

Tactical Action Plan

School of Social Work



School of Social Work

Challenging Minds, Leading Change, Transforming Lives

Vision

A learning collaborative of talented and diverse faculty, staff and students addressing complex problems, promoting social justice and fostering overall well-being through engaged teaching, research and partnership within an urban and global context.

Mission

As a school within an urban research university, the mission of the Wayne State University School of Social Work is to transmit, develop, critically examine, and apply knowledge to advance social work practice and social welfare policy in order to promote social, cultural and economic justice for the betterment of poor, vulnerable, and oppressed individuals, families, groups, communities, organizations, and society, by:

- preparing ethical and competent social work generalists, advanced practitioners and scholars at the B.S.W., M.S.W., and Ph.D. levels, respectively, with learning that primarily emphasizes urban settings;
- conducting research, primarily relevant to urban populations; and
- providing innovative leadership and service to the urban community and the profession.

Strategic Focus Areas (7) and Goals (20)

- Student Success:
 - Goal 1: Cultivate a culture of student success
 - Goal 2: Continuously review and refine pathways that support student success
 - Goal 3: Increase retention, progress toward degree, and graduation rates for all students

Tactical Action Plan

School of Social Work

- Teaching Excellence
 - Goal 4: Enhance a culture that values teaching excellence
 - Goal 5: Identify and encourage the adoption of best teaching practices and improved delivery of learning outcomes
 - Goal 6: Improve graduate student training and mentoring
- Research:
 - Goal 7: Create and transmit knowledge through research and scholarship that is integrated in teaching and service and that advances social work practice and social welfare policy
 - Goal 8: Increase external funding received by social work faculty, staff, and students by expanding research infrastructure and support
 - Goal 9: Enhance our “Distinctively Wayne State” pipeline of student researchers
 - Goal 10: Communicate and expand awareness of excellence in research, discovery, and knowledge application
- Diversity and Inclusion:
 - Goal 11: Leverage our diversity to create a diverse and inclusive campus where every group and individual feels valued
 - Goal 12: It is imperative that students be prepared to live in a multicultural world. We aim to leverage our diversity and commit to create academic programs that encourage multicultural and intercultural understanding, promote scholarly dialogues on diversity and inclusion, and create proven exportable models that advance diversity and inclusion
- Entrepreneurship:
 - Goal 13: Create a thriving culture where new ideas and new ventures are consistently developed and rewarded
- Community Engagement:
 - Goal 14: Continue to enhance our leadership in the economic revitalization of Detroit
 - Goal 15: Develop innovative mutually-beneficial community engagement experiences
- Financial Sustainability:
 - Goal 16: Monitor student enrollment while optimizing each program’s capacity
 - Goal 17: Create a sustainable fundraising program that emphasizes major gifts at the School of Social Work
 - Goal 18: Grow research-based revenue to increase Indirect Cost Recovery (“ICR”)
 - Goal 19: Diversify and Enhance Sources of Revenue
 - Goal 20: Achieve operational excellence in all processes

Tactical Action Plan

School of Social Work

Student Success

Goal 1: Cultivate a culture of student success

Objective 1: Utilize strength-based advising as one approach to recognize the potential of all students, and enable advisors to aid students to develop and apply their strengths to new and challenging learning tasks

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
Utilizing the School of Social Work Research Center, complete a literature search on strength-based advising				
August 2016	The completed literature search	Director of Admissions and Student Services	N/A	A strength-based perspective is paramount in social work and thus a perfect fit for advising in the School of Social Work. The National Academic Advising Association has described a strength-based advising approach as “a way to focus on students’ natural talents to build the confidence and motivation necessary for achievement and persistence in college.” (See: http://www.apu.edu/strengthsacade-my/pdfs/strengths_based_advising_article.pdf).
N/A	N/A	N/A	N/A	
Disseminate information to all advisors with follow-up to discuss and explore implementation				
December 2016	Dissemination of all advisors and appropriate staff	Director of Admissions and Student Services	Food for special meeting (\$200) and speaker (\$500)	
N/A	N/A	N/A	N/A	
Two advisors to attend advising workshop / conference with focus on student success to bring back an approach / technique to share and implement				
August 2017 and August of each academic year	Attendance at workshop and implementation of techniques	Director of Admissions and Student Services	\$2,000 for conference cost	Estimated cost of attending workshop / conference

Tactical Action Plan

School of Social Work

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
N/A	N/A	N/A	Annual \$2,000 for conference cost	

Tactical Action Plan

School of Social Work

Objective 2: Increase our School's participation in inter-professional education activities

