

## **Mandel School of Applied Social Sciences**

### **Mission and Vision Statements**

#### **Mission**

The Mandel School of Applied Social Sciences provides and integrates professional social work education, research, and service to promote social justice and empowerment in communities through social work practice locally, nationally, and internationally.

#### **Vision**

The Mandel School of Applied Social Sciences (MSASS) prepares social work leaders to imagine, build, and realize sustainable and healthy communities for all individuals and families. Students receive unique training in both direct practice and community development skills that ensures their effectiveness as leaders of social change. Healthy communities are planned, built or modified to support and maintain sustainable, person-in-environment interactions. Healthy individuals and families are those who possess the skills, resources, insight and strengths to realize their full human potential. Through excellence in research and teaching, MSASS demonstrates how social workers can facilitate sustainable living through transforming communities and developing and disseminating effective social welfare, health, drug treatment, and mental health policies, practices and services. Sustainability, from our perspective as a school of applied social sciences, refers not only to societal management of our environmental resources but also to implementation of social change strategies and processes that can be sustained by local citizens.

MSASS was founded by and for the Greater Cleveland community in the belief that a university-based school of social work would strengthen the work of people and organizations dedicated to helping individuals, their families, and communities to achieve their full potential. As MSASS prepares to enter a second century, we reaffirm our historical commitment to the application of social science for improving social welfare and seek to continue to broaden the national and international reach of our research and teaching. In our twenty-first century, post-industrial environment, MSASS will focus its resources on building and enhancing healthy sustainable communities. Graduates will be leaders in turning knowledge into action that strengthens people, their families and communities and furthers health, equality, human rights and social justice.

We will distinguish our school among the top schools of social work by:

- ◆ Conducting interdisciplinary scholarship and education that demonstrate to students how to integrate individual and community practices that produce healthy individuals and families living in sustainable socio-physical environments.
- ◆ Providing an affordable, skills-based education that attracts the best faculty and student social work leaders from local, national, and international venues.
- ◆ Conducting high-quality interdisciplinary research and establishing partnerships with regional, national, and international practitioners and policymakers through which our research is translated into innovative and evidence-based practices and policies.
- ◆ Partnering with CWRU Schools and Departments in one or more of the university's strategic alliances to further strengthen the school's and university's mission. Those alliances are: (1) Energy & Environment; (2) Human Health; (3) Culture, Creativity & Design; and (4) Social Justice.

**Strategic Area 1**  
**Sustainability and Growth of MSASS**

**Goal: Enhance the long-term viability of MSASS**

**Strategy 1**

Increase building space and educational resources for research, training, and education.

Action Steps/Responsibility:

- a. Update previous architectural blueprint for MSASS expansion (Dean's Office).
- b. Secure resources to begin expansion of MSASS by 2010 (Dean's Office & Central Development).

Metric:

- a. Groundbreaking for expansion of MSASS begins 2011.
- b. Assess the needs of additional educational resources (e.g., servers, software, computers, distance learning).

**Strategy 2**

- a. Increase salary support for faculty
- b. Retain MSASS tenured/tenure-track faculty level at 5-year historical level of at 24.

Action Steps/Responsibility:

- a. Conduct study of salary compression and inversion among MSASS faculty (Dean's Office, Central Administration & Steering Committee Chair).

Metric:

- a. Two new endowed professorships secured by 2013.
- b. Full complement of tenured/tenure-track faculty is at least 24.

**Strategy 3**

Increase fiscal resources to support master's and doctoral student tuition.

Action Steps/Responsibility:

- a. Include request for student funding in all submitted grant proposals and training grants where allowed (MSASS Faculty).
- b. Secure resources to provide student scholarships (Dean's Office).

Metric:

- a. Increase endowment for student scholarships by 25% by 2013.
- b. At least 25% of doctoral research fellowships will be funded by external grants.
- c. Develop funding for at least two new research fellowship stipends for 3<sup>rd</sup> year doctoral students.

