

 SOCIAL WORK

eVOLVE
80 years strong

**UTCSW Strategic Vision
2022**

Vision

Thriving communities with equitable outcomes for all.

Mission

Pursuing a more socially just society through education, scholarship, and engagement.

To do this, we...

...equip professional social workers with the knowledge and skills to facilitate well-being and equity.

...conduct groundbreaking, interdisciplinary research that informs policy and practice.

...build partnerships that leverage our resources to improve lives in Tennessee and beyond.

Values

Innovation: Committing to a spirit of continual learning and creativity in education, scholarship, engagement, and administration.

Inclusion: Equipping programs and decision-makers to provide equitable access to opportunities and resources.

Respect: Recognizing and honoring the dignity and well-being of each person, in all of their identities and interests.

Empathy: Informing action with curiosity and understanding.

Collaboration: Building authentic, mutually beneficial relationships that empower shared success.

Integrity: Exemplifying transparency, accuracy, and the highest standards of professional ethics.

Accountability: Holding ourselves and one other responsible for living into our shared values

Five Commitments

Enhance the workforce

We will offer accessible, high quality education to prepare ethical, effective, skilled social workers for Tennessee and beyond.

Expand our impact

We will do meaningful research and scholarship that is influential and impacts practice and well-being in our region, our state, our nation, and globally.

Engage stakeholders

We will maintain high quality connections to alumni, university partners, and community partners, and foster meaningful collaboration in our work.

Ensure equity

We will consistently work to be an anti-racist, equitable, supportive workplace that lives our values through our internal and external actions.

Empower sustainability

We will empower and support a culture of collaboration, agility, innovation, and sustainability throughout the college.

eVOLVe

College of Social Work Strategic Vision 2022

Commitment One: Enhance the workforce

Preparing ethical, effective, highly skilled social workers for Tennessee and beyond

- ~Update curricula to meet future needs (revising curriculum in all programs around anti-racism, technology, trauma, interprofessional practice)
- ~Expand options for knowledge specialization (Dual degrees, certificates, minors, continuing education)

Serving as a leader in online education

- ~Expand advising infrastructure for online programs
- ~Review courses using Quality Matters framework
- ~Provide course support structure for part-time faculty
- ~Increase tech support staffing

Expanding access to social work education by recruiting and retaining students from historically marginalized and underrepresented populations

- ~Target recruitment in advertising, outreach, and engagement
- ~Expand advising structure at BSSW/MSSW levels
- ~Consider evening courses at Nashville campus
- ~Increase scholarships, doctoral stipends, and GRA/GTAs

Ensuring our instructors have the best knowledge, skills, and expertise to train practitioners and scholars for the future

- ~Hire additional FT faculty
- ~Provide training on culturally responsive pedagogy
- ~Provide training / mentoring for PT faculty
- ~Increase PT faculty pay

Assessment mechanisms: Learner outcomes, number/type of learners, degrees/certificate numbers, stakeholder feedback

Commitment Two: Expand our impact

Continuing to develop and support research that makes a difference

- ~Hire more research-active faculty/post-docs
- ~Increase faculty mentoring and development
- ~Hire grant development and statistics support positions
- ~Identify areas for research investment
- ~Develop new “research faculty” designation for non-tenure track research scholars

Supporting our state and region through our engaged research and scholarship

- ~Define, operationalize, and promote engaged research
- ~Enhance investment in current research centers (SWORPS, CBHR)
- ~Develop new interprofessional/interdisciplinary research centers

Being recognized for the great work we do in the university, the state, and the profession

- ~*Improve communications about research (website, newsletter, press releases, targeted education, etc.)*
- ~*Host public presentations of faculty scholarship*
- ~*Promote faculty accomplishments through nominations for awards and other public recognition*

Assessment mechanisms: Research funding, research collaborations, indicators of community impact, publications & citations, news coverage, awards

Commitment Three: Engage stakeholders

Maintaining vibrant, mutually beneficial connections to alumni and community partners

- ~Enhance alumni support and outreach
- ~Grow continuing education offerings
- ~Incentivize, fund, and evaluate collaborative projects with community partners, especially those that serve Black, Indigenous, Asian, Latino/Hispanic, Multiracial, and historically marginalized communities

Improving interprofessional and interdisciplinary connections across the university

- ~Facilitate interprofessional education for our students through simulations, cross-listed courses, dual degrees, minors, service learning projects, and extra-curricular activities
- ~Leverage resources to support collaborative research and community engagement

Fostering an open, transparent environment with high quality communication across campuses, research centers, and other stakeholders

- ~*Create additional mechanisms for information flow and feedback*
- ~*Ensure shared governance is consistent throughout our work*

Assessment mechanisms: Number of active alumni, alumni activities, community engagement collaborations, stakeholder feedback

Commitment Four: Ensure equity

Being a destination workplace where all people are respected, supported, mentored, and engaged and can thrive

- ~Strengthen recruitment practices for faculty/staff to enhance diversity and address potential barriers
- ~Review and revise policies and practices to strengthen transparency, equity, and shared governance
- ~Assess equity related to pay and workload
- ~Create opportunities to recognize faculty, staff, and student excellence

Fostering a diverse, equitable environment

- ~Examine student admissions and financial aid policies and procedures to address potential for bias
- ~Expand community collaborations, including field placements and research, with organizations led by or serving racially and ethnically diverse communities and other historically marginalized populations
- ~Conduct assessments of UTCSW faculty/staff/students/alumni about experiences of equity and inclusion

Committing to be a community that works for anti-racism, social justice, equity, and inclusion in the College of Social Work, the university, our communities, the state, and our profession

- ~*Offer continuing education resources and support for training around equity and inclusion*
- ~*Incorporate assessment of administrators, faculty, and staff activities in this area on annual reviews*

Assessment mechanisms: Number of active alumni, alumni activities, community engagement collaborations, stakeholder feedback

Commitment Five: Empower sustainability

Expanding and diversifying revenue sources as part of new budget model

~Offer more credit, non-credit, and agency-based continuing education (minors, certificates, and in-agency training programs)

Strengthening business services

- ~Revise and assess business practices (i.e.: HR, purchasing, budgeting, contracts, grants management, etc.) to focus on clarity, efficiency, good process, and continuity
- ~ Examine staffing structures for best practice
- ~Adopt new technology as appropriate

Strengthening UTCSW communications

~Assess and implement changes in communications staffing, technology, resources, and processes as needed

Enhancing leadership and administration responsiveness

- ~Assess space needs and utilization and address as needed
- ~Assess administrative structure and function to support UTCSW sustainability and faculty/staff wellness and address as needed

Assessment mechanisms: Increased/diversified revenue, university and college climate survey, pulse surveys

eVOLve
College of Social Work Strategic Vision
2022

The five overarching commitments will take UTCSW through the next five years...and beyond.

"The goal of the strategic vision is to maintain the high quality work we are currently doing, while stretching ourselves further toward greater excellence. We can use this plan to drive our budgeting and decision making as we move forward.

We approach our work as a learning organization. We do not want to wait until the end of the five years to look back at what we did or did not accomplish, but rather continually monitor our trajectory along with the changing local, state, and national landscape, so we can adapt or pivot as necessary. I'm excited to see the great future that lies ahead for our college."

Lori Messinger
UTCSW Dean