Mission

The mission of the Indiana University School of Social Work is to educate students to be effective and knowledgeable professional social workers prepared for practice in the twenty-first century. Such practitioners are committed to the alleviation of poverty, oppression, and discrimination. The school is dedicated to the enhancement of the quality of life for all people, particularly the citizens of Indiana, and to the advancement of just social, political, and economic conditions through excellence in teaching, scholarship, and service. Within the context of a diverse, multicultural, urbanized, global, and technologically oriented society, the school prepares the social workers who will shape solutions to a wide range of interpersonal and social problems by developing and using knowledge critically while upholding the traditions, values, and ethics of the social work profession.

Goals and Objectives

1. Increase Research and Scholarly Productivity

1. Facilitate faculty research and scholarship activity and foster a research culture in the school.
   
   Campus Planning Theme: Research, Scholarship and Creative Activity
   
   Secondary Goals:
   Sub Unit: None
   Time Frame: On-going

Actions taken for 2003-2004:

The Office of Research Services has sponsored grant writing workshops and research-related presentations at the School, distributing funding opportunity information to faculty, provided technical assistance to individual faculty in grant preparation, IRB submissions, and manuscript production, produced two editions (2002 and 2004) of a booklet describing current and recent School projects, and added content related to research and scholarship to the Schools website, including descriptions of projects and lists of faculty publications. The School has increased space for scholarly activity by acquiring several former School of Journalism offices.

Evidence of Progress for 2003-2004:

In 2003-2004, the School received nearly $2,000,000 in external funding. In particular, the Title IV-E child welfare training grant was renewed for three years. Faculty from the School submitted 18 grant proposals through the Office of Research & Sponsored Programs. Both the award amount and number of proposals submitted matched or exceeded the highest levels in School history.

IUSSW faculty on the IUPUI campus published 21 journal articles, 14 book chapters and 3 books. In addition, they made 39 presentations at local, national, and international conferences. Our Ph.D. students have over 60 publications and conference presentations in 2003-2004.

The School has gained a national reputation as a leader in research related to the assessment of social work education.
Activities planned for 2004-2005:

The Office of Research Services will continue to provide the activities described in the "action taken to date" section.

2. Utilize the annual review process to enhance faculty research productivity.
   **Campus Planning Theme:** Research, Scholarship and Creative Activity
   **Secondary Goals:**
   **Sub Unit:** None
   **Time Frame:** Annually Completed

Actions taken for 2003-2004:

Research now constitutes one-third of each faculty members annual evaluation.

Annually the Dean discusses with each faculty member progress and plans for future research.

In 2003-2004 the Dean developed a bonus pay policy intended to reward faculty who have achieved excellent performance in forwarding the strategic initiatives of the School of Social Work. Enhancing research and scholarly productivity is one of the Schools strategic initiatives.

Evidence of Progress for 2003-2004:

Increases in faculty grant proposals, publications and presentations as noted above.

Activities planned for 2004-2005:

Continue with the same criteria and process.

3. Provide incentives for faculty to engage in funded research.
   **Campus Planning Theme:** Research, Scholarship and Creative Activity
   **Secondary Goals:**
   **Sub Unit:** None
   **Time Frame:** On-going

Actions taken for 2003-2004:

The School has a continuing policy of depositing a portion of the indirect costs recovered from sponsored projects into individual faculty accounts of Principal Investigators. These funds may be used by faculty to enhance their research and scholarship (e.g., attending conferences, upgrading equipment, etc.). In addition, the Dean initiated a policy in 2003-2004 that provides a monetary incentive for grant submission.

Evidence of Progress for 2003-2004:

There will be an increase in the number of grant proposals submitted by the School of Social Work.
Activities planned for 2004-2005:

Continue with the same policies.

4. Host at least one annual research symposium.

**Campus Planning Theme:** Research, Scholarship and Creative Activity
**Secondary Goals:**
**Sub Unit:** None
**Time Frame:** Each Spring.

Actions taken for 2003-2004:

The School hosts an annual symposium with a nationally renowned keynote speaker. Past collaborating sponsors have included the states community mental health centers, the Division of Family and Children, and the Indiana Association of Social Work Educators. In 2004, 11 Ph.D. students participated in a Poster Session during the symposium showcasing their ongoing research activities.

