

VISION

TO ACHIEVE SOCIAL, RACIAL, ECONOMIC,
AND POLITICAL JUSTICE, LOCAL TO GLOBAL.

UNIVERSITY of HOUSTON
GRADUATE COLLEGE of SOCIAL WORK

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MARTIN LUTHER KING JR.

Injustice anywhere is a threat to justice everywhere.

COVER PHOTO: "Black Lives Matter Black Friday" by The All-Nite Images, used under CC BY 2.0

I AM HAPPY TO PRESENT THE FIRST COLLABORATIVE PROJECT WE HAVE UNDERTAKEN TOGETHER, as a College and community, since I began my tenure as Dean in 2015. At the request of the Provost, we set out to develop a strategic plan that purposefully charts our course for the next five years. I am proud that the process was a true community effort that engaged our stakeholders to think deeply about who we are and to dream big for our future.

Through the process, we identified our strengths and the characteristics that make us a unique College of Social Work in America's fourth largest city. Also, we took careful stock of the challenges that confront us and made thoughtful decisions about how to adapt to educate the next generation of social work leaders.

Our collective epiphany came when we crafted the vision for the College. While the College has always had a mission, there had never been a documented, shared vision. As we wrestled with defining the vision that drives the work that we do, we dreamt big. And we realized that the driving force behind what we do as a College of Social Work is rooted in the recognition that we live in a society where there is injustice. We live in a society where there is not equity in opportunities, and there is not equality in outcomes. So together, we chose to adopt as the GCSW's vision: To achieve social, racial, economic, and political justice, local to global.

We find inspiration in social work's enduring legacy and the boldness and bravery of leaders who have fought for this vision in the United States and abroad. Pictured on the cover are a few of those leaders whose values and actions illuminate the courage with which we go forth. Within these pages, you will find quotes that illustrate both the importance of our vision and the principles we must uphold as we strive to achieve it.

The GCSW Strategic Plan is a reflection of the talents of our dedicated faculty, students, staff, alumni, donors, community partners, and friends. It is a plan that will bring us ever closer to the vision that guides us each day. I invite your feedback on the content, which is designed to outline to our community who we are, where we are, and where we are going.

Warmest regards,

Alan Dettlaff, PhD, MSW
Dean and Maconda Brown O'Connor Endowed Dean's Chair



COUGAR PRIDE

Together we dug deep to craft a bold vision of creating a world in which justice is not an aspiration but a reality.

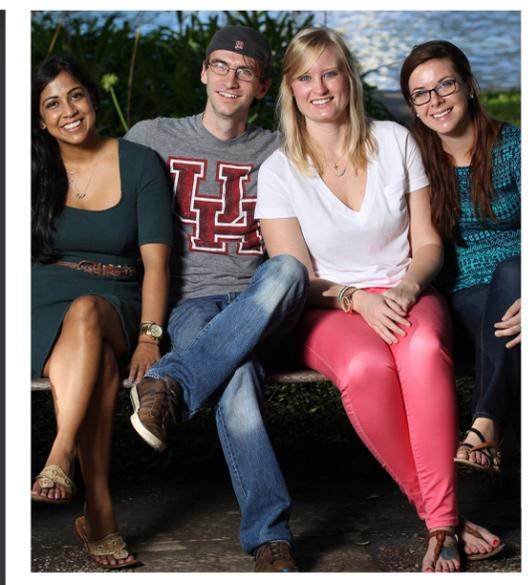
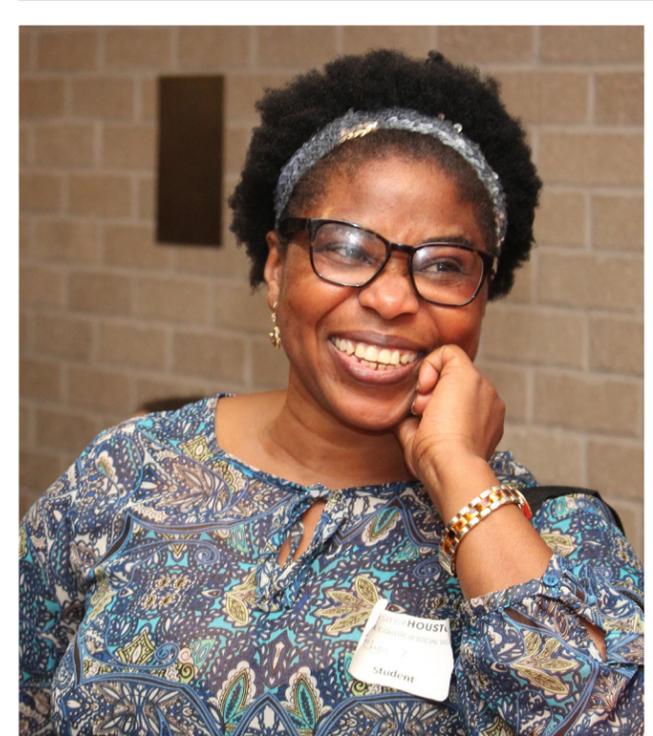
THE GRADUATE COLLEGE OF SOCIAL WORK (GCSW)

