



Strategic Plan

College of Social Work

The Ohio State University

2016-2019



Strategic Planning at The Ohio State University:

VISION

The Ohio State University is the model 21st-century public, land grant, research, urban, community engaged institution.

MISSION

The University is dedicated to:

- Creating and discovering knowledge to improve the well-being of our state, regional, national and global communities;
- Educating students through a comprehensive array of distinguished academic programs;
- Preparing a diverse student body to be leaders and engaged citizens;
- Fostering a culture of engagement and service.

We understand that diversity and inclusion are essential components of our excellence.

VALUES

Shared values are the commitments made by the University community in how we conduct our work. At The Ohio State University, we value:

- Excellence
- Diversity in people and of ideas
- Inclusion
- Access and affordability
- Innovation
- Collaboration and multidisciplinary endeavor
- Integrity, transparency, and trust

CORE GOALS

Four institution-wide goals are fundamental to the University's vision, mission and future success:

Teaching and Learning: to provide an unsurpassed, student-centered learning experience led by engaged world-class faculty and staff, and enhanced by a globally diverse student body.

Research and Innovation: to create distinctive and internationally recognized contributions to the advancement of fundamental knowledge and scholarship and toward solutions of the world's most pressing problems.

Outreach and Engagement: to advance a culture of engagement and collaboration involving the exchange of knowledge and resources in a context of reciprocity with the citizens and institutions of Ohio, the nation, and the world.

Resource Stewardship: to be an affordable public university, recognized for financial sustainability, unparalleled management of human and physical resources, and operational efficiency and effectiveness.



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Letter from the Dean

Dear World:

Welcome to the beginning of our second century of making a difference at The Ohio State University College of Social Work. This iteration of our strategic plan builds upon our 100-year tradition of innovation and excellence in scholarship, teaching and community engagement.

We invite you to engage with our strategic plan as a dynamic and evolving document. We live and work in turbulent times in which models of funding research and disseminating knowledge are in transition. Our success to date is in large part based on our capacity to be nimble, and respond quickly and intentionally to emerging trends in our community and our world.

This document addresses our understanding of current challenges and opportunities in Teaching and Learning, Discovery and Scholarship, and Outreach and Engagement. We see in those challenges five themes. Our responses to each appear throughout our planning efforts.

Diversity. We are creating an environment that nurtures diversity and challenges the next generation of scholars and practitioners who understand its value, and work for greater understanding and acceptance. We advance ourselves as a community of scholars, and as human beings, when we value and embrace diversity.

Community. We are a highly community engaged member of a large urban land grant university. Our scholarship and teaching occur increasingly in and for the community. This plan takes us further into the community through our extensive community partnership.

Innovation. Our work is influenced by a culture of curiosity and a level of comfort with risk that leads to a culture of innovation. We are well prepared to thrive in the highly ambiguous and uncertain environment that characterizes higher education in particular and society in general.

Collaboration. In a society of complex problems and competing interests the capacity to work together across disciplines and cultures is critical to our future. Our ability to research and learn with diverse groups is among our enduring strengths. We are better together.

Impact. We emphasize scholarship that solves real problems. We produce practitioners with a commitment to our most vulnerable citizens. Our work is immediately relevant.

Thank you for taking the time to read our plan. I hope the enthusiasm and confidence present in its development is apparent on these pages. We invite you to join us as we go into the community to make our difference.

Sincerely,



Tom Gregoire, MSW, PhD
Dean

College Overview

Social Work has a long and rich tradition at The Ohio State University, starting with our very first social work course offered in 1875. We conveyed our initial Bachelor of Social Service in 1916, first Master's degree in 1923, and first doctorate in 1934. 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.

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. Since 1937 we have called Stillman Hall, a building constructed as a Works Progress Administration, our home. Harry L. Hopkins, a social worker and Administrator of the Federal Works Progress Administration under President Roosevelt, made the presentation of the building to Ohio State Trustees in that same year.

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

Embrace Difference. Seek Justice. Be the Change.