Evidence of Progress for 2003-2004:

Expanded community and interdisciplinary participation.

Activities planned for 2004-2005:

Continue to host and expand the symposium. We are considering partnering with other units on campus in sponsoring the 2005 symposium.

2. Enhance Educational Programs

1. Maintain a highly qualified, diverse student body.

**Campus Planning Theme:** Campus Climate for Diversity
**Secondary Goals:**
**Sub Unit:** None
**Time Frame:** On-going

Actions taken for 2003-2004:

Improved our marketing and recruitment strategies. MSW curriculum revisions and BSW online courses have enhanced marketability.

Continued to offer a variety of program formats (e.g. part-time, evening, Saturday, online, etc.) to attract a diverse pools of students.

Added a part-time advanced standing MSW program, which is highly attractive to BSW graduates in Indiana and other states.
we raised the GPA admission requirement for the MSW program to 3.0, which attracts highly qualified and diverse students.

Updated the School of Social Works website. Developed new brochures to market the degree programs.

The School hosts the annual Chancellor Bepko Student Diversity Dinner.

Provided the Graduate School with brochures describing the CSWE Minority Fellowship Program for Social Work doctoral students. These were distributed on the recruitment caravan to Historically Black Colleges.

The BSW program participates in the Diversity Scholars Research program, having one student who has been accepted as a freshman.

The BSW program participates in the McNair Scholars Program.

We actively participate in campus initiatives to recruit high school students.

The NABSW provides outreach to BSW, MSW and Ph.D. minority students.

Two faculty members are members of the University College Faculty Senate.

Evidence of Progress for 2003-2004:

Continue to have a highly competent and diverse student body. We increased the proportion of minority doctoral students to 25% in 2004.

We accepted our first international students into the doctoral program.

Enrollments will increase.

Our student in the Diversity Scholars Research program is now in her sophomore year. Our student in the McNair Scholars Program is engaged in her research project with a faculty member and is progressing well.

Credit hours from online courses will increase.

The first recruitment event with the IUSSW Alumni Association took place in October, 2004.

Activities planned for 2004-2005:

Expand actively recruiting high-quality students to the School.

Reach out to additional students via online courses.

Maintain and update the Schools new website and develop new brochures.

Host a website for the local chapter of the National Association of Black Social Workers.

Develop a high school recruitment program in collaboration with the IUSSW Alumni Association Board.
2. Support and enhance effective teaching

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: None
Time Frame: On-going

Actions taken for 2003-2004:

Supported faculty innovations in the classroom, including the use of technology.

We received support from the Commission on Higher Education to partner with the Department of Social Work at Ball State University to offer two child welfare educational modules online.

Sponsored a series of faculty workshops on enhancing learning through writing.

Secured approval for a new doctoral course focusing on teaching pedagogy. This course is also made available to associate faculty.

Developed Curriculum Analyzer software for assessing student learning outcomes.

The first class of BSW students graduated on the Bloomington campus in 2004.

Evidence of Progress for 2003-2004:

According to the 2003 IUPUI Alumni Survey, social work graduates rate their ability to communicate effectively with people who see things differently than they do; in-depth understanding of their major; ability to deal with conflict among co-workers and ability to keep their composure during a difficult situation; ability to make an informed decision when faced with an ethical dilemma; ability to apply what they learned in college to everyday issues and problems; and ability to work effectively with people of different races, ethnicities, and religions higher than do all other IUPUI undergraduate students. They are more likely to have taken a class that increased their understanding of multiculturalism and diversity; had experiences in class that enhanced their understanding of the history, culture, or social concerns of people from diverse backgrounds; and attended campus events or activities that increased their understanding of multiculturalism and diversity. Students also identified materials that were racist, antigay/lesbian, or sexist material (including graffiti) on campus more often. We believe that our students are able to identify materials of this nature because of their exposure to diversity and social justice throughout the BSW curriculum.

Social Work alumni continue to show a positive impact of their education on learning and growth, especially in the areas of in-depth understanding and the ability to relate knowledge to practice.

Three online BSW courses and one MSW research course were developed and implemented in 2004.

Activities planned for 2004-2005:

Implement the comprehensively revised MSW curriculum, with the first students having this curriculum graduating in 2005.
Continue to develop online BSW and MSW courses.