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
Investigate enrollment / registration information about the National Science Foundation Wayne State University funded Broadening Experiences in Scientific Training (“BEST”) grant				
May 2017	Submission of investigative report	Associate Dean for Academic Affairs	N/A	The School of Social Work staff, faculty, and agency partners are already participating and assisting in BEST trainings held on campus.
N/A	N/A	N/A	N/A	
Collaborate with College and Career Ready (“C2”) Pipeline program site coordinators in local high schools to facilitate presentations to student participants regarding careers in social work in healthcare settings				
August 2017 and August of each academic year	Completed presentations in ten of the 15 C2 pipelines afterschool programs	Director of Admissions and Student Services	Mileage and Giveaways for students – \$300	The C2 Pipeline program in the Wayne State University College of Nursing is funded through a Michigan Department of Education 21st CCLC grant and incorporates science, technology, engineering, and math in a hands-on learning environment that emphasizes health careers and enhances students’ secondary educational experience. The School of Social Work has been an active supporting partner over the last several years with a collaborative and collegial relationship already established.
N/A	N/A	N/A	Annual Mileage and Giveaways for students – \$300	

Tactical Action Plan

School of Social Work

Goal 2: Continuously review and refine pathways that support student success

Objective 1: Increase student participation in research activities and training grants

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
Encourage more Master of Social Work students to elect to do a thesis by collaborating with the Student Mentor Applied Research Team (“SMART”) Learning Community				
June 2017 and June of each academic year	Three to five collaborations with SMART Completion of yearly research meeting offered to Master of Social Work students to disseminate information on research options Number of promotions to provide information on the Zwerdling Thesis Completion Award available to Master of Social Work students	Master of Social Work Coordinator	\$1,000 for meetings with SMART Learning Community (meeting amenities and materials)	The SMART Learning Community was founded in 2010 to promote, develop, and sustain an environment in which Social Work students are afforded the opportunity to work together to apply theoretical foundations for research to the real world. It is important that Master of Social Work students realize the importance of research and evidence-based practice in social work.
N/A	N/A	N/A	Annual \$1,000 for meetings with SMART Learning Community (meeting amenities and materials)	
Hold a yearly Research Options Workshop				
June 2017 and June of each academic year	Implementation of annual research options workshop	Master of Social Work Coordinator	\$300 for meeting amenities and materials	
N/A	N/A	N/A	Annual \$300 for meeting amenities and materials	
Promote the Zwerdling Award as an additional incentive				
September 2017 and September of each academic year	Granting of the Zwerdling Award	Dean	\$300 for promotion materials	
N/A	N/A	N/A	Annual \$300 for promotion materials	

Tactical Action Plan

School of Social Work

Goal 3: Increase retention, progress toward degree, and graduation rates for all students

Objective 1: Improve the graduation rate for students in all programs

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
Develop an individualized plan in which all students receiving an academic warning will meet with an advisor to strategize ways to achieve degree completion				
July 2016 and July of each academic year	Report summarizing academic advising sessions with students on academic warnings Report on graduation rates of students who receive this intervention	Director of Admissions and Student Services	N/A	
N/A	N/A	N/A	N/A	
Examine the Bachelor of Social Work part-time curriculum to consider revision				
June 2017	Completion of report	Bachelor of Social Work Coordinator	N/A	For part-time students in cohorts of 2009, 2010, and 2011, Bachelor of Social Work part-time graduation rate is 55%. Bachelor of Social Work fulltime graduation rate is 85%. Work with University administration for pilot program enrollment management.
N/A	N/A	N/A	N/A	
Pilot a support program to increase the graduation rate of part-time Bachelor of Social Work students				
June 2018	Development of the pilot program and increased retention	Bachelor of Social Work Coordinator	A minimum of \$3,000	
N/A	N/A	N/A	N/A	

Tactical Action Plan

School of Social Work

Objective 2: Enhance our “Distinctively Wayne State” pipeline to develop and implement a plan to attract, retain, and graduate students of diverse backgrounds

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
Add ‘Distinctively Wayne State University’ to PowerPoints / agendas for informational meetings and orientation to adopt as a theme				
August 2016	Themes added to PowerPoints and agenda of all Bachelor of Social Work / Master of Social Work student information meetings	Director of Admissions and Student Services	N/A	Highlighting the energy, growth, and development of Midtown Detroit is important in attracting a diverse student body and keeping them engaged to attain degree completion
N/A	N/A	N/A	N/A	
Identify and capitalize on opportunities available in our distinctly urban environment to engage and prepare students to be culturally competent social workers who are committed to the values of the Social Work profession				
August 2016 and August of each academic year	Written plan Tracking the activities that students can participate in each year Report how opportunities are disseminated to students	Associate Dean for Academic Affairs	N/A	Dissemination of information regarding opportunities in the Detroit area including research, innovations, and volunteerism (Facebook, website, newsletter). We will attract, retain, and graduate students of diverse backgrounds, which go beyond race to include national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, and veteran status. A diverse student body aids in the preparation of competent social work practice for all students with the promotion of tolerance and understanding.
N/A	N/A	N/A	N/A	

Tactical Action Plan

School of Social Work

Teaching Excellence

Goal 1: Enhance a culture that values teaching excellence

Objective 1: Integrate the School's mission statement throughout all courses and programs