Shared Values

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

- The belief in 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 College of Social Work's environmental scan is a reflection of the integration of internal and external factors that impact our success and our future. The college is positioned to have great influence on issues of local, national and global importance through the work that occurs in Stillman Hall and our community.

National Ranking

The College of Social Work enjoys a continually increasing reputation. The US News & World Report rankings, released in March, 2016, placed our college at 9th among public universities and 17th overall among the 240 graduate social work programs in the US. These public university and overall rankings represent the highest ever achieved by our college and reflect an ever increasing national reputation. Our strategic plan builds upon the accomplishments that lead to these rankings, and seeks further climb in the rankings.

Diversity and Inclusion

State and national demographic trends, patterns of immigration, and a more thoughtful understanding of gender, sexual identity and orientation underscore that we are in the midst of



powerful and dramatic shifts, which are at once wonderful and challenging. Our celebrations of progress toward greater appreciation of diversity and inclusions are tempered by the understanding that many in our community are directly impacted by society's divisive dialogues on issues that include but are not limited to the disproportionate deaths among persons of color, an epidemic of sexual assault, and continued sanctioned discrimination against members of the LGBTQ community.

Our strong commitment to diversity and inclusion reflects both a core value and the recognition that a diverse community is more creative and sustainable. From that perspective attention to diversity must underscore all our endeavors. This includes recruitment of all members of our community, the creation of an inclusive and supportive environment, and teaching and scholarship that prepare our students to practice in and add value to a multicultural society.

Teaching & Learning

Demand for social workers. Influenced in part by major policy changes such as the Affordable Care Act, Medicaid expansion of behavioral health services, and a move from incarceration toward rehabilitation of persons with addiction disorders, social work is an expanding profession with considerable employment opportunities for our graduates. The Bureau of Labor Statistics predicts growth in employment opportunities for social workers will continue to increase, exceeding average predicted growth for other positions. Areas of particular demand include health care, mental health, and substance misuse. In the past year we have been approached by multiple representatives of the behavioral health and health care industries to discuss significant shortages of social workers. Our rapidly aging population will also continue to put pressure on helping systems. There continues to be high demand for PhD graduates in academic and research positions. Each year there are more academic positions than candidates.

The high demand for social workers has led to a continued expansion of graduate social work programs, nationally and in Ohio. Online programming is also proliferating. Nationally, there are at least 38 fully online MSW programs including offerings from a number of highly ranked programs. The proliferation of programs will compel us to be creative and aggressive in our recruiting as we continue to establish Ohio State as the first choice for a social work degree in Ohio, and the Mid-West.

Online programming and the technology enhanced learning environment. The past few years have seen a proliferation of online programming among our peers. About a third of the current USNWR top 25 social work programs offer at least one type of online program. Among the 11 graduate social work programs in the Big Ten Academic Alliance, three currently have fully online programs, and a number of others now offer multiple online courses. Of the six graduate programs in Ohio, two now offer a fully online option for completing the MSW degree.

We have been highly successful in online course development, offering online courses for the first time in 2013 and beginning our first fully online graduate program in the fall of 2016. Beyond responding to the competitive threat of online programs, developing further programming is in the best interest of many students.

Asynchronous course offerings allow students to take some or all of their coursework in non-traditional hours and settings. This meets the needs of otherwise qualified students who may not have attended in the past due to work or family obligations, or would have been challenged to meet the



requirements of the traditional classroom if they were attending. Increasing access to a social work degree at Ohio State through technology is one of our approaches to addressing access and inclusion.

We are among our university's leaders in the adoption of technology and other innovative approaches to teaching and learning. These efforts are motivated by our understanding of today's learners. Students come to our classrooms with declining experience and interest in being the passive recipient of a traditional lecture. They seek to be more involved in directing their learning, and in thinking more critically about knowledge.