Market the Curriculum Analyzer.

A comprehensive assessment of the MSW program is being planned by the MSW Program Committee.

3. Provide BSW, MSW and Ph.D. curricula that meet the current needs of the profession

   **Campus Planning Theme:** Teaching and Learning
   **Secondary Goals:**
   **Sub Unit:** None
   **Time Frame:** Three years

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**Actions taken for 2003-2004:**

A new doctoral course on teaching pedagogy was approved by the Graduate School and offered for the first time in Spring, 2004.

The BSW program has revised its vision, mission and goals to address baccalaureate practitioners’ needs in a challenging societal environment while conforming to Council on Social Work Education Commission on Accreditation requirements.

The Ph.D. committee engaged in a 3-session program review in Spring, 2004 focused on identifying desired program outcomes and pathways to those outcomes.

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**Evidence of Progress for 2003-2004:**

Graduates of all degree programs will continue to be well prepared for jobs.

Graduates will continue to meet or exceed mean scores on the state licensing exams.

Graduates of all degree programs will continue to successfully obtain jobs and advance in their careers.

The level of student satisfaction with the new MSW curriculum will be high. Student satisfaction with the BSW and Ph.D. programs will continue to be high.

The MSW program will be considered a national model.

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**Activities planned for 2004-2005:**

Feedback on the new MSW curriculum will be obtained from students, faculty, and agency constituents and used to refine courses. Courses in the curriculum will be revisited as appropriate.

Monitor MSW course demand and adjust the schedule to best address the needs of students.

Courses in the BSW and Ph.D. program will be monitored and reviewed.
4. Develop dual MSW-JD and MSW-MPA degrees.

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**

**Sub Unit:** None

**Time Frame:** August, 2005

**Actions taken for 2003-2004:**

Initiated meetings with SPEA and the School of Law.

Solicited Social Work alumni input.

Procured support and commitment for the development of these degrees.

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**Evidence of Progress for 2003-2004:**

The programs will be established and students will enroll.

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**Activities planned for 2004-2005:**

On-going collaborations to develop the joint curricula.

Secure faculty approval from the respective schools.

Market available dual degrees.

5. Maintain a presence of the School on the regional campuses and enhance relationships with them.

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**

**Sub Unit:** None

**Time Frame:** On-going

**Actions taken for 2003-2004:**

We have initiated discussions with the IUPU Fort Wayne campus about starting a MSW program on that campus.

Established the fourth year of the BSW program on the Bloomington campus.

With IU Northwest, IU East, and IU South Bend, we negotiated an agreement to support some of the administrative costs for having programs on those campuses.

Maintained close working relationships with the Directors on each campus.

Hosted systemwide Faculty Senate and certain committee meetings that included faculty from the regional campuses via VIC technology.

Engaged in a number of collaborative efforts with the regional campuses, including curriculum development, student...
Engaged in a number of collaborative efforts with the regional campuses, including curriculum development, student services, shared applications, marketing, etc.

We enhanced our system-wide website for the School.

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**Evidence of Progress for 2003-2004:**

Stable or increasing enrollments in the social work programs on the regional campuses.

There will be collaborative work among faculty across campuses.

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**Activities planned for 2004-2005:**

Implement the fiscal agreement with the regional campuses.

Continue to develop positive working relationships with program directors and campus administrators.

Continue the collaborative efforts noted above.

Continue to recruit outstanding faculty to all sites.

Continue to offer alumni receptions at our regional campuses.

☐ 6. Students will be actively engaged in service learning in conjunction with their academic programs.

  **Campus Planning Theme:** Civic Engagement
  **Secondary Goals:**
  **Sub Unit:** None
  **Time Frame:** On-going

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**Actions taken for 2003-2004:**

BSW and MSW students are required to engage in practica in community agencies in conjunction with their classroom activities to enhance their learning and prepare for professional practice.

Orientation and training sessions are held each year for field instructors.

Faculty serve as liaisons between the School and the field agencies.

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**Evidence of Progress for 2003-2004:**

In the 2003–2004 academic year, 99 BSW students contributed a total of 27,440 hours of service in field placements at 50 human service agencies across the state.

