

The University of Hawai'i School of Social Work

Strategic Plan

May 14, 2002

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I. Introduction

Context

In conjunction with the University's system-wide strategic planning process, the School of Social Work developed its own strategic plan. The following excerpts from the draft University of Hawai'i System Strategic Plan (04/17/02) served as guidelines for the School's direction setting.

The common purpose of the University is to serve the public by creating, preserving, and transmitting knowledge in a multicultural environment permeated by experiences that take advantage of Hawai'i's unique location, physical and biological environment, and rich cultural setting. The University system embraces a practice of sharing diverse but finite resources for the benefit of all.

The University of Hawai'i recognizes that it operates in an increasingly competitive higher education market place. Success in this environment requires "branding" the University of Hawai'i system and successively communicating its brand throughout the University's universe. This reality is essential to the vision of **a University of Hawai'i system that is respected in Hawai'i and recognized for unique excellence throughout the world.**

The University of Hawai'i Strategic Planning Goals include:

1. A culture of educational effectiveness and student success
2. A higher education network of learning institutions
3. A globally engaged University of Hawai'i bridging East and West
4. Investment in human resources and a positive physical environment
5. Adequate resources and responsible stewardship

Strategic directions identified by the School of Social Work address the University goals as follows:

A culture of educational effectiveness and student success

- Foster a culture of educational effectiveness by providing an assessment-oriented and abilities-based curriculum and educational programs
- Rely on interdisciplinary faculty to support curriculum
- Provide advanced professional education through its graduate program
- Provide community program assessment and evaluation
- Establish partnerships with community agencies to support learning
- Receive grants to explore the state's social work needs

A higher education network of learning institutions

- Provide social work studies throughout the state
- Network with the community to engage others in the School
- Collaborate with other educational fields to enhance and supplement learning

A globally engaged University of Hawai'i bridging East and West

- The only MSW program in the State of Hawai'i
- The only Ph.D. in Social Welfare in the State of Hawai'i
- Develops and globally disseminates new knowledge on social welfare issues
- Leaders in Asia and Pacific Islands research
- Focus on Hawai'i's unique social and economic justice issues

Investment in human resources and a positive physical environment

- Partner with a number of community groups and organizations
- Facilitate interdisciplinary work

Adequate resources and responsible stewardship

- Nurture and cultivates a qualified workforce and community leadership to serve Hawai'i's social work needs
- Promote a humanitarian society
- Active in policy development

Description of the Process

In September 2001, the University of Hawai'i Chancellor's office requested a strategic plan from all units by mid-May 2002. In addition to the School's re-accreditation self-study, a survey was sent to 49 SSW faculty, staff and affiliates in March 2002 to assess strategic directions. Twenty-seven responses were received. The data were compiled and used as a starting point for a one-and-a-half-day planning retreat to identify strategic issues for the School. This document is the product of the retreat.

The following "givens" or assumptions were identified as part of the context for strategic planning:

- The School of Social Work (SSW) needs to submit a strategic plan to the Chancellor's office by mid-May;
- The SSW is currently undergoing re-accreditation. This parallel process provides information for the strategic plan;
- The plan is an evolving document, that over time will involve other stakeholders, and is designed to set the School's broad strategic direction(s);
- Detailed work plans need to be created after the plan is developed;
- The University is under new leadership and the SSW is under interim leadership.

II. Background on the School of Social Work

History

The University of Hawai'i began offering a social work training program on the undergraduate and graduate levels in September 1936. The courses were designed to train employees of local social work agencies who were college graduates but lacked professional preparation. An integrated one-year program of professional graduate-level study, set up in 1940, served as the basis for the establishment of a School of Social Work. In 1942, the School was provisionally accredited by the American Association of Schools of Social Work. The School of Social Work was fully accredited in January 1948 as a one-year school, awarding a Certificate of Social Work.

A two-year graduate program leading to the Master of Social Work (MSW) degree was approved by the Board of Regents in November 1948, and the School was fully accredited as a two-year Graduate School of Social Work by the American Schools of Social Work in January 1950. In 1950, there were approximately 30 students. The School has since grown to an average enrollment of 300 students in the undergraduate and graduate programs.