Students relate to knowledge differently today than a generation ago. In the digital age, knowledge, or at least information, is pervasive and no longer the purview of the expert lecturer. The answer, correct or not, to almost any question is a few keystrokes away. In this environment students must learn to be critical consumers of information, and capable of evaluating an overwhelming amount of data. Models like flipped classrooms teach students to engage knowledge in a thoughtful, self-directed, and more collaborative manner. The college has successfully integrated flipped classrooms, more engaging teaching methods, and shifted responsibility to the student to be more active and directed learners.

Interdisciplinary practice reflecting a rigorous curricula. Teaching and learning in the College of Social Work is both driven and informed by current social issues, community need, critical research and the required social work competencies needed to intervene on multiple levels of social systems. The myriad of complex social problems facing society are not going to be addressed by a single profession. The need for collaborative practice models are emanating largely from health care but emerging in other areas as well.

This shifting environment elevates the importance for social workers to develop greater capacity to serve as members and leaders of interdisciplinary practice and research teams. We are developing field practicum placements and coursework emphasizing collaboration and interdisciplinary practice, while actively participating with university and community partners to embed research activities to inform inter-professional practice competencies. Our PhD program curriculum focuses on translational research to prepare students for meaningful scholarship that impacts practice.

Community focused practice. Many providers are exploring expanded models of community-based service provision that are closer to the client and outside of the traditional office setting. Our college is in partnership with providers to design new interventions, train students and evaluate the effectiveness of these client-centered models. Many of these partnerships are implemented



through a robust field education program, the “signature pedagogy” of social work’s BSSW and MSW education. While numerous efforts are underway, a few examples demonstrate how the College is responding to relevant needs in Ohio. A few of our collaborators include

partners such as the Columbus Fire Department, the Ohio Attorney General, drug courts, federally qualified health centers, settlement houses, community garden projects, public schools, and both agencies providing early childhood and older adult services. Social Work research occurring today is immediately relevant, changing lives in the moment, not years from now.

Advancing social justice globally and locally. Attending to social injustices is embedded in the core of social work's values and ethical principles. Violence, oppression, and exploitation are ubiquitous in our community, our country, and across the planet. Income inequality is pervasive and associated with a number of negative health and educational outcomes. Social and political upheaval has provoked a wave of immigration to countries perceived as more safe and stable. Many of those immigrants' experience significant discrimination and mistreatment. An individual's entire life course is often a function of his or her race and ethnicity, socio-economic status, and country, or even neighborhood, of origin.



Our professional values include a commitment to human rights and social justice. In fulfilling this commitment, we prepare students in the classroom and the field to serve vulnerable and oppressed populations. Our scholarship frequently examines inequality and disadvantage in its many contexts, and explores prevention and intervention strategies targeted at increasing advantage, safety, and well-being. Through our community engagement activities, we bring our inquiry and expertise to the service of our community.

The College of Social Work, we will continue to both lead and support others in calling attention to inequality, and to the creation of a safe and challenging learning environment. Our faculty scholarship frequently examines inequality and disadvantage in its many contexts and explores prevention and intervention strategies targeted at increasing advantage, safety, and well-being. We recognize the need to foster a learning environment where students and faculty can critically examine social issues in their many manifestations. We will accomplish this through our commitment to diversity in all its manifestations, and

by convening conversations and learning opportunities that model the inclusive, respectful, and often difficult dialogues that we believe are required to move us beyond a climate of discontent and complaint.

Discovery

Funding environment. The current fiscal environment for extramural research is challenging, and there is no reasonable prediction of a return to past funding state and federal levels. We encourage extramural research grant applications and seek to maximize research expenditures and indirect cost-recovery, while we continue to explore creative approaches to fund studies or conduct them with limited resources. In addition to traditional sources of funding, our faculty are currently conducting high impact research funded by foundations, and individual donors. We are also beginning to reinvest revenue through commercialization of the products of our research.

Impact. There is a continuing expectation that research transcend the boundaries of the academy. This requires science be practical, meaningful, adoptable, and adaptable. One hallmark of such work is the ability to be applied in real-world settings in a meaningful way while being economically sustainable.