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
The mission statement will be posted on the class blackboard platform for each course				
August 2016 and August of each academic year	All course syllabi; 100% mission statement postings	Associate Dean for Academic Affairs	N/A	It is important for all program students to have ready access to the program's mission statement to promote the understanding of program context, program values, and the program curriculum focus that supports both professional social work and Wayne State University's urban mission.
N/A	N/A	N/A	N/A	
The mission statement and its focus on Wayne State University's "urban mission" and relationship to the social work curriculum will be introduced and discussed in all courses on the first day of class every semester				
September 2016 and September of each academic year	All faculty syllabi; 100% compliance	Associate Dean for Academic Affairs	N/A	This action plan will promote sustainability for faculty and student awareness and understanding of our mission and the urban context of Wayne State University's School of Social Work programs
N/A	N/A	N/A	N/A	

Tactical Action Plan

School of Social Work

Objective 2: Transform teaching from an individual endeavor to a shared experience by providing opportunities for instructional collaboration

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
Increase participation in shared teaching experiences of full and part-time faculty by developing a Teaching Journal Club that meets each semester				
December 2016 and December of each academic year	Four meetings of the Teaching Journal Club Post-test each meeting and provide a summary and report results to dean and faculty	Associate Dean for Academic Affairs	\$1,500 for meeting amenities and materials	Details of agenda / programming / focus to be worked out
N/A	N/A	N/A	Annual \$1,500 for meeting amenities and materials	

Tactical Action Plan

School of Social Work

Objective 3: Promote a culture where mutual feedback and peer review to support instructors at all levels is employed to enhance teaching

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
Program coordinators and lead teachers will voluntarily present their teaching philosophy statements for discussion with their program committees and / or content area groups for collegial discussion and feedback				
May 2017 and May of each academic year	90% presentation of teaching philosophy statements to Program Committees / Content Group Faculty	Associate Dean for Academic Affairs	N/A	Program coordinators will lead the initiative of sharing teaching values and beliefs and use feedback and constructive review to invite and encourage mutual responses, collegial discussion, and participation within the identified faculty groups. All faculty will be encouraged to use this forum to share their teaching statements.
N/A	N/A	N/A	N/A	
Each program committee will develop a working definition with references and examples of innovative pedagogy relevant to its curricular areas and will share these with colleagues in their curricular areas				
May 2017	A written statement / definition of innovative pedagogy including references and a list of examples	Associate Dean for Academic Affairs	N/A	Innovations in pedagogy and creative pedagogical strategies that support our mission and the Distinctively Wayne urban community will provide opportunities for creativity, sharing, and engagement among faculty, faculty and students, and the wider Wayne State University community
N/A	N/A	N/A	N/A	

Tactical Action Plan

School of Social Work

Objective 4: Enhance the intellectual environment by creating sustainable opportunities for dialogue and engagement among faculty, students, and community

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
Develop strategies to promote constructive academically-focused discourse among faculty, students, and the “Distinctively Wayne” urban community				
May 2021	Creation of the annual event and report	Dean	\$3,000 for software, cameras, and laptops \$150,000 for the media center \$250,000 for the community engagement room = \$403,000 total	The event or activity will enhance and / or stimulate dialogue on a topic that will bring together faculty, students, and community. Space and technology needed are contingent upon location of the event. Resources requested includes completion of phase two of the School’s building renovation, drinks / light snacks.
Purchase additional cameras, laptops, and software	N/A	A community engagement room and a media center	N/A	
Record the Curriculum & Instruction (“C & I”) Day Program				
June 2017 and June of each academic year	Development of interactive webinar	Associate Dean for Academic Affairs	\$750 for recording	Webinar development will require program software, technician, and copies. *Financial impact may be reduced as cost / resource sharing will be explored with other work units (Office of Teaching and Learning) that currently have / use webinar software and have technicians available.
N/A	N/A	N/A	Annual \$750 for recording	
Distribute recording to program committees, content area groups, and field faculty to provide opportunities for extending / sustaining C & I Day discussion content				
August 2017 and August of each academic year	Distribution to program committee, content area groups, and field faculty	Associate Dean for Academic Affairs	\$750 for materials	
N/A	N/A	N/A	Annual \$750 for materials	

Tactical Action Plan

School of Social Work

Develop a voluntary annual fall semester Brown Bag event focusing on best practices for faculty-student classroom engagement where fulltime faculty member volunteers will be asked to present a “best practices” discussion sharing examples to colleagues				
December 2018 and May of each academic year	1 event by May 2018 2 volunteer faculty members 2 “best practices” examples	Associate Dean for Academic Affairs	\$200 – annually (for light refreshments) and materials	In collaboration with Program Coordinators, Field Director and Assistant, Bachelor of Social Work Program Advisor and Associate Dean for Academic Affairs
N/A	N/A	N/A	\$100 – annually (for light refreshments) and materials	Fulltime faculty members who volunteer to lead a Brown Bag event are anticipated to stimulate dialogue and mutual response opportunities among faculty colleagues when they share “practice wisdom” and examples of their own “best practices” classroom engagement strategies. Faculty will be encouraged to record these events. Tapes will be shared with part-time faculty as well.