The undergraduate program, leading to the degree of Bachelor of Social Work (BSW), was approved by the Board of Regents in October 1976. The BSW Program was initiated in January 1977.

In February 1991, the Board of Regents approved the Ph.D. Program in Social Welfare. The Program began in fall 1991.

The School's BSW and MSW Programs were fully accredited for eight years by the Commission on Accreditation of the Council on Social Work Education in 1994. The Council is the national accrediting body for professional schools of social work.

Mission Statement

The mission of the University of Hawai'i at Manoa School of Social Work is to contribute to the advancement of social work practice in its many forms for the purpose of preventing or resolving the most critical social problems. Within this general purpose, the School reaffirms social work's historic commitment to increase social justice and availability of opportunity for underrepresented and oppressed groups.

The principal responsibility of the School is the generation, transmission, and application of knowledge that will benefit the state of Hawai'i. In addition, it is the School's responsibility to contribute to knowledge for use by the profession as a whole. In particular, it is the goal of this School to increase comprehension of the ways in which social policy, social work practice, and research can be improved through the understanding of Native Hawaiian and other Pacific Islander and Asian cultures of our communities, state, and the Pacific Region.

III. School of Social Work Strategic Plan

The arrival of new leadership to the University of Hawai'i along with the renewed focus on system-wide strategic planning has resulted in an opportunity for the School of Social Work to look toward the future. The School of Social Work is the only program in Hawai'i that offers a continuum of social work studies, from a Bachelor of Social Work, to Master of Social Work to a Ph.D. in Social Welfare. Additionally, it is the only school offering a Master of Social Work Program and Ph.D. in Social Welfare in Hawai'i. The School is positioned to address the unique social work issues facing the region and to provide a regionally-focused curriculum, leading to the development of a qualified workforce to address critical and ever-changing social issues with an emphasis on Hawai'i, extending to Asia and the broader Pacific Region.

The School of Social Work is addressing community needs and issues, including poverty, domestic violence, child and elder abuse, substance abuse, physical and mental health, disabilities, a growing elder population, social change and globalization, the plight of indigenous peoples, and criminal justice issues across multicultural populations.

Additionally, the School of Social Work develops social leadership to promote the well-being of all people and builds capacity and encourages sustainable communities.

The School of Social Work is a valuable asset to the state and to the University of Hawai'i. Continued contributions require that the School enhance its BSW, MSW, and Ph.D. programs.

At the same time that these programs change and grow to meet emerging needs, the School of Social Work must also stabilize and enhance its internal infrastructure. Immediate administrative actions that need to occur include hiring a permanent dean, affirming and developing governance policies, and establishing effective operating guidelines. Building capacity, in the form of filling faculty vacancies, upgrading information systems, and establishing strategies for cross-campus/inter-school collaborations are also critical actions for the School.

The strategic plan that follows sets the stage for the development of the School of Social Work in the 21st Century and marks the beginning of an ongoing, inclusive planning process.

Immediate School-Wide Strategic Issues

The following issues need to be addressed immediately:

- Continue and complete the re-accreditation process.
- Re-open the Dean search and hire a permanent Dean.
- Review and revise the School of Social Work Faculty Information and Policy Handbook.
- Enhance school capacity through faculty hiring, additional improved facilities, and resource development.

The above four items are critical for the continuation of current activities and for program and School expansion.

Bachelor of Social Work (BSW) Program Goal:

The primary goal of the BSW Program is to prepare students to be competent, beginning-level professionals capable of integrating the knowledge, skills, and values of social work. The program's secondary goal is to prepare students for advanced social work education.

Strategic Direction	Objective	Action	Resource	In Year
Curriculum (research, practicum, integration of theory and practice)	Strengthen the curriculum to develop student abilities	Conduct a curriculum retreat	Retreat funding, more faculty	1
		Develop skills labs, (attached to practice courses)	Lab space and equipment, funding, more faculty	1
		Hire BSW practicum coordinator	Funding	1
		Develop senior year integration seminar	Hire FT practicum coordinator	1
		Develop a social work seminar on faculty-wide research	Designated BSW coordinator	3
Programming (outreach, innovation, scheduling)	Establish programming to create a flexible, student-focused learning environment	Create stronger BSW student recruitment	Marketing funds, staff position designated for marketing and recruitment	3
		Improve marketing, develop unique identity to improve marketing	Marketing staff	3
		Create flexible class schedule	Classrooms controlled by SSW, more faculty	3
		Develop neighbor island BSW package	Fiber optic line, telecommunications, equipment, faculty	3
Collaborative Interface (internal and external education/out-reach)	Establish strategies for collaborating and interfacing with others	Educate community on BSW program objectives (student abilities) funding	Job placement coordinator, marketing staff, for marketing	
		Collaborate with community	Job placement coordinator, alumni coordinator	3
		Provide opportunities for students to socialize with the faculty		1