We are responding to this requirement by supporting our faculty in conducting research that translates to practice in a timely, meaningful and sustainable way. Going forward, we will work closely with our own academic programs and our college and university community engagement efforts to reduce the common and untenable lag it takes for knowledge to move from “bench to bedside.” Our research needs to inform our teaching, and influence our community.



High impact research, particularly work that seeks to address complex community problems, often requires high participation. We recognize the importance and support the practice of engaging professionals, client systems (individuals, families, groups, and organizations) and entire communities in the design and implementation of research.

Innovation. Funders such as the National Institutes of Health and the National Science Foundation value innovation, and the complexity of the problems we study requires it.

Innovations in research can include the use of technology in interventions or data collection, theoretical insights, unique collaborations and the like. We encourage and support creativity and thoughtful risk taking toward increasing innovation.

Outreach and Engagement

Social Work's history. Outreach and Engagement is at the core of social work. Social worker and Nobel Laureate Jane Addams established the first settlement house in the United States, Hull House, in Chicago in 1889. Settlement houses represent one of the earliest models of community engagement and collaboration. They are a foundation of our profession, and model the core values of service and social justice. And these themes and values still hold true today as the college continues to engage in our urban and rural communities, not simply looking for research and scholarship opportunities, but for seeking ways to listen to the community and improve lives.

Collaborations and Partnerships. The college has relationships with over 800 agencies in Ohio that provide services to those who are poor, oppressed, or marginalized. Our students complete extensive internships in these agencies, learning to be responsive to client and community needs and to apply evidence based interventions to benefit those clients. The college is also engaged in many collaborative efforts through the Weinland Park Collaborative, the Intergenerational Center in collaboration with PACT, St. Stephen's Community House, the Hilltop Working Group, the Southside Reeb Avenue, and many others. These efforts span across teaching, research, and community engagement. We are committed to growing our partnerships locally, nationally and globally, by engaging residents as equal partners. Community engagement and engaged scholarship fall squarely in social work's "wheel house".

Continuing Education. The College has long provided continuing education as a service to our alumni and our community. Social workers must obtain 30 hours of continuing education every two years in order to maintain licensure. We have provided a consistently high quality, affordable, in-person program for over 15 years. However, as technological advances continue, it is evident that the College must also advance. To that end, we have created a highly successful Certificate Program in Leadership and Human Services Management. Additionally, the college is creating online continuing education workshops and additional certificate programs in the next two years. Alumni, community social workers, and community agencies depend on the college to provide cutting-edge, evidence based continuing education. The College will grow this program nationally, and it will become an income-generating unit for the College.



Veterans. The College has prioritized the support of veterans for the past several years. In 2010, the College held a community conversation to learn how veterans could be better served and supported. Since that time, we have held a conference on working with veterans, have partnered with the Office of Military and Veteran Services on campus, have hosted two veteran students as student-veteran advocates, and have supported the *Run Down the Demons* veteran group for the past two years. Additionally, we are pursuing a field unit placement with Walter Reed National Military Medical Center, and have received funding from a donor to support students there. Finally, we are developing an online certificate program in continuing education for social workers and other professionals who work with veterans. Our relationship with the Chalmers P. Wylie VA is very strong and continues to grow. The College's commitment to veterans is strong and will continue to grow.

Resource Stewardship

People

Diversity. We have realized our commitment to creating an even more diverse community with a number of successful hires of faculty and staff who further enhance diversity in our college, who bring a strong commitment to scholarship, teaching, service, and advocacy that focuses upon diversity. Our college also appointed its first Chief Diversity Officer this year who will guide us in the attainment of the ambitious goals established in our diversity strategic plan. That plan established four areas of emphasis identified through a highly inclusive planning process: (1) Infrastructure and Evaluation; (2) Explicit Curriculum; (3) Community Engagement; (4) Environment, Culture, Recruitment and Retention.

Culture & Climate. Our commitment to hiring talented, creative, and high impact faculty and staff is rooted in the belief, and the experience, that a community of exceptional people can make a profound and far reaching impact in the world. High talent individuals have many opportunities to choose where to make their difference. Recruitment and retention is an ongoing challenge.



