



**SAN DIEGO STATE UNIVERSITY**

# School of Social Work

*Cultivating the knowledge for global change...one community at a time*

## Strategic Plan 2009 – 2012



**SDSU School of Social Work**  
**(Adopted by Faculty, May 20, 2009<sup>1</sup>)**

**Underpinning Values:**

*Academic Excellence & A Superior Commitment to Quality in Teaching, Research and Service*

*Innovative/Entrepreneurial Spirit*

*Producing graduates who are critical thinkers, life-long learners and who are open to the exchange of ideas, including those from diverse and global communities*

*Inclusion, Diversity & Social Justice*

*Cross-Disciplinary & Collaborative Approaches*

*Accountability to Students, Colleagues, the University and Community*

*Focus on the Public Good/Public Interest*

*Optimizing the Quality of Life of Vulnerable Populations*

**Vision**

*To become one of the premier schools of social work with an interdisciplinary focus that is recognized at the regional, state, national and international levels for its excellence in education, research and service.*

**Mission**

*The mission of San Diego State University's School of Social Work is to provide superior education to undergraduate and graduate students; produce competent and effective practitioners, leaders and scholars grounded in evidence-based practice; deliver quality training and organizational support to the health and human services community; and disseminate quality research with practical applications that impact diverse communities, particularly with the vulnerable populations in the Southern California border region.*

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<sup>1</sup>Values, Vision, Mission, and Goals adopted by faculty. Objectives in draft form, work in progress.

## Goals

### **I. Develop an innovative, state-of-the-art, inter-disciplinary Ph.D. program with UCSD School of Medicine, division of global health to train researcher/academics to advance knowledge in the areas of alcohol, tobacco and other drug prevention, treatment and policy.**

Objective: Obtain necessary approvals through the CSU and UC systems.

Task 1: Obtain formal permission to negotiate.

Date: September 2009

Task 2: Review and approvals at system level (CSU and UC).

Date: September 2010

Objective: Secure adequate funding and resources.

Task 1: School develop budget to present to Office of Graduate and Research Affairs.

Date: September 2009

Task 2: Budget developed by the Office of Graduate and Research Affairs.

Date: January 2010

Task 3: Obtain approval for curriculum proposal from SDSU faculty.

Date: March 2010

Task 4: SDSU and UCSD faculty develop curriculum proposal.

Date: May 2010

Task 5: Recruit quality students.

Date: May 2012

Outcome Measures:

- ◆ An approved and funded PhD program.

Owner: John Clapp

### **II. Infuse quality evidence-based practice throughout the undergraduate and graduate programs, including all curriculum, concentrations, areas of focus, classroom instruction, field practicum, research and training efforts.**

Objective: Monitor classroom instruction of EBP.

Task 1: Examine of all classroom syllabi in each subject area to ensure EBP goals are being met (ex. must reflect at least one EBP-related assignment).

Date: Each Fall/Spring semester (on-going)

Objective: Assess current attitudes towards EBP.

Task 1: Attitudes of alumni, current students, faculty, field instructors, and community surveyed – pre-and post-test measures presented to faculty.

Date: Spring 2009

Objective: Evaluate field placements.

Task: Develop an evaluation plan and conduct evaluation

Date: June 2011

Outcome Measures:

- ◆ Independent evaluation of program
- ◆ CSWE Infusion of Evidence-Based Practice Report
- ◆ CSWE site visit, September 24-25, 2009

Owner: Sally Mathiesen, Melinda Hohman, Chairs of Task Groups

**III. Establish a multifaceted international program that creates opportunities for students and faculty in education, research and service.**

Objective: Obtain the necessary approval for field placements in the Thailand Program for block semester placements.

Task1: Have SDSU field faculty member meet with Thammasat University FSA faculty responsible for field placements and meet with potential field agencies in Bangkok, Pattaya, and Chiang Mai.

Date: Summer 2009

Task3: Identify and secure field placements for students participating in the full semester program in Thailand.