		Provide more opportunities for students to bond with each other and to the School	Student lounge, funding to support student organizations	1
Resource (faculty/staff, labs, equipment, facilities)	Increase capacity of BSW program by acquiring needed resources	Increase staff/faculty resources	Hire 2 FT instructional faculty; one designated as director; Hire ½ time clinical instructors to teach BSW courses; Hire 1 FT specialist	3

Master of Social Work (MSW) Program Goals:

The goals of the MSW Program are: 1) to educate students for the advanced practice of social work that embodies the knowledge, values, and ethics of the profession and a commitment to social and economic justice for oppressed groups; 2) to emphasize specific knowledge and skills to practice with multi-cultural populations, especially Native Hawaiian, Pacific Islander, and Asian cultures in the community, state, and Pacific Region; and 3) to promote research, teaching, and community service with an emphasis on culturally competency with diverse populations.

Strategic Direction	Objective	Action	Resource	Yr
Curriculum/ Practicum	<ul style="list-style-type: none"> Continue to strengthen and align curriculum more closely to promote the mission of the School 	<ul style="list-style-type: none"> Strengthen avenues for renewal Strengthen faculty expertise in cultural competency with diverse populations 	<ul style="list-style-type: none"> Hire additional faculty Offer faculty colloquia 	1
	<ul style="list-style-type: none"> Strengthen implementation of an assessment-oriented, ability-based curriculum 	<ul style="list-style-type: none"> Strengthen avenues for renewal Continue to work on curriculum issues via retreats, etc. 	<ul style="list-style-type: none"> Use existing faculty network Additional faculty hires 	1
		<ul style="list-style-type: none"> Research, assess, and implement curriculum for cultural competence 	<ul style="list-style-type: none"> Seek funding Continue ongoing curriculum assessment Infuse evidence-based knowledge on multicultural populations 	1
			<ul style="list-style-type: none"> Hire consultant or computer specialist Offer faculty workshops 	1

		<ul style="list-style-type: none"> • Increase accessibility of MSW program to neighbor islands 	<ul style="list-style-type: none"> • Hire more faculty 	3
Recruitment	<ul style="list-style-type: none"> • Align recruitment efforts with our multicultural identify and focus 	<ul style="list-style-type: none"> • Develop aggressive school-wide recruitment plan to better communicate what the SSW does in relation to the mission 	<ul style="list-style-type: none"> • Funds for the development of a brochure, video, and web development 	1
		<ul style="list-style-type: none"> • Continue to increase diversity of student body (esp. from Asia, Mainland, and Pacific Islands) 	<ul style="list-style-type: none"> • Use existing faculty and staff 	1
		<ul style="list-style-type: none"> • Increase student GA, TA, and stipend opportunities 	<ul style="list-style-type: none"> • Fund raising for student financial aid packages • Hire development officer 	1, 3
Faculty and Staff Development	<ul style="list-style-type: none"> • Provide multiple opportunities for skill development and learning 	<ul style="list-style-type: none"> • Avenues for renewal • Increase use of technology and distance learning 	<ul style="list-style-type: none"> • Hire a consultant or associate dean • Provide workshops • Provide funding for faculty travel; purchasing of books, journals • Continue fund raising for endowed chairs 	1
Community	<ul style="list-style-type: none"> • Strengthen alliances and networks within UH and the wider community 	<ul style="list-style-type: none"> • Strengthen avenues for renewal (advisory boards, collaborations) 	<ul style="list-style-type: none"> • Use existing faculty networks 	1
		<ul style="list-style-type: none"> • Create a flexible infrastructure to respond to community needs and improve publications 	<ul style="list-style-type: none"> • Increase personnel; hire an associate dean 	3
		<ul style="list-style-type: none"> • Create an infrastructure that facilitates collaboration with other UH units and develops research endeavors with an interdisciplinary focus 	<ul style="list-style-type: none"> • Consider joint appointments and joint programs, hire new faculty, cross list courses 	1