We will continue to remain a destination of choice by creating and maintaining a culture of high expectation, high support, and high collaboration. Our commitment to members of our community is to their whole person. We aspire toward a climate experienced as supportive, family centered, and respectful.

Leadership Development and Continuity. Leadership is a common denominator in virtually any narrative on the success or failure of an academic institution. We recognize the value of skillful leadership, the importance of supporting the professional development of current leaders and need to develop the next generation of academic leaders from among our faculty and staff. We will grow as a community of leaders by implementing opportunities for regular feedback from the community, offering professional coaching support, and supporting potential and emerging leaders to attend training that allows them to explore their potential.

Physical Environment. The College of Social Work is fortunate to reside in a building that is both historic and of high quality. Our building was completed in 1939 with funds from the Works Progress Administration (WPA), the largest economic recovery effort in our country's history. The ribbon to our building was cut by Harry Hopkins, a social worker and principal architect of the New Deal.

Our building is resplendent with art works and photography funded by economic recovery programs such as the Federal Art and Federal Writer's projects. A 2001 expansion provided additional classrooms and modern faculty offices. Renovations over the past seven years have upgraded the offices, windows, and HVAC in the 1939 building. The College of Social Work and the Office of Information Technology have both made substantial investments to distribute technology throughout our conference rooms and buildings, including a technology classroom and Digital Union.

While we enjoy quality space, our growth in research staff and faculty has placed considerable pressure on our space. Despite a number of creative interventions that include both small renovations for more efficiency and increased use of technology, we have exhausted our current space capacity. In the very short term we will explore renting space outside of Stillman Hall, however we hope to fully occupy Stillman Hall within the next few years.

Enrollment Planning. The College leadership sees an enrollment plan, which reflects current trends of demand and competition, as a priority for the upcoming academic year. The growth of regional campus undergraduate programs, and increased demand for MSW practitioners, make planning for MSW program enrollment and program delivery critical to our future. Our enrollment plan will address our current constellation of programs, additional opportunities with our regional campus colleagues, and the expansion of online programming. A thoughtful approach to planning will ensure that our classroom and field education resources are of high quality and availability to meet increased demand.

Financial Sustainability. The College has enjoyed excellent fiscal health for the past seven years. Student enrollment continues to be the most important component of our financial stability. Our financial health also benefits from our continued growth in research

expenditures and indirect cost-recovery. We continue to explore the capacity of our continuing education programming as a source of additional revenue.

Remaining financially sound is also a function of operating our College in an efficient and financially responsible manner. Along with the rest of the university we will identify opportunities for financial savings through efficiency, and challenge ourselves to be thoughtful and creative in expending our resources.

Succeeding in Our Strategic Focus Areas

Teaching and Learning: *to provide an unsurpassed progressive student-centered learning experience led by an engaged, world-class faculty and enhanced by a diverse student body.*

The College of Social Work prepares social work practitioners and scholars to address the social challenges facing local, state, national and global communities. The undergraduate BSSW program prepares graduates for generalist practice in a variety of service settings. The MSW program offers generalist practice and advanced education in specific areas of emphasis and is considered the terminal professional degree in social work. The PhD program is designed to advance knowledge and inform best practices in social work by preparing graduates to engage in research and scholarship that translates research into practical solutions for social problems. At each level we strive to prepare our students to:

- Engage in practice and scholarship in diverse and changing environments. This includes working in a variety of service settings, working on interdisciplinary teams, having the knowledge and skills to work with global social issues and communities, using technology to improve services in social work practice, and emphasizing the breadth of current and anticipated social justice issues facing people both locally and internationally.
- Identify, critique, and implement evidence-informed practices (BSSW & MSW programs) or extend knowledge on evidence-based practices through translational or intervention research (PhD level). The College is positioned to become a leader in advancing evidence-based social work practice. We offer the only doctoral program in social work dedicated to preparing graduates to conduct translational and intervention research and scholarship. We are increasing content in the BSSW and MSW curricula to prepare graduates to provide evidence-informed services across settings. We strive to prepare graduates who are recognized by the practice and scholarly communities for excellence of their knowledge and skills, commitment to lifelong learning, and use of evidence-informed practice to guide their work.