In 2003-2004, 368 MSW students contributed a total of 164,160 hours of service in field placements at 196 human service agencies across the state.
An innovative BSW field placement was developed with the Latino Institute and the Hispanic Education Center for the Fall, 2004 semester.

Activities planned for 2004-2005:
Continue practica.
Monitor viability of field placement sites and quality of student learning.
Train and orient field instructors.

3. Engage in Faculty Development

1. Increase opportunities for faculty to engage in faculty development activities.
   Campus Planning Theme: Best Practices
   Secondary Goals: None
   Time Frame: On-going

Actions taken for 2003-2004:
Increased the budget for faculty development activities.
Workshops have been provided at the School for faculty to develop their knowledge and skills for using technology.
The School's Office of Research Services sponsored a series of grant writing workshops and other presentations related to research and scholarship.
The School hosts the BPD (a national organization of social work Baccalaureate Program Directors) website.
Five presentations on online teaching and learning were made in 2004.
Faculty liaison activities strengthen their practice and teaching.

Evidence of Progress for 2003-2004:
Faculty participation at conferences will increase.
National speakers/leaders will come to the School of Social Work.
At least four technology workshops for faculty will be held each academic year.
The number of faculty utilizing the Office of Professional Development will increase.
The number of faculty grants and publications will increase.
Activities planned for 2004-2005:

Continue to support faculty participation at conferences.

Attract national speakers/leaders to the School of Social Work.

Continue the technology workshops for faculty development.

The School hosts the annual meeting of the Indiana Association for Social Work Educators.

The School will continue to provide leadership nationally by sharing our experiences with online teaching and learning.

The Schools Office of Research Services will continue to sponsor grant writing workshops and other presentations related to research and scholarship.

Workshops related to promotion and tenure will be offered to junior faculty.

2. Faculty will be engaged in professional and community activities that will enhance their teaching and research.

   **Campus Planning Theme:** Civic Engagement

   **Secondary Goals:**
   
   **Sub Unit:** None

   **Time Frame:** On-going

Actions taken for 2003-2004:

Faculty provide liaison to agencies where students are doing field placements. This also enhances their teaching and research.

Faculty voluntarily serve on boards and committees of agencies and professional organizations at local, state and national levels.

Among many other civic engagement activities, the School is working with the Indiana Latino Institute in a research project with faith-based organizations serving Latino clients.

Each year, faculty from the School coordinate Legislative Education and Advocacy Day (L.E.A.D.) for nearly 400 social work students and faculty across the state.

Evidence of Progress for 2003-2004:

The number of projects funded by or done in conjunction with state and local agencies has increased.

The already high level of civic engagement by social work faculty will continue to increase.

Faculty will continue to be recognized for their civic engagement activities.
Activities planned for 2004-2005:

Faculty will more actively engage in research that is funded by or done in conjunction with state or local agencies.

Faculty will continue to serve on boards and committees of local, state, and national agencies and organizations.

The School will continue to facilitate Legislative Education and Advocacy Day.

The School will continue to work collaboratively with the Hispanic Education Center, particularly with the Mother/Daughter program.

4. Enhance the Reputation of the IU School of Social Work

1. Effectively promote the School's activities and accomplishments.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: None
Time Frame: On-going

Actions taken for 2003-2004:

We hosted a reception for Legislative Education and Advocacy Day (LEAD) in February, 2004 with over 500 participants from throughout Indiana.

We continued the publication of our journal, Advances in Social Work.

The School established an Office of Research Services to help support and promote the School's research and scholarship.

We hosted a conference on Iranian and other Middle Eastern Older Adult Immigrants in conjunction with the Danesh Institute in June, 2004.

The School hosted the Midwest Social Work Educators Conference.

The IUN campus hosted the Northern region public forum of the Indiana Commission on Abused and Neglected Children and Their Families in March, 2004.

The School hosted an alumni reunion weekend for the class of 1963.

The School hosts the Baccalaureate Program Directors listserv.

We compiled and distributed a bound report of School Highlights for 2003-2004.

We hosted a campaign celebration to acknowledge our success in the capital campaign.

School administrators met with Rich Schneider to discuss accessing media outlets.

Evidence of Progress for 2003-2004:
Applications from highly qualified students will increase.