Date: December 2009

Task 4: Orient students for field placements in Thailand.

Date: Fall or Spring Semester

Objective: Maintain summer internship program in Thailand

Task 1: Secure agreement from FSA to place MSW interns.

Date: Yearly

Task 2: Recruit and orient MSW to the internship program.

Date: Fall and Spring Semester

Task 3: Ensure faculty coverage of internship program.

Date: Fall

Objective: Develop field placements in Tijuana and Mexicali.

Task1: Secure MOU with School of Social Work in Tijuana to assist in placing SDSU students in field placements in border region.

Date: December 2009

Task2: Identify and secure MOUs with field placement agencies

associated with School of Social Work in Tijuana.

Date: Fall 2009 & Spring 2010

Task3: Identify NGOs and GO based in US that operate programs in border region appropriate for social work field placements. Secure MOUs with those willing to place SDSU SW students.

Date: Fall 2010

Task4: Provide training and support for field practicum agencies in border region.

Date: Spring 2010 & ongoing

Task5: Select and orient SDSU SW students to border field placements.

Date: Spring 2010

Task6: Begin field placements.

Date: September 2010

Objective: Actively participate and become a member in the Community International Program (CIP).

Task 1: Reestablish CIP Board of Directors.

Date: Fall 2010

Task 2: Work with national CIP office to recruit participants.

Date: Fall 2010

Task 3: Identify and secure homestay families.

Date: Fall 2010

Task 3: Select cohort of participants.

Date: Fall 2010

Task 4: Begin program

Date: January 2011

Objective: Increase the number of admitted international students.

Task 1: Redesign SDSU webpage to include recruitment information for international students.

Date: Fall 2009

Task 2: Recruit students from international partnership programs such as Thailand and Mexico.

Date: Ongoing

Task 3: Work with SDSU SSW PhD program to identify and admit qualified doctoral candidates.

Date: 2012

Objective: Increase the number of undergraduate and graduate students experiencing an international educational opportunity.

Task: Have students attend bi-national social work conference in

Tijuana.

Date: October 2009

Task: Facilitate joint meeting between SDSU social work students and student from the School of Social work in Tijuana.

Date: Fall 2009

Task: Have students participate in social service agencies visits in Tijuana.

Date: Spring 2010

Task: Develop list of study abroad opportunities and international service learning projects appropriate for SDSU SSW students.

Date: Fall 2009

Task: Explore possible educational collaboration with the National Autonomous University in Mexico City.

Date: Fall 2009

Task: Explore possible summer internship opportunities with SDSU LAS program in Oaxaca, Mexico.

Date: Spring 2010

Objective: Increase the number of field placements in San Diego region whose primary focuses are the well-being of immigrant and refugee population.

Task: Compile a list of social service, community-based, and health care agencies.

Date: Fall 2009

Task: Begin process of recruiting and securing agreements with said agencies.

Date: Spring 2010

Task: Begin placing BSW and MSW students.

Date: Fall 2010

Objective: Explore the expansion the Thailand program to Laos.

Task: Write OIP grant to fund faculty travel to visit National University of Laos, in Vientiane.

Date: Spring 2010

Task: Collaborate with FSA faculty at Thammasat University to develop social work education programs in Laos.

Date: Summer 2010

Task: Explore possibility of internship and practicum site in Laos.

Date: Summer 2010

Outcome Measures:

- ◆ An approved field placement in Thailand
- ◆ An approved Mexico Internship Program
- ◆ Increased number of students experiencing international learning opportunities
- ◆ Increase number of admitted international students

- ◆ Secured resources
- ◆ Increased retention and support of international students.

Owner: David Engstrom

#### **IV. Increase Diversity of faculty and graduate students.**

Objective: Increase the number of ethnically diverse hires for both lecturer and tenure-track positions.

Task: Develop recruitment plan

Date: September 2010 and ongoing

Objective: Increase diversity in the graduate program.