Tactical Action Plan

School of Social Work

Goal 2: Identify and encourage the adoption of best teaching practices and improved delivery of learning outcomes

Objective 1: Encourage curricular development and teaching innovation in line with our mission and Field Education

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
One C & I Day during the academic year will be devoted to curricular development based on best practices in social work education				
May 2017 and May of each academic year	The applicable C & I program agenda and other materials will be provided to the assessment coordinator to document successful development of the program Track attendance Conduct post-tests and report results to C & I Chair and Associate Dean	C & I Chair	N/A	In collaboration with the Associate Dean for Academic Affairs Assessment outcomes will provide data regarding goal attainment, improvement, and / or where corrective action plans might be indicated
N/A	N/A	N/A	N/A	
One C & I day during the academic year will be devoted to teaching innovation associated with our Mission and Field Education (the “Signature Pedagogy” for professional social work education)				
May 2017 and May of each academic year	The applicable C & I program agenda and other materials will be provided to the assessment coordinator to document successful development of program Track attendance Conduct post-tests and report results to C & I Chair and Associate Dean	C & I Chair	N/A	In collaboration with the Associate Dean for Academic Affairs Innovation in teaching activities, strategies, and theory may be presented at C & I day where full and part-time faculty come together twice annually for discussion and exchange of ideas. Assessment outcomes will provide data regarding goal attainment, improvement, and / or where corrective action plans might be indicated
N/A	N/A	N/A	N/A	

Tactical Action Plan

School of Social Work

Objective 2: Develop and employ innovative pedagogies

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
Lead teachers will receive an incentive to facilitate the development of innovative pedagogies (e.g. webinars, blogs, etc.) in their curricular area and make it available to instructors teaching in their curricular area				
August 2019	Lead teachers will provide documentation of the innovative pedagogies	Associate Dean for Academic Affairs	Lead teachers will receive \$200 for each webinar that is developed and shared with instructors teaching in their curricular areas = \$5,000 total	Leading an initiative for webinar development in course content areas accompanied with discussion for their utility and support in teaching is anticipated to create an interest in additional webinar development among faculty as a teaching innovation.
N/A	N/A	N/A	N/A	

Tactical Action Plan

School of Social Work

Objective 3: Use ongoing evaluation during the course of a semester to adjust pedagogies

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
Encourage faculty to use the mid-term course evaluations developed in 2014 by the WSU/2N Committee and the Office of Teaching and Learning				
May 2017	The actual number of faculty who report using the evaluation in program courses	Associate Dean for Academic Affairs	N/A	<p>In collaboration with Lead teachers Bachelor of Social Work and Master of Social Work Program Coordinators</p> <p>Mid-term course evaluations provide an opportunity for student to faculty communication about course pedagogy, course direction as indicated by course syllabi, and the implicit environment of the course classroom. Only faculty will have access to their course mid-term evaluations. Faculty will have an opportunity to respond and make any course corrections they believe to be warranted prior to the mandatory course Student Evaluation of Teaching scores at the end of each semester.</p>
N/A	N/A	N/A	N/A	

Tactical Action Plan

School of Social Work

Goal 3: Improve graduate student training and mentoring

Objective 1: Ensure that doctoral faculty is accessible and involved in each doctoral student's mentoring, training, and research

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
Identify, for each entering doctoral student, a project involving faculty research and scholarship where the student may be involved				
December 2016	100% of all admitted doctoral students for Fall 2016 will have an identified faculty research project plan This plan will include faculty / student mentoring and collaboration related to: 1. Conference abstracts / presentations 2. Participation in ongoing faculty research projects 3. Preparation of paper manuscripts 4. Submissions for grant initiatives to support the student's doctoral education Student plan will be developed and shared with the doctoral steering committee Documentation in Steering Committee minutes	Doctoral Program Director	N/A	To promote all doctoral students' research involvement with doctoral faculty
N/A	N/A	N/A	N/A	

Tactical Action Plan

School of Social Work

Research

Goal 1: Create and transmit knowledge through research and scholarship that is integrated in teaching and service and that advances social work practice and social welfare policy

Objective 1: Increase average annual number of faculty (tenured / tenure-track / clinical) publications by 20%

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
Provide mentors, writing support, editors, statistical consultation, and other resources for manuscript submission				
9/1/2019 and 9/1 of each academic year	Increase the annual number of peer-reviewed manuscripts accepted for publication	Associate Dean for Research	\$2,000 for sufficient editing services	The Center for Social Work Research will continue to provide assistance to support faculty scholarship and dissemination
N/A	N/A	N/A	Annual \$2,000 for sufficient editing services	

Objective 2: Become a leader in research on child welfare, aging, interpersonal violence and substance use, health and behavioral health by strengthening and supporting core groups of faculty

