional programs who are employed in social work at a level commensurate with their degree within 3 months of graduation
 - i. Implement career services programming
 - c. Increase percentage of doctoral graduates placed in post-doctoral research training or tenure-track positions in peer institutions

- i. Increase publication activity of doctoral students.
- d. Meet or exceed established competency and practice behavior outcome standards for BSW and MSW students
 - i. Provide annual outcome performance reports to faculty and staff and engage the community conversation about our performance.

Research & Innovation Objectives

- Invest in an infrastructure that supports the expansion of funded research to increase total research expenditures.
- Create environment to increase faculty scholarly productivity.
- Increase the number of faculty who have external funding.
- Collaborate in the development of scholarship in Discovery Theme areas of Health and Wellness, and Food Security and Production.

Overview. Research conducted by social work scholars has a significant impact on addressing social problems. The potential impact for future social work research is magnified in today's environment. The College of Social Work can make a significant contribution in a number of areas in the Discovery Themes. We intend to build upon our identified expertise in areas of aging, substance misuse and mental health, poverty and community development, and children and families through selective investment and hiring, and by supporting cross-campus collaborations. Each of these areas represent current strengths at the College of Social Work, and areas of high need and high opportunity for collaborative research.

Aging. It is estimated that caregiving, primarily for older adult family members, results in 17 billion dollars in annual lost productivity for business in the United States. That figure will increase. By 2030 one in five persons in the United States will be over the age of 65 and by 2050 there will be close to 20,000,000 citizens over the age of 85. The profound social change that will accompany what has been called the Silver Tsunami will place considerable demand upon health and social systems, and family and community caregivers.

The College of Social Work has the capacity to make a meaningful contribution to aging research, and to take a significant role in the development of this area for the Discovery Themes. We currently have four senior faculty in aging with well-established reputations as aging scholars, and additional senior faculty working in health. Our faculty in aging and health have previously collaborated with OSU scholars in Medicine, Public Health, The Kirwan Center, the Government Resource Center, and Veterinary Medicine. We are also currently exploring opportunities for collaborations with Nursing based on our shared commitment to strengthen aging research at OSU.

Substance misuse. The misuse of alcohol and other drugs remains one of the most pressing threats to global health and wellness. In the U.S., mortality related to alcohol alone is the third leading cause of preventable death. Substance abuse, including illicit drug use, costs the United States upward of four hundred billion dollars a year in trauma related costs, lost productivity, premature death and illness. With four senior faculty—two in senior leadership positions—with research trajectories in substance abuse treatment or prevention the College of Social Work is uniquely suited to take a leadership role in the development of science-based solutions to such problems.

The College of Social Work has begun initial discussions with the Student Wellness Center, the College of Pharmacy, and community partners to develop a research and training center focusing on preventing alcohol and other drug problems and promoting wellness among young adults. We see the opportunity for several other academic units including Nursing, Public Health, Medicine and Psychology to name a few to be involved

in this effort. The Center would develop innovative research programs and provide training opportunities for professionals working in the field.

Mental health. In any given year one in four adults suffer from a mental health disorder. Social workers provide more mental health services in the United States than all other disciplines combined. It is anticipated that health reform will provide more access to mental health services, and create a need for greater mental health services in primary care settings.

College of Social Work scholars have been funded to conduct systems science studies including mutual aid in helping settings, systems cooperation in access to behavioral health care for children, the integration of mental health and physical health, the use of complementary interventions such as meditation, and the design of new evidence based family interventions. Our faculty and staff are currently studying the impact of providing community based mental health services to low income residents of the Hilltop area. We have recently begun placing social work students in the free clinic operating out of the OSU Rardin Family practice, and will collaborate with the College of Nursing in operating a mental health clinic at OSU East Hospital.

Children & Families. In 2010 Ohio experience over 34,000 cases of confirmed child abuse and neglect. Over 12,000 children under the age of 18 lived apart from their families at some point during that same year. At the same time resources for prevention programs are being cut, often for lack of evidence about the effectiveness.

Over the past five years our child and family scholars have obtained more external funding than in any other area at the College of Social Work. Our faculty have been funded to conduct research in risk assessment and technology enhanced interventions with children and families. Our Life Sports initiative is a leader in the production of research on positive youth development through sports and one of the university's most successful interdisciplinary research, teaching, and outreach endeavors. This project is a collaboration of Social Work and Athletics, with additional involvement from Education and Human Ecology, Nursing, Dentistry, and Pharmacy.