**Strategy 4**

Develop an MSASS-specific fundraising plan as part of the CWRU capital campaign to attract resources for (a) student scholarships, (b) faculty support & size, & (c) raising funds for building expansion.

Action Steps/Responsibility:

- a. Dean's Office develops plan for capital campaign fundraising in each of the identified areas in Fall 2008.

Metric:

- a. 3.5% yearly increase in fundraising directed toward identified areas.
- b. Capital campaign and rationale presented to faculty in Fall 2008.

**Strategic Area 2**  
**Research & Research Infrastructure**

**Goal: Strengthen our national leadership in social work research to promote social justice, health, and sustainable communities**

**Strategy 1**

Take a leadership role in translational research and applied social sciences in addressing local, national and international social welfare issues such as poverty, aging, child development, health disparities, mental health, and substance abuse.

Action Steps/Responsibility:

- a. Plan, organize and conduct translational research conference (Associate Dean for Research [ADR] & Continuing Education).
- b. Coordinate among centers so that science-to-service is a priority shared by all MSASS research and training centers (ADR & Research Committee).
- c. Each MSASS Center will create a program objective that incorporates translational research into existing and new research (ADR & Research Committee).
- d. Explore the development of a School-wide initiative, such as an Institute or Center, on translation and implementation of applied social sciences (ADR & Research Committee).

Metric:

- a. MSASS sponsored conference on translational research in 2009-2010.
- b. One yearly joint research-to-practice brief publication by the centers beginning 2010.
- c. Increased faculty representation at national conferences by 3-5% each year beginning in 2008-2009.
- d. Increased faculty submission, through multiple communication networks, of papers on policy positions or translating research into practice.
- e. Create a White Paper or hold a faculty retreat to discuss the possible creation of an Institute or Center on translation and implementation of applied social sciences.

**Strategy 2**

Collaborate with CWRU faculty in other schools to increase capacity for interdisciplinary research.

Action Steps/Responsibility:

- a. Increase faculty participation in the submission of joint research proposals. (MSASS Faculty).
- b. Increase number of secondary appointments held by MSASS faculty. (MSASS Faculty).

Metric:

- a. Increase by 25% the number of MSASS faculty holding secondary appointments by academic year 2012-2013 using 2007-2008 as baseline year (Dean's Office & MSASS Faculty).
- b. Increase by 1/3<sup>rd</sup> joint research proposals submitted by faculty using 2007-2008 as baseline year (Dean's Office & ADR).
- c. Increase the number of faculty who are participating in the submission of joint research proposals by at least 1/3<sup>rd</sup> using 2007-2008 as baseline year (Dean's Office & ADR).

**Strategy 3**

Increase faculty capacity and institutional resources to obtain externally funded research grants from diverse resources.

Action Steps/Responsibility:

- a. Beginning in academic year 2009-2010, resources earmarked/secured for faculty development in areas of research methodology and statistical skill development (Dean's Office & ADR).

- b. Increase methodological and statistical resources to facilitate research and teaching for both faculty and doctoral students (ADR & Research Committee).
- c. Evaluation of faculty workload reductions and support staff needs (doctoral students, clerical staff, etc.) that will support development and submission of federal grant applications (Dean's Office, ADR & Steering Committee).
- d. Provide faculty with information about federal and non-federal dollars available for research and training (ADR).
- e. Increase faculty travel fund for professional development opportunities to \$1,000 a year beginning in 2010 (Dean's Office).
- f. Additional faculty member (possibly joint hire with another school/department) to teach research/statistics and provide methodological consultation to faculty (Dean's Office).
- g. Compilation of current funding sources and proposals provided to faculty on a regular basis (Research & Training Office).

Metric:

- a. Increase submission of grant applications by MSASS faculty by 10% a year beginning in 2009-2010.
- b. Increase faculty academic support written into grant applications.
- c. Each faculty member joins the Community of Science.