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
Continue to support the Social Work Research Enhancement Program (“SWERP”) that focuses on child welfare, aging, and interpersonal violence / substance abuse / mental health				
9/1/2018	Monitor the resources expended	Associate Dean for Research	N/A	The purpose of the SWREP is to foster collaboration among a team of faculty with shared interests who can integrate their expertise into a group committed to securing external funding. Initial funding has already been provided.
N/A	N/A	N/A	\$20,000 per year	

Tactical Action Plan

School of Social Work

Identify Wayne State University collaborators, community partners, grant opportunities, and other efforts to increase team science and funding on core areas				
9/1/2018	Document grants submitted that reflect Social Work focus areas as documented through Center data base	Associate Dean for Research	N/A	
N/A	N/A	N/A	N/A	

Objective 3: Maintain collaboration with Strategic Partners to develop and test social work interventions

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
Provide faculty and staff support to identify research questions and priorities of Strategic Partners				
June 30 of each academic year	Number of faculty participating Number of strategic partner staff participating	Associate Dean for Research	N/A	
N/A	N/A	N/A	N/A	
Build the research capacity of Strategic Partners through consultation, technology, training, library access, and professional development				
June 30 of Each Academic Year	Number of research intervention projects implemented through Partnership activities Number of Partners reporting value and benefit of agency-university partnerships as reported in periodic surveys of stakeholders involved in partnership activities Number of grants / contracts jointly submitted	Manager of Community Partnerships	N/A	
N/A	N/A	N/A	N/A	

Tactical Action Plan

School of Social Work

Goal 2: Increase external funding received by social work faculty, staff, and students by expanding research infrastructure and support

Objective 1: Provide effective and coordinated research support through the Center for Social Work Research

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
Annually assess faculty needs, assign research facilitators, and maintain communication on research agendas				
June 30 of each academic year	Number of assessments completed and contacts with faculty Center staff meeting minutes	Associate Dean for Research	N/A	In collaboration with the Center Staff
N/A	N/A	N/A	N/A	
Provide pre- and post-award support for faculty research				
June 30 of each academic year	Number of grant proposals submitted and awarded as documented in Center database	Associate Dean for Research	N/A	In collaboration with the Center Staff
N/A	N/A	N/A	N/A	
Implement pilot research reward program to increase grants with higher Facilities and Administrative (“F & A”) costs				
December 31, 2017	Document the number and value of grants awarded including F & A costs	Associate Dean for Research	\$10,000 for incentives	In collaboration with the Center Staff This action is also linked to Financial Sustainability, Goal 3, Objective 1.
N/A	N/A	N/A	N/A	

Tactical Action Plan

School of Social Work

Goal 3: Enhance our “Distinctively Wayne State” pipeline of student researchers

Objective 1: Increase the number of social work students involved in research by 50%

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
Continue to support the student-led research learning community (“SMART”)				
June 30 of each academic year	Number of students attending SMART events and faculty / student matches	SMART Advisor	\$1,500 for students to prepare posters, poster sessions, and to attend the poster conference	
N/A	N/A	N/A	Annual \$1,500 for students to prepare posters, poster sessions, and to attend the poster conference	
Identify and implement other strategies through curriculum enhancement, community engagement, and funding sources that will increase opportunities for student involvement in research				
September 1, 2019	Document student participation in research through faculty reports List strategies that were implemented	Associate Dean for Research and Associate Dean for Academic Affairs	\$15,000 for the curriculum development program and community engagement events	In collaboration with the Student / Faculty Advisory Committee
N/A	N/A	N/A	N/A	

Tactical Action Plan

School of Social Work

Goal 4: Communicate and expand awareness of excellence in research, discovery, and knowledge application

Objective 1: Maintain the dissemination of faculty research

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
Improve the process for gathering information on faculty research productivity in a more efficient and coordinated manner				
September 1, 2017	Dissemination strategy created	Director of Communications and Marketing	N/A	In collaboration with Center Staff
N/A	N/A	N/A	N/A	This action will enable the timely reporting of faculty productivity and accomplishments for our various reports, news, and media outlets.
Implement dissemination of faculty research through social media, brown bags, policy / practice briefs, and other printed and electronic materials				
June 30 of each academic year	Number of materials distributed, media hits, and events held	Director of Communications and Marketing	N/A	In collaboration with Dean's Office staff and Center Staff
N/A	N/A	N/A	\$3,000 annually for brown bags and printing material costs	This action will provide support to faculty and staff regarding dissemination of their research, scholarship, and achievements.