Task: Develop recruitment plan

Date: Fall 2009

Task: Implement recruitment plan

Date: Spring 2010 & then Ongoing

Task: Recruit international students

Date: Ongoing

Objective: Expand retention efforts for diverse students and faculty.

Task: Develop retention plan to assist at-risk students.

Date: Fall 2009

Task: Develop lecture series that address diversity issues.

Date: Ongoing

Task: Enhance support services (e.g., tutoring, mentorship) within the school of social work.

Date: 2011

Task: Encourage student participation in GSWA and social work clubs such as the LSSWA, the Black Caucus, the APISSW.

Date: Ongoing

Outcome Measures:

- ◆ Recruitment plan and increased number of diverse lecturer and tenure-track positions.
- ◆ Recruitment plan and increased diversity in graduate program

Owner: Personnel Committee & Diversity Committee

#### **V. Enhance community outreach and bring our intellectual resources to the region.**

Objective: Create a Community Advisory Board for the School of Social Work.

Task 1: Identify potential members and visit them in the community.

Date: January 2009

Task 2: Create Board and obtain commitment to participate.

Date: May 2009

Task 3: Hold first advisory board meeting.

Date: August 2009

Task 4: Hold at least 3 meetings per year.

Date: Ongoing

Owner: Thom Reilly

Objective: Partner with the County, IRS and community-based organizations on *San Diego Thrive* to increase participation in the Earned Income Tax Credit Program (EITC) and Food Stamps Program.

Task 1: Develop agreement for participation with County.

Date: October 2009

Task 2: Create opportunities for student participation and training.

Date: October 2009

Task 3: Conduct outreach for social work students and other students at SDSU.

Date: On-going

Task 4: Train students.

Date: January 2010

Task 5: Create graduate internships.

Date: June 2010

Owner: Thom Reilly

Objective: Expand efforts in City Heights Educational Collaborative.

Task 1: Identify current efforts in the City Heights area by the School of Social Work Faculty, students and alumni.

Date: October 2009

Task 2: Explore opportunities for School of Social Work faculty, and students to participate in one or more California Endowment initiatives in the City Heights area.

Date: December 2009

Task 3: Identify over-arching goals of the multiple efforts by faculty and students to support the City Heights Community

Date: April 2010

Owner: Dan Finnegan

Objective: Strengthen support of the Consensus Organizing Center by providing school-wide recognition of their activities, trainings and programs, supporting their organizational pipeline and assisting in the expansion of their work.

Task 1: Begin Legal Path Program at Hoover to encourage students to enter legal careers.

Date: January 2010

Task 2: Expand Alex Smith Guardian Scholar Program to two additional cities.

Date: May 2010

Task 3: Develop community organizing and develop field placements.

Date: September 2010

Owner: Mike Eichler

Objective: Expand the Administrative Concentration and create an administrative certificate program for the community.

Task 1: Identify additional courses to be added to the Administration Concentration/Obtain community input.

Date: October 2009

Task 2: Explore moving (and/or sharing costs) the expanded Administration Concentration to Extended Studies & secure faculty approval.

Date: November 2009

Task 3: Obtain necessary approvals for new courses.

Date: March 2010

Task 4: Recruit additional students.

Date: March 2010 and ongoing

Owner: Tom Packard/Thom Reilly

Objective: Create an "Executive in Residence" program.

Task: Develop plan for the program.

Date: September 2010

Owner: Thom Reilly

Objective: Host a reception for the community to highlight research of School.

Task: Identify community partners, secure state funds, hold events.

Date: March 2010

Owner: John Clapp/Thom Reilly

Objective: Identify additional opportunities for student and faculty involvement with specific attention to at-risk communities and in the areas of child welfare, mental health, aging and substance use.

Task: With the assistance of the Academy, facilitate meetings

between faculty and county agencies to develop mutual research opportunities.