### **Strategic Area 3 Student Recruitment & Development**

**Goal: Recruit a diverse and highly qualified national/international student body, and develop these students into leaders in our field through highly competitive and supportive educational programs.**

#### **Strategy 1**

Develop and implement a recruitment plan and procedures to fit the 21<sup>st</sup> century opportunities and challenges for recruiting and admitting graduate students in the social work field.

##### Action Steps/Responsibility:

- a. Use technology for data-driven recruitment procedures (Associate Dean for Academic Affairs [ADAA]).
- b. Determine domestic and international recruitment areas (ADAA).
- c. Maintain appropriate staffing to conduct recruitment and admissions as well as student support (Dean's Office & ADAA).

##### Metric:

- a. Increase by 15% the number of students applying from and matriculating into the master's program from outside Ohio beginning in 2009-2010.
- b. Maintain the percentage of racial and ethnic minority students at least at the 2008 level.
- c. Increase by 10% the number of male students.
- d. Increase by 5% the number of international students.
- e. Matriculate at least five 3+2 students each year.

#### **Strategy 2**

Develop master's-level leaders in practice and policy.

##### Action Steps/Responsibility:

- a. Collaborate with University Career Counseling to provide services for all Master's students (ADAA).
- b. Define and support co-curricular, academic and field experiences which promote leadership development (ADAA & Director of Field Education).

##### Metric:

- a. 90% job placement of MSASS MSSA graduates within 6-9 months of graduation.
- b. Increase the pass rate to 90% on the practice master's exam.

#### **Strategy 3**

Develop master's and post-master's training grant initiatives to support and recruit students or participants.

##### Action Steps/Responsibility:

- a. Identification of training grants (ADR & Research Committee).
- b. Submission of one social work student training grant and one post-master's grant each year beginning in the 2008-2009 academic year (ADR, ADAA & Director of Continuing Education).
- c. Assess the program needs (e.g., writing) of international students (ADAA & Student Services).

##### Metric:

- a. Social work student training grant obtained each year beginning 2009-2010.
- b. Increased program service support for international students.

#### **Strategy 4**

Increase student scholarship funds (see Strategic Area 1, Strategy 1).

### **Strategy 5**

Develop doctoral students to become leaders in social work education.

#### Action Steps/Responsibility:

- a. Increase teaching and research opportunities for doctoral students (Chair of Doctoral Program).

#### Metric:

- a. Beginning in academic year 2009-2010, at least one-quarter of doctoral program graduates apply for tenure track positions at schools of social work in Comprehensive Research Institutions.
- b. Each full-time doctoral student has one research and one teaching experience beginning in 2011.

### **Strategy 6**

Build a local, national, and international reputation in social work as a school that articulates how direct practice and social and community development theories and interventions facilitate sustainable and healthy environments through economic, cultural, psychological, and political integration.

#### Action Steps/Responsibility:

- a. Assess feasibility of introducing an undergraduate minor that has sustainable and healthy communities as the umbrella concept (Dean's Office).
- b. Develop a national enrollment strategy to increase social and community development concentration students (ADAA).

#### Metric:

- a. Commission a White Paper on the development of the undergraduate minor through MSASS to include costs and benefits, project enrollment, and development of a business plan for implementation. If feasible, in year 2, enroll students, assess costs and benefits. Set and strive to meet reasonable enrollment goals for years 3, 4, and 5. Annually, measure enrollments, revenues, and costs.
- b. Present White Paper for faculty discussion and decision during 2009-2010.
- c. A faculty decision is required on implementing a minor in social work for undergraduate students by 2009-2010 academic year based on information in white paper and faculty discussion (MSASS Faculty).
- d. Identify and set reasonable recruitment targets for years 3, 4, and 5. Measure and report annual enrollments.