Poverty. Close to one in four children in Ohio under the age of 18 live below the poverty line and over the last three years Ohio has experienced a rapid increase in the number of citizens who are food insecure. Nationally, one in five homes with children is considered food insecure.

Over the past four years we have made a commitment to hiring junior faculty with strong potential for external funding in the areas of domestic and international poverty and community development, access to child care, and food insecurity. We have engaged with colleagues in the Food Innovation Center, and the former Poverty Solutions Collaborative in recruiting, selecting and mentoring of these faculty. Our faculty scholarship has been funded by both centers.

College Priorities:

1. Invest in an infrastructure that supports the expansion of funded research to increase total research expenditures
 - a) Hire a senior faculty with strong history of funding to serve as Associate Dean for Research.
 - b) Deploy additional pre and post award support for faculty research.
 - c) Identify additional space to support funded research.
 - d) build collaborative interdisciplinary research partnerships within and beyond OSU
2. Create an environment that supports increased faculty scholarly productivity
 - a) Engage faculty in a review of current promotion and tenure expectations regarding scholarship.
 - b) Review with faculty current merit review and workload expectations to identify opportunities to support increased scholarship.
 - c) Increase the impact of faculty publications.
3. Increase the number of faculty who have external funding
 - a) Increase the amount of seed grant funding for projects with high potential for external funding.
 - b) Increase mentorship and support for faculty pursuing funded research.
 - c) Review current supports and incentives for external funding for opportunities to increase each.
 - d) Increase the number of proposals submitted for extramural funding.
4. Collaborate in the development of Discovery Theme areas of Health and Wellness, and Food Security and Production
 - a) Contribute to the creation of campus collaboratives in the areas of aging and health, substance abuse and mental health, children and families, and poverty and food security.
 - i. Focus faculty searches on these areas with an emphasis on potential for external funding.
 - ii. Identify opportunities for additional senior hires, including joint hires, in the Discovery Theme focus areas.
 - iii. Identify and engage with other campus scholars in the Discovery Theme areas.
 - iv. Disseminate translational and implementation science into the social work literature.

Outreach & Engagement Objectives

- Promote critical workforce development through student internships in community social service agencies.
- Engage in community partnerships through non-credit courses, continuing education opportunities, and post-graduate certificate programs.
- Increase the number of community based collaborations by faculty and staff that provide services to community agencies.
- Integrate technology into outreach and engagement.
- Increase alumni engagement.

Overview. Outreach and engagement are fundamental to the mission of the College of Social Work. Field internships are required for all BSSW and MSW students and we provide non-credit courses and programs to keep community practitioners abreast of research, best practices, and current developments in the field. Furthermore, faculty and staff are actively engaged in the community through community-based research, consultation, board memberships, and other supportive services. To assess our continued success in outreach and engagement, we will monitor the quality of BSSW and MSW students field internships, the number of people who participate in our continuing education courses, community lectures, symposia, and certificate programs. We will also continue to monitor the number and type of outreach and engagement activities in which faculty and staff are involved.

College Priorities:

1. Promote critical workforce development through student internships in community social service agencies
 - a. Increase the number of field placement agencies each year
 - i. Develop multiple agency recruitment activities that engage both current and new agencies.
 - b. Increase the number of placements that provide international educational opportunities.
 - c. Work with the undergraduate program office and regional campuses to staff for an influx of new students and the increased need for field placements.
 - d. Collaborate with alumni director to develop a career services office that supports current and former students.
 - e. Establish a community advisory committee to inform the exchange of information between the college and the community.
2. Engage in community partnerships through non-credit courses, continuing education opportunities, and post-graduate certificate programs focusing primarily on evidence based training and vulnerable populations
 - a. Increase community trainings for practitioners and administrators on both evidence based training and vulnerable populations.
 - b. Develop an interdisciplinary post-graduate certificate program on working with veterans and their families.

- c. Increase co-sponsorship activities with units within and outside of the university.
 - d. Convene a continuing education advisory committee.
3. Increase the number of community-university based collaborations that provide a benefit to our communities
 - a. Create a strategy for monitoring faculty members community engagement.
 - b. Collaborate with the Associate Dean for Research to develop a strategy for engaging community partners in faculty research agendas.
 - c. Work with university Outreach and Engagement to lead the university's effort in supporting the Greater Hilltop Shalom Zone.
 - d. Partner with Social Work and other faculty to grow placements and additional service and research opportunities around issues of food security and poverty.
4. Integrate technology into community outreach and engagement
 - a. Implement online continuing education courses.
 - b. Work collaboratively to offer online continuing education courses with other units on campus, such as nursing.
 - c. Utilize technology to bring in lecturers from other parts of the country and world into CE offerings.
5. Increase Alumni Engagement
 - a. Provide additional alumni events/engagement opportunities.
 - i. Expand engagement to regional and out of state College of Social Work alumni.
 - ii. Create more opportunities for alumni/student interaction.
 - b. Expand outreach to young alumni with the newly implemented College of Social Work Career Network.
 - c. Increase social media interaction among alumni.
 - i. Create and implement a college wide social media strategy.