	<ul style="list-style-type: none"> Develop methods of data collection for an ongoing assessment of the School's ability to address community needs 	<ul style="list-style-type: none"> Hire additional staff for SWERTU Use existing faculty networks and advisory boards 	3
	<ul style="list-style-type: none"> Develop systematic approach to link the School with the community 	<ul style="list-style-type: none"> Hire an associate dean Use existing networks 	1
	<ul style="list-style-type: none"> Develop campus community programs (e.g., lectures and workshops) 	<ul style="list-style-type: none"> Collaboration with UH units 	1
	<ul style="list-style-type: none"> Increase use of technology and distance learning 	<ul style="list-style-type: none"> Hire 2 FT IT positions 	1, 3
	<ul style="list-style-type: none"> Strengthen faculty ability to conduct research on community needs 	<ul style="list-style-type: none"> Hire additional faculty Provide continuing education in research methods via consultants, SWERTU 	1
	<ul style="list-style-type: none"> Disseminate research to the community Continue to strengthen faculty involvement and commitment with the community 	<ul style="list-style-type: none"> Hire research consultant Do fundraising to promote public relations 	1

Doctoral Program Goals

The purpose of the Doctoral Program (Ph.D.) is to prepare students for leadership roles in the profession of social work and the field of social welfare. The doctoral program advances the School's mission to understand the relationship between cultural characteristics and effective professional practice. The program encourages scholarly inquiry to enhance knowledge of culture, particularly the cultures of the Asia-Pacific Region, and the societal structures intended to enhance well-being.

Strategic Direction	Objective	Action	Resource	Yr
Expand Capacity	Enhance infrastructure to develop and support management of the program	Recruit experienced, high-level faculty with Ph.D. experience who can contribute to the research enterprise (e.g. original scholarship; research and training grants)	In progress -	1
			Additional hires	3

		Develop and integrate more existing faculty into instructional and advisory roles	Infrastructure to provide programmatic support Faculty external to the School, cross-listed courses, joint faculty appointments	On-going
		Involve communities with Ph.D. interests in the program (i.e., community advisory on curriculum)	Funding to support multi-level involvement	3
Students	Increase student recruitment and retention in the PhD program	Develop an aggressive recruitment plan, especially for Hawai'i, Asia and the Pacific	Existing faculty networks Hire consultant	On-going
		Provide substantial support for scholarships	Fundraising, SSW funds, research and training grants and other sources of support, (e.g., EW Center, QLCC, NHH) Allocate School \$ to doctoral development Hire/contract w/development person	On-going 1
		Attract students with a particular focus on multi-cultural interests as well as those with other interests		On-going
Curriculum	Continue to refine the curriculum	Strengthen multi-cultural methodology approach	Hire faculty w/multicultural focus	1
		Infuse indigenous research into Ph.D. program	Colloquia/workshops Faculty	1 3
		Develop better relationships w/institutions in Asia and the Pacific	Existing faculty networks Hire consultant	3 3

	Create a better selection of electives	Increased faculty involvement, cross-listed courses, joint appointments	On-going
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Organizational Capacity Building

Three immediate school-wide strategic issues that need to be addressed are related to organizational capacity-building.

- Re-open the Dean search and hire a permanent Dean.
- Review and revise the School of Social Work Faculty Information and Policy Handbook
- Enhance school capacity through faculty hiring, additional improved facilities, and resource development

Strategic Direction	Objective	Action	Resource	Year
Infrastructure and Governance	Hire a permanent Dean	Work with UH Administration to re-open Dean search	Funding for competitive salary	1
	Revisit and re-establish the SSW's governance structure	Review and revise the SSW Faculty Information and Policy Handbook		1
	Expand personnel to restore and increase capacity of the School	Hire more faculty Explore ways to leverage existing campus faculty	Faculty lines and funding Funding for joint appointments	1
		Hire Associate Dean to manage internal systems	Funding	3
		Increase fiscal/admin personnel staff	2 FT APT positions	3
		Hire technology support to manage Web site, provide training and technical assistance	2 FT IT positions	1
		Review job responsibilities and provide skills training for secretarial staff	Funding	On-going
		Develop recruitment plan for faculty, staff, and practicum/field instructors		3
Faculty & Staff Development	Create Faculty and Staff Development Plans	Provide staff development to faculty on the topic of computer-mediated instruction	2 FT IT positions	1