**Strategic Area 4**  
**Faculty Recruitment & Development**

**Goal: Attract, retain, and support nationally recognized senior scholars and promising junior faculty in the field of social work and related fields.**

**Strategy 1**

Increase faculty size and diversity of faculty (e.g., race/ethnicity) {see Strategic Area 1; Strategy 3; Strategic Area 2, Strategy 3}.

Action Steps/Responsibility:

- a. Establishment of Visiting Scholar Lecture series aimed at junior scholars in HBCUs beginning in academic year 2009-2010 (Steering Committee).

Metric:

- a. Number of Visiting Scholar Lectures
- b. Increase faculty diversity by three positions.
- c. Maintain tenure/tenure-track faculty size at least 24 (historical level) and include a minimum of 6 junior faculty.

**Strategy 2**

Increase number of clinical instructors engaged in field advising.

Action Steps/Responsibility:

- a. Provide field office with sufficient funds to hire faculty to maintain ratio (Dean's Office).

Metric:

- a. Maintain field faculty to student ratio of 1:25.

**Strategy 3**

Promote and support faculty excellence in teaching (Dean's Office, ADAA, & Doctoral Program Chair).

Action Steps/Responsibility:

- a. Promote attendance at teaching enhancement programs (Dean's Office, ADAA)

Metric:

- a. Number of UCITE and other teaching programs attended by faculty.

**Strategy 4**

Increase engagement of adjunct faculty in MSASS activities (ADAA).

Action Steps/Responsibility:

- a. Promote participation by Adjunct faculty in training programs at MSASS (ADAA).

Metric:

- a. Number of Adjunct Faculty attending orientation and training workshops.

## **Strategic Area 5 Curriculum Innovation & Implementation**

**Goal: Strengthen our national leadership in social work curriculum development and implementation at the master's and doctoral levels.**

### **Strategy 1**

Maintain and enhance MSASS's leadership in ability-based social work education and outcome assessment.

#### Action Steps/Responsibility:

- a. Align more clearly the course content and assessment with program goals and abilities (ADAA).
- b. Solidify the outcome assessment plan (ADAA).
- c. Develop and implement an Office of Institutional Research (Dean's Office & Assistant Dean of Finance and Administration [ADFA]).

#### Metric:

- a. In 50% of courses, the assessments are consistent with the abilities.
- b. Two embedded assessments in the foundation courses and 1 embedded assessment in each concentration.
- a. Institutional Research Office established to carry out outcome assessment plan.

### **Strategy 2**

Analyze critically and integrate evidence-based practice concepts into curriculum.

#### Action Steps/Responsibility:

- a. Internal/external evaluation assessing integration of evidence-based content (Curriculum Committee).

#### Metric:

- a. 75% of MSASS courses will include evidence-based concepts.

### **Strategy 3**

Maintain leadership in educating social workers in international practice.

#### Action Steps/Responsibility:

- a. Expand courses in international travel and study (Director of International Education program).

#### Metric:

- a. Minimum of 6 international travel and study courses per year.
- b. Increase student enrollment in international travel and study courses by 15% by 2013.

### **Strategy 4**

Redesign the continuing education (CE) program to enhance our master's curriculum. Students will benefit from the additional, specialized, professional education. Participating in the CE programs will help students to understand the importance of life-long learning in their continued development.

#### Action Steps/Responsibility:

- a. Develop a plan to integrate continuing education program with curriculum (Curriculum Committee, Director of Continuing Education [DCE]).
- b. At least 5 continuing education programs are offered for the enhancement of master's course content (DCE).

#### Metric:

- a. Seamless integration of continuing education courses and events to enhance the content of the MSASS master's curriculum.

- b. Expansion of continuing education courses to include master's curriculum content.

### **Strategy 5**

Library will provide leadership in information retrieval and dissemination.

#### Action Steps/Responsibility:

- a. Identification of continuing education conferences, trainings, seminars and workshops relevant to library staff needs (Library Committee).