Date: January 2010 & ongoing

Owner: Thom Reilly

Outcome Measures:

- ◆ Identified role in the *San Diego Thrive Program*
- ◆ Expanded role in City Heights
- ◆ An active Community Advisory Board
- ◆ New opportunities for community partnership

## **VI. Expand the interdisciplinary focus of the School through increased cross-discipline opportunities in research, teaching and service.**

Objective: Implement a specialization in criminal justice in the undergraduate program and evaluate expanded programs.

Task 1: Development of Corrections Case Management specialization.

Date: Fall 2011

Task 2: Identify field placement options for Corrections Case Management.

Date: Fall 2011

Objective: Increase admitted students to the MSW/JD Program.

Task 1: Utilize previous graduates of program to talk to undergrads about program.

Date: November 2009

Task 2: Add information about program to SDSU's Facebook.

Date: September 2009

Task 3: Talk to Development representative about increasing scholarships for MSW/JD students.

Date: October 2009

Objective: Evaluate the effectiveness of the MSW/Master Public Health Program.

Task 1: Survey graduates of program to see what types of jobs they were able to obtain.

Date: May 2010

Task 2: Review and revise curriculum/areas of focus with School of Public Health.

Date: January 2010

Objective: Create an expanded menu of approved courses in the Direct Practice and Administrative track with other disciplines.

Task 1: Curriculum Committee meet and agree upon courses.  
Date: February 2010

Objective: Provide interdisciplinary staff development and continuing education to agencies and practitioners in the region.

Task 1: Academy provide trainings to staff and agencies in area.  
Date: Ongoing

Outcome Measures:

- ◆ Approved specialization in criminal justice
- ◆ Increased number of admitted students in the JD/MSW Program
- ◆ An evaluation and recommendation on the MSW/Master in Public Health Program
- ◆ An approved list of course in other fields for the Direct Service and Administrative tracks
- ◆ Additional interdisciplinary opportunities for teaching and research.

Owner: Mindy Hohman, Academy, Dan Finnegan, Curriculum Committee

**VII. Promote the school's reputation through continuous quality improvements and enhance its visibility as a premiere urban school of social work through increased communications to our students, alumni and community, and expanded marketing and branding efforts.**

Objective: Develop a new brand including new collateral materials and new venues for marketing research.

Task 1: Complete new brochures.  
Date: Spring 2009

Task 2: Distribute new brochures to all prospective MSW students, other schools of social work, and at state and national social work conferences.  
Date: Spring 2009

Task 3: Distribute center brochures ( i.e, Alcohol and Drug Studies, Academy & Consensus Organizing) to other schools of social work and the community.  
Date: January 2010

Objective: Improve website and develop master calendar.

Task 1: Update and reformat website.  
Date: April 2009

Task 2: Summer graduate assistant post and continually update master calendar for faculty and students.  
Date: August 2009

Objective: Increase opportunities for students to be connected to faculty research.

Task 1: “Faculty Areas of Interest” (in research) distributed to all incoming and transfer MSW/BASW students.

Date: July 2009

Objective: Develop more faculty/student interface out of the classroom.

Task 1: Plan Social Work Speaker Series for Academic Year 2009/10 and disseminate information on speakers to students in advance of the school year.

Date: August 2009

Task 2: Schedule and publicize monthly meetings with the director for students.

Date: August 2009

Objective: Increase communication with School of Social Work alumni.

Task 1: Have alumni participate on Community Advisory Board.

Date: August 2009

Task 2: Mail alumni new brochures and information about upcoming social work events such as the Faculty Research Symposium.

Date: October 2009

Objective: Conduct a quality analysis of the BSW and MSW programs to identify quality standards and how we are doing, and recommend improvements.

Task: Develop plan for analysis and begin review.

Date: January 2010

Outcome Measures:

- ◆ Creation of an agreed upon brand
- ◆ Marketing plan and collateral materials and communication plan
- ◆ Increased alumni participation
- ◆ New and improved website
- ◆ Expanded efforts for student/faculty interface, especially involving research.

Owner: Liz Maruchau/Curriculum Committee

**VIII. Strengthen support and recognition for field placement agencies and expand the breadth and scope of the Field Placement Program by offering increased placement options including non-traditional sites and more flexible placement opportunities.**

Objective: Create working group of field faculty to provide

recommendations for field program.