Strategic Focus: Student enrollment and matriculation across programs reflects the needs and diversity of Ohio communities and supports fiscal sustainability of the CSW

- Maintain annual undergraduate enrollment of 150 students on Columbus campus and 100 students across regional campuses
- Reestablish and maintain overall annual MSW enrollment of 300 students across all campuses
- Establish baseline and annual enrollment targets for MSW online programs
- Determine field education needs for students enrolled in online program options
- Meet or exceed annual enrollment targets established for PhD Program
- Enroll a diverse student body across programs that reflects Ohio's diverse populations

- Provide resources to students that support successful matriculation and graduation across all programs

Strategic Focus: Academic programs at the CSW are accessible and affordable to students across degree levels.

- Increase the number of BSSW and MSW online course offerings
- Develop, receive approval, and launch full-time online MSW program
- Expand curricular pathways for students at all campuses to obtain BSSW and MSW degrees
- Increase the number and amounts of scholarships available for BSSW and MSW students
- Increase the number of research assistantships and supports available for doctoral students
- Decrease the average time to degree for PhD students
- Reduce overall textbook costs for students across all programs

Strategic Focus: The CSW provides a relevant, rigorous, and contemporary curriculum to prepare future BSSW, MSW and PhD social work graduates to address current and future social issues locally and globally.

- BSSW and MSW students demonstrate mastery of core CSWE competencies in field and coursework
- PhD students demonstrate mastery of translational research competencies required for advancement to candidacy and successful dissertation defense
- Standardized measures and rubrics are developed and consistently used to assess student learning outcomes across the curriculum
- The curricula across all programs adapts to changing community, national and global contexts
- Increase student awareness and completion of dual degree programs, interdisciplinary study and international educational opportunities

Strategic Focus: The CSW provides quality instruction for the BSSW, MSW & PhD programs.

- Provide professional development workshops and activities around best pedagogical methods for teaching in social work
- Recognize faculty and instructors for excellence in teaching
- Develop and implement methods and measures to define and assess quality of instruction
- Establish “clinical” faculty positions in the CSW

Strategic Focus: The CSW provides an inclusive environment for student learning that supports personal, professional and career development.

Objectives and activities for this goal (implicit curriculum) are located in the Diversity and Outreach and Engagement areas of the strategic plan.

Research and Innovation: *create distinctive and internationally recognized contributions to the advancement of fundamental knowledge and scholarship and to the solutions of the world's most pressing problems*

Solutions to the world's greatest problems require intellectual, political, and fiscal resources that far exceed those found in any single discipline. The Ohio State University's commitment to "Discovery Themes" and the current discussion among social work academics concerning "Grand Challenges" are consistent with this notion. Academic reward systems (i.e., tenure and promotion) are moving away from traditional models that reward sole authorship and penalize collaboration.

Similarly, interdisciplinary teams (e.g., social workers, nurses, physical and occupational therapists, physicians) have become more common in social work settings. Social work, both as an academic discipline and profession, is uniquely positioned to lead efforts to address many of the world's most pressing social issues. It is our hope to begin to build an environment that supports and encourages leadership in such collaborative efforts.

The College recognizes that collaborative research takes considerable effort, resources, and time. As we see collaboration as necessary for some types of research, and optimal in others, we will continue to encourage and provide structural supports for collaboration by 1) strengthening collaborations with current partners (nursing, engineering, public administration, agriculture, medicine, vet med, public health, anthropology, psychology, pharmacy and computer science, education/human ecology are all current partners), 2) establishing new partnerships on campus with partners as indicated by faculty research efforts, 3) building relationships with community groups to co-develop and implement research-based solutions, 4) partner with researchers outside of OSU as indicated by faculty research needs or college initiatives, and 5) actively engaging in the American Academy of Social Work and Social Welfare's Grand Challenge program.