Tactical Action Plan

School of Social Work

Objective 2: Expand the number of faculty by 15% who serve in a leadership capacity of a national and international professional or scholarly organization or journal

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
Improve the process for gathering information on faculty research productivity in a more efficient and coordinated manner				
September 1, 2018	Database established	Dean	N/A	In collaboration with Dean's designee
N/A	N/A	N/A	N/A	
Identify and communicate with faculty open positions and opportunities for journal editorship and leadership opportunities in social work and related national scholarly organizations				
June 30, 2016 and June 1 of each academic year	Documented appointment or elected positions as documented on faculty professional record or vitae	Dean	N/A	This action will enhance faculty awareness and involvement with leadership opportunities (e.g. national scholarly organizations, journal editorial boards, journal editors, prestigious review panels, etc.).
N/A	N/A	N/A	N/A	

Tactical Action Plan

School of Social Work

Diversity and Inclusion

Goal 1: Leverage our diversity to create a diverse and inclusive campus where every group and individual feels valued

Objective 1: Celebrate and increase the understanding and appreciation of diversity and inclusion

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
Promote diversity through our annual Diversity lecture				
March 2017 and March of each academic year	300 students, faculty and community partners will attend this event	Dean	\$5,000 for event speaker (honorariums, travel) [\$5,000] salary for CE Assistant	In collaboration with Director of Community Engagement
N/A	Speaker, Promotions and Marketing, Student and Faculty volunteers	N/A	Annual \$5,000 for event speaker (honorariums, travel) Annual [\$5,000] Salary for CE Assistant	Will need a CE assistant for Promotion and Marketing, and to work with Student and Faculty volunteers
Promote Diversity and Social Justice Student Involved Initiative				
May 2017 and May of each academic year	Completion of Student Led Flint Action Initiative	Director of Field Education	\$1,000 [Basic supplies and travel]	In collaboration with the Director of Admissions and Student Services, Office of Field Education, and Social Justice Committee
N/A	N/A	N/A	Annual \$1,000	This is an ongoing project in Flint. Students will need transportation, basic supplies to carry out the project.

Tactical Action Plan

School of Social Work

Objective 2: Support the enhancement or establishment of structures, events and activities designed to promote greater multicultural and intercultural awareness, interaction and understanding

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
Provide opportunities for students, faculty and community partners to celebrate and learn about diverse ethnic traditions				
May 2017, Ongoing (May of each academic year)	Carry out two events per semester	Associate Dean for Academic Affairs and Director of Admissions and Student Services	\$1,000 for refreshments, supplies and speakers	In collaboration with the Social Justice Committee
N/A	N/A	N/A	Annual \$1,000 for refreshments, supplies and speakers	Social Justice Committee, student leadership and faculty advisors will plan events.

Goal 2: It is imperative that students be prepared to live in a multicultural world. We aim to leverage our diversity and commit to create academic programs that encourage multicultural and intercultural understanding, promote scholarly dialogues on diversity and inclusion, and create proven exportable models that advance diversity and inclusion.

Objective 1: Develop and enhance programs focused on understanding multiculturalism and building diversity and inclusion competencies and expertise

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
C & I committee will develop instruction for faculty and staff focusing on developing Diversity, Inclusion, Competencies and Expertise				
December 2017	Complete training for C & I day Collaboration with Office of Diversity Collaboration with DOSO Office of Student Disability services CAPS	C & I Chair;	\$3,000	Associate Dean for Academic Affairs, as well as the BSW and MSW Coordinators and lead teachers will assist.
N/A	N/A	N/A	Annual \$3,000	

Tactical Action Plan

School of Social Work

Objective 2: Develop and enhance programs focused on building an understanding of global cultures

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
Provide opportunities for students, faculty and community partners to engage in activities locally and globally to promote social justice				
August 2018	Develop cultural partnership with International Educational Institutions Increased number of student will participate in Study Abroad Programs Increased number Social work students who participate in campus cultural events	Associate Dean for Academic Affairs	Travel funds to develop International Educational Partnerships - \$4,000	In collaboration with the Social Justice and Global Ad hoc committees
N/A	N/A	N/A	Financial aide for study abroad programs - \$5,000 per year	

Tactical Action Plan

School of Social Work

Entrepreneurship

Goal 1: Create a thriving culture where new ideas and new ventures are consistently developed and rewarded

Objective 1: Increase the number of faculty, staff, and students exposed to entrepreneurship by identifying and implementing an approach within the context of the social work profession

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
Establish a committee to explore and identify strategies to support entrepreneurship including social entrepreneurship				
May 2017	Number of committee meetings	Dean	\$2,000 consultant fee	
N/A	One consultant	N/A	N/A	
Develop a plan where these new ideas are incorporated to enhance curriculum and professional development and exposure				
September 2017	Written plan submitted to Dean and faculty	Dean	N/A	In collaboration with the Committee
N/A	N/A	N/A	N/A	
Implement a pilot strategy on social work entrepreneurship				
May 2018	The number of participants involved	Dean	\$10,000 for any event, material, and printing costs	
N/A	N/A	N/A	\$1,000 for project incentives (e.g., start-ups)	

Tactical Action Plan

School of Social Work

Community Engagement

Goal 1: Continue to enhance our leadership in the economic revitalization of Detroit

Objective 1: Promote community revitalization through research, scholarship, and service