Task 1: Identify group members, facilitator, and CSWE consultant.

Date: July 2009

Task 2: Group delineate roles/responsibilities for Title IV-E, Mental Health, and other placements.

Date: September 2009

Task 3: Group make recommendations for more flexible placements including non-traditional sites, sites without MSW's, expanded placement hours to evening and weekend, new placement options, on-line training, reduced paperwork, group supervision, etc.

Date: December 2009

Task 4: Take recommendations to faculty members.

Date: February 2010

Task 5: Implement changes

Date: July 2010

Objective: Recognize and support field placement agencies.

Task 1: Hold annual recognition for outstanding field agencies/individuals.

Date: August 2009

Task 2: Above-mentioned group of field faculty and community members determine criteria for future recognition awards.

Date: February 2010 for presentation to faculty

Objective: Create Community Advisory Board for Field.

Task: Assemble community members and hold first meeting.

Date: November 2009

Outcome measures:

- ◆ Support and recognition of programs
- ◆ Approved recommendations for increased and more flexible placement options

Owner: Marci Siegel/Task Group

## **IX. Increase financial resources via grant-funded research, endowments and foundation gifts.**

Objective: Identify Self-supporting revenue sources.

Task 1: Meet with faculty to generate ideas.

Date: September 2009

Objective: Explore moving some programs over to Extended Studies.

Task 1: Review the feasibility of transferring the PPS, Advanced Standing, Undergraduate Field, Administrative Concentration over to Extended Studies.

Date: September 2009

Task 2: Meet with administrative staff at Extended Studies and Ethan Singer to explore options.

Date: October 2009

Task 3: Obtain faculty approval.

Date: December 2009

Task 4: Obtain necessary changes to curriculum and catalog.

Date: March 2010

Objective: Establish John Wedemeyer Funds in the School of Social Work.

Task 1: Move funds over to the School of Social Work and assign a PI.

Date: September 2009

Task 2: Develop criteria for use of funds with Wedemeyer advisory board.

Date: December 2009

Task 3: Develop plan to increase revenue in funds.

Date: December 2009

Task 4: Begin awarding funds to students.

Date: July 2010

Objective: Identify and cultivate potential donors, create an endowed professorship, chair or programs for the PhD Program and the general social work program.

Task 1: Work with University Relations and Development to identify potential donors.

Date: January 2010

Task 2: Begin meeting with potential donors.

Date: May 2010

Task 3: Send out a mailing to Social Work Alumni.

Date: January 2010

Task 4: Establish Endowed Chair for June Burnett funds.

Date: September 2011

Outcome measures:

- ◆ Increased grant-funded research
- ◆ Increased endowments and gifts
- ◆ Endowed professorship or program

Owner: Thom Reilly

**X. Increase the quantity and quality of faculty generated evidence-based research; specifically aimed at vulnerable populations in San Diego.**

Objective: Increase the number of publications in high-impact journals.

Task 1: Training for faculty on publication strategies.

Date: May 2010

Objective: Increase research projects aimed at vulnerable populations in San Diego.

Task 1: Hold a “Meet and Greet” reception to introduce faculty research to community .

Date: February 2010

Task 2: Academy convene internal meeting (including key faculty) and external meeting (with County agencies) to identify research agenda and available databases in Child Welfare.

Date: Fall 2009

Task 3: Academy convene internal meeting (including key faculty) and external meeting (with County agencies) to identify research agenda and available databases in Aging.

Date: Spring 2010

Task 4: Academy convene internal meeting (including key faculty) and external meeting (with County agencies) to identify research agenda and available databases in Substance Abuse.

Date: Fall 2011

Outcome measures:

- ◆ Increased publications in high-impact journals.
- ◆ Increased research aimed at vulnerable populations in the San Diego region.
- ◆ Increased partnerships between faculty and community partners.

Owner: Research Task Force