		Expand social work, evaluation, research training unit	Funding in staff positions	On-going
Public Relations, Promotions & Marketing	Create opportunities to promote the SSW for public relations and recruitment	Develop a strategic communication plan to share research results and other school activities w/the community		3
		Establish a formal “partnering charter” with communities that explains the School		3
		Improve capacity and maintain School’s web page to include school information, faculty bios, syllabi, research, application to the school and information for financial aid	2 FT IT positions, funds for equipment and software	1
		Strengthen alumni relations	Hire development officer	1
		Formalize and support student organizations		
		Strengthen links with national organizations (NASW/CSWE)		1
Resource Development	Identify and explore multiple methods for acquiring resources	Hire fundraiser, development officer	Funds	1
		Consider entrepreneurial projects to acquire resources (e.g., provide international consultation services, design courses that are general education requirements for the entire University, create a Continuing Education Program at the SSW for practitioners that is linked to state licensing)		
Assessment & Evaluation of School-Wide Systems	Expand internal assessment and evaluation systems	Implement on-going program assessment for continuous improvement	Faculty /staff support	1
		Continue strategic planning and monitor progress		On-going

Building/Space	Expand and improve physical and social environment of the SSW	Secure new building		3
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VI. Summary

The faculty and staff of the BSW, MSW, and Ph.D. programs identified objectives, actions, and needed resources specific to our areas. This section summarizes the planning across programs, school wide.

Identified strategic directions, objectives, actions and needed resources for the BSW program were in four areas: curriculum, program, collaborative interface and resources. For the MSW program, there were four areas: curriculum/practicum, recruitment, faculty/staff development, and community. For the Ph.D. program, there were three: expanding capacity, students, and curriculum.

Program-specific resources needed included:

For the BSW Program:

- Full-time practicum coordinator

For the MSW Program

- Joint appointments
- Joint programs
- Additional faculty
- Additional adjunct faculty

For the Ph.D. Program

- Additional faculty with Ph.D. experience who can contribute research
- Cross-listed courses
- Joint appointments

School wide needs were identified in each of the program discussions. These resources could be allocated to the School of Social Work but meet the individual program needs.

Marketing position

- Develop recruitment materials and strategies for students, faculty, and adjunct faculty for Hawai'i, Asia, and the Pacific
- Create an infrastructure to support neighbor island programming
- Develop programs for external communications and outreach
- Job placement

Two full-time IT positions

- Facilitate the increased use of technology and distance learning
- Train faculty on how to use computer-mediated instruction with their students
- Create data infrastructures to support needs-based program development and school improvement
- Maintain website

Fundraiser/Development Officer

- Explore entrepreneurial projects to generate resources
- Seek additional funding to support programs

Additional, improved facilities

- More classrooms are needed
- Need classroom space controlled by the SSW – this impacts scheduling and limits interaction between the faculty and students
- Student Lounge

Funding

- To support additional positions
- Scholarships

V. Possibilities and Opportunities

If the School of Social Work is restored to meet the current program demands, there are other possibilities and opportunities that the School wants to explore. One possibility emerged during this strategic planning session.

The SSW could design and establish a cross-cultural clinic to serve the following purposes:

- Provide an clinical instructional setting while providing services
- Link theory to practice
- Provide a clearing house for research
- Offer match-making of resources
- Offer an interdisciplinary skills lab
- Create eligibility for research/training grants
- Generate resources

Such a project could be done in collaboration with the existing counseling center, medical school and other units within the University to facilitate an inter-school effort.

The strategic plan provides a history of the School, identifies some of the benchmark actions to be achieved before moving beyond current commitments and one “possibility” to represent a future direction for the School of Social Work. The plan is inclusive of the past, present and future. This creates a context when decisions are made regarding the School.