Strategic Focus: Grow our group of productive social work researchers at Ohio State, and increase the **impact** of College research helping to address pressing issues in Ohio and beyond.

- Recruit two (2) new postdoctoral positions, or research faculty members with strong research backgrounds, to increase the research enterprise and raise national reputation.
- Retain 95% of collaborative faculty with demonstrated potential or evidence of research eminence.
- Create three (3) OSU Research Faculty positions (staggered over 5 years) as a potential pool for future tenure-track faculty positions in the College.

Strategic Focus: Increase the number of faculty taking advantage of the College Research Track from 3 to seven (7).

- Increase the number of grant applications and success rates among faculty by 25%.
- Expand innovative funding opportunities (e.g., donors, private foundations) to support improvement of high-quality and highly competitive research proposals for potential funding.
- Increase the bibliometrics (e.g., H-Index, G-Index, citations, ResearchGate scores) of faculty. We will use mean H-index by faculty rank to measure success (for full professors as a mean of 16, associate professors a mean of 10, and assistant professors a mean of 6).
- Increase the number of research presentations given by our faculty at national and international conferences, including non-social work conferences.
- Increase the number of faculty obtaining “fellow” status in professional and scientific societies.

Strategic Focus: Expand faculty development resources to assist entry-level faculty in initiating, maintaining, and expanding **collaborative** and **innovative** research programs.

- Strengthen faculty mentoring within the college and among external colleagues to: optimize performance and retention of entry-level faculty; and enhance promotion of associate professors to full professors.
- Have a minimum of 1 faculty (per academic year) competing for NIH K Awards and other career development awards.
- Provide opportunities for professional development on topics relating to project management and project leadership.

Strategic Focus: Expand existing University collaborations and develop new community research partnerships.

- Continue to identify and recruit 3-5 colleges or departments at OSU to develop transdisciplinary research as a way to impact real-world problems.
- Develop 2 collaborative research ventures with partners in higher education, business, agencies, and the community in the next 3 years.
- Increase the percentage of current faculty participating in collaborative research by 10% (within CSW, OSU, Columbus, and beyond).

Strategic Focus: Continue to invest in the research infrastructure at the College to create a research environment that supports faculty productivity, **impact**, **diversity**, **innovation** and **transformation**.

- Provide a highly trained research staff to ease administrative burden on our researchers, including hiring a full time Data Manager/IT position who would be skilled in such things as creating a server and remote data input.

- Sustain the CSW Seed Grant program for faculty, designed to generate data to support larger grant proposals and high impact publications.
- Execute an annual Research Workshop which allows our faculty and their research partners the opportunity to spend one uninterrupted day developing, vetting, and designing future projects while hearing from industry leaders on best-practices and new ideas.
- Develop a research incubator program to encourage innovation and collaboration.
- Support and expand research interest groups (currently big data and technology, and children and youth) at the College.

Outreach and Engagement: *to establish mutually beneficial partnerships with the citizens and institutions of Ohio, the nation, and the world so that our communities are actively engaged in the exciting work of The Ohio State University.*

The College of Social Work strives to be a relevant, collaborative and model partner in community engagement. Having decades of experience in this area, the College will continue to be the leader in engaging individuals, communities, and organizations in order to solve social problems. The College has made great strides in its work around food security, establishing teaching, research, service, and community engagement in Franklinton Gardens. This is the ideal model for President Drake's 2020 vision, of engaging in an urban community, to the benefit of its residents, with the collaboration of the university. The College has other such projects underway, and will continue in these efforts.

Strategic Focus: To create a culture and community within the college that reflects working relationships across all constituencies; faculty, staff, community lecturers, students, resulting in better awareness of community work, and a higher impact.

- The college will provide a minimum of two opportunities each academic year where faculty and staff will gather and have dialogue about their work.
- Create a database of all community engaged activities within the college.
- The college will hold "listening sessions" once a semester for our students to provide feedback around the college's support of students, our communication with students, and how we can increase their sense of community with us.
- Work across the college to integrate community lecturers into our culture.
- Expand career services to students and alumni.