Stewardship Objectives

- Foster a culture of high expectation that provides support, rewards, and recognition for high performance and multiple pathways for demonstrating excellence.
- Create a climate that fosters creativity and collaboration and develops leadership within the College.
- Increase monetary resources for the College by increasing cash gifts, and supporting efficiencies in expenditures.
- Maintain the facilities in Stillman Hall.
- Increase access to the latest technology to improve faculty and staff efficiency and student access.

Overview. The College's success in attaining the objectives for Teaching & Learning, Research & Innovation, and Outreach & Engagement rests on our ability to provide the culture, personnel, leadership and fiscal resources to support the activities that will enable us to meet our 2016 goals. Various measures such as the Workplace Culture Index, the Leadership Continuity Index, Facility Condition Index, Efficiency Metric, and the Non-Retirement Turnover for Faculty metric will be used on the scorecard to assess our progress in these areas.

Procuring cash gifts to the College and ensuring that the College's fiscal assets are used efficiently to support the mission of the College of Social Work are essential to advancing the College of Social Work. Increasing the number and dollar amount of gifts given to the College enhances our ability to provide offer additional educational programming for our students, attract quality students and faculty, support faculty research, and promote community outreach activities. Raising funds to name endowed professorships and chairs will allow us to recruit senior faculty members who will further enhance the reputation of our College and expand our funded research portfolio.

We also recognize the value of a participatory and appreciative community that emphasizes collaboration and supports creativity. We will achieve that through our use of leadership practices such as the Art of Hosting, and our continuing commitment to culture change. The culture and climate of the College are also impacted by the condition of the facilities in which faculty, staff, and students interact. We have made a commitment to branding our physical space, and recently remodeled Stillman Hall to create a research center and additional space for students to work, study, meet, and relax.

We are making a significant commitment to increasing access of technology, particularly mobile technology, for our faculty and staff. This investment will impact each strategic area. We expect this will also result in significant benefits to office productivity, while also providing considerable support for our community based research efforts, outreach to the community, and fulfillment of our teaching and learning objectives. Finally, our increased use of social media and web based tools for students will positively impact our student recruitment and retention, and the visibility of the College of Social Work.

College Priorities:

1. Foster a culture of high expectation that provides support, rewards, and recognition for high performance and multiple pathways for demonstrating excellence

- a. Review current promotion and tenure, and merit review practices to identify opportunities for supporting faculty advancement.
 - b. Increase the number of faculty who are nominated for and receiving university and national recognition for teaching and scholarship
2. Create a climate that fosters creativity and collaboration and develops leadership within the College
 - a. Lead with a commitment to the participation and engagement of the College of Social Work community
 - i. Provide additional faculty, staff, and student training opportunities for methodologies such as the Art of Hosting, and Culture Transformation and employ those practices in our daily engagement.
 - b. Support the development of faculty and staff wellness and mindfulness
 - i. Collaborate with the Campus Wellness Officer to provide training and resources to support wellness.
 - ii. Provide additional meditation and other mindfulness training opportunities.
3. Increase monetary resources for the College by increasing cash gifts, and supporting efficiencies in expenditures
 - a. Achieve, then exceed, the social work fundraising goals established for the But For Ohio State Campaign.
 - b. Endow professorships in key Discovery Theme areas.
 - c. Increase scholarship support.
 - d. Obtain resources through enrollment, research, and development to create opportunities for increasing salaries.
4. Maintain the facilities in Stillman Hall
 - a. Work with space planning to develop short and long-term plans for space needs related to the growth of research and enrollment.
 - b. Continue to brand the physical space to create a consistent social work message throughout the building.
5. Increase access to the latest technology to improve faculty and staff efficiency and student access
 - a. Provide mobile technology to all faculty and staff.
 - b. Invest in opportunities to increase student opportunities for use of mobile technology.
 - c. Invest in the development of a social media strategy and a redesigned web page.