Research and scholarly activity will increase.

Submissions and subscriptions to *Advances in Social Work* will increase.

Positive media mentions of the School, its faculty and students will increase.

A number of faculty received national and state recognition for their scholarly and service activities.

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**Activities planned for 2004-2005:**

We will continue to refine and update the new website. We are helping our regional campus programs populate the Schools website. We will highlight faculty, student and staff accomplishments via the website.

A display case will be mounted on the second floor of the Education Social Work Building to highlight school and program activities.

We will produce a special issue of *Advances in Social Work* focusing on educational assessment.

We will establish closer relationships with campus and local media services.

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2. Create a culture of the
   **Campus Planning Theme:** Best Practices
   **Secondary Goals:**
   **Sub Unit:** None
   **Time Frame:** December, 2004

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**Actions taken for 2003-2004:**

Provided internal seed money to a group of faculty to develop projects related to the assessment of social work education.

Developed a proposal for consideration by the Council on Social Work Education (CSWE) Commission on Accreditation to engage in an alternative to the traditional self-study, which entails conducting a special project on assessment of student learning and program outcomes. Promoted this concept with leaders at the Council on Social Work Education.

Developed a software package and presented papers at national conferences regarding the "Indiana Model of Assessment."

Faculty have presented at local, state, national, and international conferences on topics related to assessment.

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**Evidence of Progress for 2003-2004:**

The proposed special project was approved by the Commission on Accreditation and is enhancing the national
recognition of the School.

The completed project will lead to re-accreditation for the School.

Presentations and publications related to assessment will increase.

More faculty will have peer reviews of their teaching.

Activities planned for 2004-2005:

The School was selected by CSWE as one of only two in the nation to test an "alternative to the self-study" focused on educational assessment in preparation for reaccreditation of our BSW and MSW programs.

We will promote the "Indiana Model of Assessment" nationally.

Continue to pursue opportunities for conference presentations related to assessment.

Encourage more peer reviews of teaching.

3. Continue to provide leadership for the Indiana Commission on Abused and Neglected Children and Their Families

   Campus Planning Theme: Civic Engagement

   Secondary Goals:
   Sub Unit: None

   Actions taken for 2003-2004:

   The Indiana legislature enacted a law creating the Commission.

   The Dean of the School of Social Work was appointed by the Governor to chair the Commission.

   Faculty and students from the School were engaged to staff the Commission.


   Two small grants were obtained to support the work of the Commission.

Evidence of Progress for 2003-2004:

The final report was completed.

Recommendations from the report will be implemented and will have a positive impact on the quality of services offered to abused and neglected children. Governor Kernan immediately made changes to implement some recommendations of the Commission.

Legislative bills will be drafted based on recommendations from the report.
Activities planned for 2004-2005:

The Commission will continue to work to implement its recommendations and work toward legislative and policy changes.

The findings will be further disseminated, especially to members of the House and Senate, and the new state administration.

5. Enhance Administrative and Organizational Proficiency and Fiscal Sufficiency

6. Create a positive work environment fostered by respect, understanding, and mutual support for one another.

1. Maintain management practices that are fair to all faculty.
   
   **Campus Planning Theme:** Best Practices  
   **Secondary Goals:**  
   **Sub Unit:** None  
   **Time Frame:** On-going.

Actions taken for 2003-2004:

Policies have been implemented that are equitable to all faculty.

New faculty at the same rank have been hired with the same salaries.

A tone of fairness and respect has been set by the Dean and the administration of the School.

Curriculum changes in the new MSW program allowed for new collaborations and respect among the faculty.

Evidence of Progress for 2003-2004:

100% of the faculty participated in the capital campaign.

Faculty will be treated equitably.

There will be stronger collaboration among faculty in teaching and other projects.

There will be minimal faculty and staff turnover.

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Activities planned for 2004-2005:

Continue current practices.

**Fiscal Health**

*** Fiscal health report for 2004-05 is attached as PDF file. ***
Reallocation Plan

Not applicable at this time.

Other Question(s)

How do you plan to maintain/increase quality in the face of diminishing resources? What processes do you have in place to do this, for example, how are faculty involved in decision-making?