Strategic Focus: To enhance and grow our partnerships across campus.

- Continue to engage with the College Engagement Council and Outreach and Engagement of the University

- Explore regular meetings with professional deans and their CEC counterparts to share information and opportunities to collaborate
- Provide support to faculty and staff engagement with other units and colleagues on campus
- Seek opportunities for the college through collaborative meetings, such as Weinland Park Collaborative, Hilltop Working Group, and other established community groups.

Strategic Focus: To strengthen and expand our engagement within the Central Ohio community, with a focus on urban areas, and then communicate that engagement.

- Create a comprehensive communication plan that shares the college's identity
- To explore a CEU training exchange program with community organizations
- Collaborate with field education to expand the college's engagement with our community
- Work with community partners to expand the college's impact in the community through teaching, scholarship, and service.

Strategic Focus: To seek and explore national and international outreach, projects and collaborations in order to expand our impact.

- Create continuing education offerings online, including webinars and certificate programs
- Explore supporting social workers in China with continuing education around the practice of social work
- Work with study abroad programs to learn about additional opportunities for the college to engage

Strategic Focus: To elevate the successes of our college, faculty, staff, and students, and their work through advancement

- Provide an annual magazine, The Stillman, via print and online
- Create a semester-based e-Stillman, an electronic communication highlighting our work
- Highlight the work of faculty, staff, and students to donors

- The college advancement team will work with the Alumni Society to solidify leadership in 2016 and increase alumni engagement by 10%
- To develop a plan to support adding another FTE who will focus on annual giving and stewardship
- To develop a plan for the college's 100 years' celebrations

Resources Stewardship: *to become the model for an affordable public university recognized for financial sustainability, unsurpassed management of human and physical resources, and operational efficiency and effectiveness.*

Strategic Focus: To continue to advance diversity and inclusion within the college. A comprehensive approach and plan were developed to move the college forward in the area of diversity and inclusion. Four themes emerged, which are listed below, and are further explored in the attached "College of Social Work Diversity and Inclusion Plan".

- **Infrastructure and Evaluation:** creating formal mechanisms for leadership and assessment in diversity and inclusion initiatives in the college
- **Explicit Curriculum:** ensuring our curriculum allows for comprehensive and experiential learning in regard to diversity
- **Community Engagement:** engaging all of our stakeholders, college, campus community, local, national and global community in diversity and inclusion
- **Environment, Culture, Recruitment and Retention:** This includes the physical

environment, our culture and climate, and recruitment and retention of faculty, staff, and students.

Strategic Focus: To ensure the appropriate space for college programming as it continues to grow.

- Work with Physical Planning to secure the entire space in Stillman Hall
- Develop appropriate and flexible space-sharing options
- Explore renting space away from Stillman Hall

Strategic Focus: Create a plan for undergraduate and Master's level enrollment

- Create and implement an analytics plan that empowers staff to acquire information/data in support of planning and decision making
- Develop budget, staffing, and space models to accommodate growth
- Determine the fiscal benefits of a fully online Master's program

Strategic Focus: Increase donations to establish more scholarships and increase affordability and access for students and grow endowment funds

- Further develop our giving pipeline to increase major gift prospects to the college
- Develop a strategy and plan for adding staff to the development team
- Create a plan to obtain funding for at least one endowed chair

Strategic Focus: Create and maintain a work climate that supports success and is predominantly experienced as creative, collaborative, and supportive.

- Expand our mentorship program for faculty to provide all faculty a mentorship experience that is tailored to their specific needs
- Provide learning opportunities for faculty and staff that develop our ability to engage in conversation in manners that promote curiosity, creativity and respect
- Promote opportunities for creating a mindful and healthy community

Strategic Focus: Support the professional development of our current leaders, and identify the next generation of exceptional college leadership

- Offer professional development and coaching opportunities to faculty and staff in current leadership roles
- Provide regular feedback from our community to our College leaders
- Identify potential leaders and provide early opportunities for professional leadership development