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
Design a strategy to recognize and incentivize faculty for their involvement in Detroit’s economic revitalization				
May 2018	The number of faculty recognized The number of initiatives identified via collaboration	Dean	\$2,000 for incentives	Financial incentives for participants – TBD
N/A	N/A	N/A	Annual \$2,000 for incentives	
Collaborate with Wayne State University to identify economic revitalization initiatives relevant for social work				
May 2019 and May of each academic year	Report on the number collaborations with Wayne State University	Dean	N/A	Partner with the Office of the Vice President for Economic Development and with other University initiatives that are aligned with our social work mission and goals.
N/A	N/A	N/A	N/A	

Tactical Action Plan

School of Social Work

Goal 2: Develop innovative mutually-beneficial community engagement experiences

Objective 1: Increase the number of students, faculty, and staff participating in community engagement in the Detroit metro area, and explore innovative ways to integrate community service into the curriculum

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
Disseminate information for opportunities for community engagement				
December 2019	Number of activities / opportunities disseminated	Director of Field Education	\$20,000 salary for Coordinator	In collaboration with the Coordinator for Community Engagement
N/A	Coordinator for Community Engagement (.25 fte)	N/A	Annual \$20,000 salary for Coordinator	
Facilitate the opportunities for students, faculty, and staff to participate in various community projects and activities by coordinating with the Wayne State University Office of Community Engagement				
October 2018 and October of each academic year	Number of hours reported by students, faculty, and staff as measured through exit survey and faculty / staff reports	Director of Field Education	N/A	Community Engagement activities may include faculty as guest speakers, board members, content experts, or other consultants.
N/A	N/A	N/A	N/A	

Tactical Action Plan

School of Social Work

Objective 2: Explore initiatives to ensure that students are aware of international social work engagement opportunities

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
Convene a locally-based, but globally-focused School of Social Work International Initiatives Committee comprised of students, faculty, community groups, and organizations				
September 2018	Number of meetings held as measured by meeting minutes	Dean	N/A	In collaboration with the International Initiative Committee
N/A	N/A	N/A	N/A	
Examine Wayne State University's curriculum to identify opportunities for Social Work collaboration on international learning opportunities				
September 2018	Number of courses offering international learning / engagement opportunities	Associate Dean for Academic Affairs	N/A	In collaboration with the curriculum committee chairs
N/A	N/A	N/A	N/A	
Disseminate international learning and engagement opportunities				
December 2018 and December of each academic year	Number of activities / opportunities disseminated	Dean	N/A	In collaboration with the International Initiative Committee
N/A	N/A	N/A	N/A	

Tactical Action Plan

School of Social Work

Financial Sustainability

Goal 1: Monitor student enrollment while optimizing each program’s capacity

Objective 1: Maintain enrollment and student faculty ratios in line with CSWE accreditation guidelines

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
Maintain a student faculty ratio of 1:25 for the Bachelor of Social Work program and 1:12 for the Master of Social Work program				
August 2019	Faculty roster	Dean	\$75,000 / person for salary x2 = \$150,000	CSWE Accreditation Standards student / faculty ratios = Bachelor of Social Work 1:25 and Master of Social Work 1:12.
N/A	Two full-time faculty positions	N/A	Annual \$75,000 / person for salary x2 = \$150,000	

Objective 2: Recruit a pool of well-qualified and diverse student applicants

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
Increase Bachelor of Social Work and Master of Social Work recruiting efforts and events in new and well-established locations by 20%				
August 2018	Track recruitment efforts and events on a monthly basis Track changes in applicant pool	Director of Admissions and Student Services	Additional travel and recruitment materials – \$1,000	Will expand recruitment venues and efforts to enhance the recruitment of diverse and well-qualified Bachelor of Social Work and Master of Social Work applicants.
N/A	N/A	N/A	Annual Additional travel and recruitment materials – \$1,000	
Improve the application process for admission for the Bachelor of Social Work and Master of Social Work programs				
January 2017 and January of each academic year	New application form and feedback from students	Director of Admissions and Student Services	N/A	
N/A	N/A	N/A	N/A	

Tactical Action Plan

School of Social Work

Objective 3: Enhance the marketing of the diverse array of options available to prospective students in the doctoral program

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
Develop a plan to enhance the marketing of the doctoral program to potential students				
September 2016	Written plan	Director of the Ph.D. Program	N/A	This action will expand the marketing and recruitment of potential students
N/A	N/A	N/A	N/A	
Implement a plan to enhance the marketing of the doctoral program to potential students				
August 2017 and August of each academic year	Track implementation results	Director of the Ph.D. Program	\$1,000 for materials	In collaboration with the Director of Communications and Marketing
N/A	N/A	N/A	Annual \$1,000 for materials	This action will expand the marketing and recruitment of potential students

Tactical Action Plan

School of Social Work

Objective 4: Increase the number of Master of Social Work students in the Innovation: Community, Policy, and Leadership (“ICPL”) concentration by 40%