#### Metric:

- a. Library staff participating in national seminars/workshops in their field pertinent to informational retrieval and dissemination (Director of Library).
- b. Two seminars per year for faculty/students on information retrieval and dissemination (Director of Library).

### **Strategy 6**

Promote faculty development and skills in utilizing and developing technologically-based curriculum.

#### Action Steps/Responsibility:

- a. Conduct and complete an assessment of faculty strengths and opportunities in relationship to technology by May 2009 (ADFA).
- b. In coordination with the University Center on Innovation in Teaching and Education, provide resources for faculty to attend workshops, conferences, and courses that emphasize educational skill development (Dean's Office).
- c. Provide resources for the development of technologically based curriculum including (1) Simulated client scenarios on DVD; (2) podcasts on social work topics; (3) Audio and video based learning assets (Dean's Office).

#### Metric:

- a. Faculty are skillful in using technology based curriculum.
- b. 100% of faculty utilize technology (e.g., Podcasts, streaming video) for classroom instruction.

### **Strategy 7**

Promote a continuum between Direct Practice and Community and Social Development practice. The MSASS graduate will be distinctive among professional social workers because of her training in both direct practice and community development skills. Evaluating issues from the perspectives of the both the individual and the community, she will be a leader in innovative social work practice.

#### Action Steps/Responsibility:

- a. Faculty will complete the implementation of the community and social development curriculum and its integration with the direct practice program. (ADAA).

#### Metric:

- a. 20% of Direct Practice students will be taking Community and Social Development courses as electives.
- b. 20% of Community and Social Development students will be taking Community and Social Development courses as electives.

## **Strategic Area 6 Sustainable and Healthy Communities**

**Goal: Develop an international distinction in direct practice and community and social development research and education that promotes Healthy and Sustainable Communities.**

**Strategy:** Drawing from the existing sustainability literatures, conceptualize an applied social science and social work perspective that can lead to further action steps aimed at building institutional capacity for developing an integrated direct practice and community and social development curriculum and research agenda focused on healthy and sustainable communities (HSC). This HSC agenda will unite the breadth and strength of MSASS faculty research in a signature focus with the potential for local, national and international prominence and impact.

Action Steps/Responsibility:

- a. Organize a faculty and staff committee charged with the following steps:
  - Conduct a literature review and synthesis that compares the sustainability literatures with the corresponding social science and social work literatures;
  - Assess current MSASS curriculum, programs, centers, and research objectives that correspond with the outcome of the literature review and synthesis;
  - Summarize the findings from the above steps and present findings at a faculty and staff retreat designed to get feedback and to further develop and articulate a MSASS perspective on a healthy and sustainable communities' community and social development and direct practice curriculum and research focus;
  - Write a position paper that articulates the role of the applied social sciences, social work, and MSASS in promoting healthy and sustainable communities.

Metric:

- a. 2008: MSASS Dean appoints HSC committee charged with action step one.
- b. 2008-09: HSC committee divides into work groups that (a) identify and synthesize the sustainability literature relevant to applied social sciences and social work; (b) compare the literature to current MSASS curriculum programs, centers, and research objectives; and, (c) identify areas of collaboration with CWRU strategic research alliances. Convene MSASS retreat, present findings and generate MSASS discussion.
- c. 2009-10: Publish an MSASS position paper that conceptualizes how the applied social sciences and a school of social work can contribute to Healthy and Sustainable Communities (HSC).

Action Steps/Responsibility

Following and depending upon the findings of action step one, conduct a resource assessment and develop a plan that would support implementation.

Metric:

- a. 2009-10: Complete plan, organize faculty support, secure start up resources, and begin implementation.
- b. 2010-11: Develop the measures for assessing implementation efforts.
- c. 2011-13: Assess impact of HSC focus on enrollments, curriculum, CWRU interdisciplinary research, and fundraising.