The School of Social Work will continue to work toward achieving its goals in the face of diminishing resources. Our BSW, MSW, and Ph.D., programs are continually monitored to assure quality of instruction and student learning. Assessing program and student outcomes is integrated throughout the fabric of the School. Both formal and informal methodologies of assessment are employed and findings from these activities are continually processed to improve the quality of our academic programs. These important assessment activities will continue even if resources decline.

The School continues to make great strides toward increasing its commitment to funded research. We have dramatically increased the number of proposals submitted to outside funding agencies and our level of external funding are at historic highs. Emphasis on obtaining these kinds of supports will continue and are receiving increased emphases. Incentives have been implemented to support faculty in devoting efforts to seeking support for their research and scholarship. We are beginning to see the benefits of these policies and even more benefits will be derived in the future.

The Campus Capital Campaign energized the School of Social Work. Not only did we exceed our goal, but we created a climate whereby development is seen as a way to assist the School in achieving its goals. Our development activities will continue to grow and will be important toward developing scholarships for our students and supporting the faculty in their teaching, research and scholarship, and civic engagement.

The faculty is very involved in the governance of the School. Each faculty member serves on at least one curriculum committee. Faculty members have participated in the strategic planning for the School and established its goals. The faculty has redesigned the entire curriculum for the MSW program and is involved in the planning and direction of the other programs as well. The faculty understands the fiscal position of the School and is involved in decision-making that affects our overall direction. Despite the prospect of diminished resources we are confident that we will continue to maintain a high quality faculty and high quality educational programs.

How do you cultivate a climate for diversity -- how do you recruit, develop, and retain diverse students, faculty, and staff? How do you incorporate diversity in the curriculum, in research, in civic engagement?

The School of Social Work is a leader on the campus with respect to having a diverse faculty, staff, and student body. Commitment to diversity is a cornerstone of the social work profession and our accreditation standards reflect this commitment. Commitment to diversity and social justice is found throughout our academic programs, our research and scholarship, and our civic engagement activities. Nonetheless, we continually strive to improve to create a dynamic climate where diversity is celebrated in all that we do.

Five years from now what proportion of your faculty do you expect to be in the following categories: tenure track faculty, clinical faculty, research faculty, lecturers, or other academic specialties (percentages should total 100%)?

In five years we expect to have the same portion of faculty in all of our categories. We have a faculty varied by age and we expect to have approximately the same proportion of tenured and tenure-track faculty across the ranks. We do not intend to shift directions toward clinical faculty or lecturers, nor do we expect to hire research faculty.

Please prepare an EXECUTIVE SUMMARY of no more than one page summarizing your most significant accomplishments of the past year (including items from the period from July 1, 2003 to the present) and the major initiatives you plan to undertake in 2004-05.
The summary below highlights the major recent accomplishments of the School of Social Work and includes some very significant and historic events. Also, illustrated are the major initiatives planned for the 2004-05 academic year.

The first class of BSW students on the Bloomington campus graduated in May and the first class of MSW students from the Division of Family and Children who participated in the federal child welfare Title IV-E training program graduated.

A new curriculum for the MSW program was implemented. New online courses for the BSW program were developed. The Ph.D. program admitted its first international students.

The School of Social Work was selected as one of only two schools in the nation by the Council on Social Work Education to test an Alternative to the Self-Study to prepare for the reaccreditation of the BSW and MSW programs.

Faculty submitted 18 proposals for funded projects and received nearly $2 million in externally funded grants and contracts. These are the highest totals ever for the School.

Given the national recognition the School has received for its work on educational assessment in social work education, the Office of Educational Assessment was established.

The School of Social Work surpassed its development goal and raised $369,000 during the 7-year Campus Campaign. This is nearly half the amount ever raised in the entire 93-year history of the School.

Major Initiatives for 2004-2005

Undergo the reaccreditation of our BSW and MSW programs while serving as a national model for testing innovative methodologies for conducting self-studies, site visits, and CSWE Commission on Accreditation processes.

Continue providing leadership to the Indiana Commission on Abused and Neglected Children and Their Families and work toward legislative and policy changes to improve the quality of child welfare services and the quality of children's lives in Indiana.

Develop joint MSW-JD and MSW-MPA degrees and work toward expanding social work education throughout the state by working with the regional campuses and delivering more online courses.