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
Develop a marketing and recruitment plan for the ICPL concentration				
September 2017	Plan developed	Director of Admissions and Student Services	\$1,000 for marketing materials	This is a targeted enrollment increase. In collaboration with the Associate Dean for Academic Affairs Master of Social Work Program Coordinator and the Chair of the ICPL Concentration
N/A	N/A	N/A	N/A	
Implement a marketing and recruitment plan for the ICPL concentration				
May 2018	Enrollment report	Director of Admissions and Student Services	\$1,000 for marketing materials	In collaboration with the Associate Dean for Academic Affairs Master of Social Work Program Coordinator and the Chair of the ICPL Concentration
N/A	N/A	N/A	Annual \$1,000 for marketing materials	

Tactical Action Plan

School of Social Work

Goal 2: Create a sustainable fundraising program that emphasizes major gifts at the School of Social Work

Objective 1: Develop a plan to fundraise for the School's three priorities: 1) the School of Social Work's building renovation, 2) support for student scholarship and internship stipends, and 3) support for faculty research, scholarship and community engagement

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
Develop a comprehensive development plan to achieve the school's fundraising goals and successfully complete the Pivotal Moments Campaign				
December 31, 2016	Written Plan	Dean	N/A	In collaboration with the Director of Development
N/A	N/A	N/A	N/A	Achievement of the School's three campaign priorities will enhance our capacity as a premier School of Social Work.

Tactical Action Plan

School of Social Work

Objective 2: Implement the plan to fundraise for the School's three priorities: 1) the School of Social Work's building renovation, 2) support for student scholarship and internship stipends, and 3) support for faculty research, scholarship and community engagement

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
Cultivate a culture of philanthropy at the School of Social Work and amongst alumni by providing information and opportunities to support the School's development priorities				
May 2021	Monthly School Newsletter Annual Report Visions Magazine Website Events Acknowledgement letters Other communications as needed Achieve \$5.5 campaign goal	Director of Development	N/A	Keeping our constituency (alumni, faculty, staff, students and friends and supporters of the school) informed regarding development efforts and results will facilitate a positive and active culture of philanthropy
N/A	N/A	N/A	N/A	
Grow and manage a robust major gifts program that support the mission of the School of Social Work				
December 2016 and December of each academic year	Strategic donor contacts Solicitations Achieve \$5.5 campaign goal by Sept. 201	Director of Development	N/A	Thoughtful, personal attention to major donors and prospects will result in increased giving at higher levels to the SSW
N/A	N/A	N/A	N/A	
Manage ongoing development activities and day-to-day operations, assuring an efficient operation and a good experience for donors				
May 2017 and May of each academic year	Acknowledgement letters mailed weekly Increase in donor retention rates Increase in annual giving	Director of Development	N/A	Efficient and effective development operations will enhance donor retention and increase giving, which benefits the School
N/A	N/A	N/A	N/A	

Tactical Action Plan

School of Social Work

Goal 3: Grow research-based revenue to increase Indirect Cost Recovery (“ICR”)

Objective 1: Develop and implement a plan to promote growth in research-based revenue and provide incentives to faculty and staff

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
Develop a plan to provide incentives to faculty who received grant awards with ICR and implement plan				
August 2016 and August of each academic year	Written plan Track grant submissions and awards	Dean	N/A	In collaboration with the Associate Dean for Research This action is linked to Research Goal 2, Objective 1. After the pilot is completed and evaluated the full plan will be implemented.
N/A	N/A	N/A	\$10,000 annually for incentives to faculty for grant submissions and awards	

Goal 4: Diversify and Enhance Sources of Revenue

Objective 1: Explore new opportunities to diversify and increase revenues and develop and implement a strategic plan for obtaining those revenues

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
Identify and pursue new sources of revenue				
August 2018	Written plan	Dean	N/A	
N/A	N/A	N/A	N/A	

Tactical Action Plan

School of Social Work

Goal 5: Achieve operational excellence in all processes

Objective 1: Refine business process policies and procedures to increase efficiency and productivity while emphasizing fiscally sound practices

Completion Date	Quantifiable Metric	Responsible Party	Financial Impact Initial Cost	Comments
Equipment / Technology Needed (new)	Personnel Needed (full time equivalent)	Space Needed (additional)	Financial Impact Ongoing Annual Cost	
Improve efficiencies in pre- and post-grant award processes				
August 2018	Written assessment of pre- and post-award processes	Dean	.50 FTE ~ \$25,000	In collaboration with Associate Dean (Research), School of Social Work and Associate Director, Business Affairs Will work on implementing efficiencies with current staff with the ultimate goal of obtaining time staff who can oversee this effort.
N/A	Assistant (.5 fte)	N/A	Annual .50 FTE ~ \$25,000	
Effectively track incoming ICR to ensure School of Social Work and PI receives all revenue				
May 2017 and May of each academic year	Comparing grant timelines for invoicing to revenue loads in Banner	Associate Director of Business Affairs	N/A	In collaboration with the Dean
N/A	N/A	N/A	N/A	
Improve budgeting projection models to maximize all available School of Social Work funding				
August 2018	Stay within +/- 10% of area budgets and overall FY projection model	Dean	N/A	In collaboration with the Associate Director, Business Affairs
N/A	N/A	N/A	N/A	