established in 1967, has grown from modest beginnings into a nationally renowned graduate and doctoral program in social work education. In the most recent (2016) US News & World Report ranking of social work programs, the GCSW was ranked 38th (tied) among 217 graduate social work programs. The GCSW is the #1 ranked College at the University of Houston, which is recognized as a Tier One research university and designated a Hispanic-Serving Institution.

As a graduate-only College, the GCSW serves approximately 470 MSW and 30 PhD students. The GCSW mirrors the diversity of Houston, the nation's fourth most populous city, home to more than 2 million residents, global industries, acclaimed arts venues, deep-rooted ethnic communities, and the world-renowned Texas Medical Center. Our MSW and PhD students hail from near and far, embodying an impressive array of origins, experiences, outlooks, and aspirations. Yet all are connected by a passion for the power of social work and a dedication to social justice.

Our faculty includes an exceptional group of scholars who are actively engaged in groundbreaking research to address complex challenges in our community and around the world. Their practice experience and research expertise reinforce our long-standing commitment to peace and social justice. In fact, we are the only college of social work in the world to have a Nobel Peace Laureate, Jody Williams, as part of our faculty. We are further distinguished as the academic home of award-winning social work researcher and #1 New York Times best selling author Brené Brown, who is both a graduate of our program and faculty member.

As you will see embedded throughout this strategic plan, the GCSW is committed to achieving social, racial, economic and political justice. Our strategic plan is designed to move us forward into the future, while never forgetting who we are and what we do as social workers.



4
Research Centers

24
Faculty Members

42
Active Research Projects

30
Funders and Sponsors

7.4M
Million in Active Projects

476
Students

19
Languages

18
States

5
Countries

42%
Speak two or more languages

THE GRADUATE COLLEGE OF SOCIAL WORK STRATEGIC PLAN was developed by the GCSW faculty, staff, students, alumni, and community partners. We are proud to present a strategic vision and plan of action grounded in the dreams, ideas, and efforts of the GCSW strategic planning team members and the GCSW at large:

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COMMUNITY MEMBERS

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 Mel Taylor

THE GCSW USED THE VMOSA strategic planning process to establish the college’s Vision, Mission, Objectives, Strategies, and Action steps. VMOSA is a collaborative, practical, living and breathing strategic planning process that serves as a blueprint for moving from dreams to activities to measurable outcomes. For more information about VMOSA, take a look at the Community Toolbox, which was developed by the KU Workgroup for Community Health and Development at <http://ctb.ku.edu/en/developing-strategic-and-action-plans>.

The GCSW established a steering committee to help ensure movement and accountability during plan creation, implementation, and assessment. However, while this committee organized the activities necessary to develop the strategic plan, all faculty and staff, as well as students, alumni, and representatives from the community were involved in the plan creation.

The GCSW strategic plan includes formal vision and mission statements clarifying the future direction of the college. The plan also includes 20 outcome oriented strategic objectives and the strategies we will use to achieve these objectives. Each strategic objective includes an outcome-based performance indicator to show transparency, accountability, and measurability of the achievement of college outcomes. These will help the GCSW gauge success. Strategic objectives and performance indicators are organized around three focus areas: National Competitiveness, Student Success, and Competitive Resources.



VISION

**TO ACHIEVE SOCIAL, RACIAL, ECONOMIC,
AND POLITICAL JUSTICE, LOCAL TO GLOBAL.**

MISSION

**THE UNIVERSITY OF HOUSTON GRADUATE COLLEGE OF
SOCIAL WORK PREPARES DIVERSE LEADERS IN PRACTICE
AND RESEARCH TO ADDRESS COMPLEX CHALLENGES AND
ACHIEVE SUSTAINABLE SOCIAL, RACIAL, ECONOMIC, AND
POLITICAL JUSTICE, LOCALLY AND GLOBALLY, THROUGH
EXCEPTIONAL EDUCATION, INNOVATIVE RESEARCH, AND
MEANINGFUL COMMUNITY ENGAGEMENT.**

NATIONAL COMPETITIVENESS

The GCSW is becoming known as one of the premier schools of social work in the country. However, efforts are needed to increase and strengthen our national reputation. The table below outlines the strategic objectives and performance indicators that will strengthen our national competitiveness.

OBJECTIVES	PERFORMANCE INDICATORS
1 Increase the number of research-oriented tenure-track faculty with national reputations in areas that address social, racial, economic, and political justice.	# of research-oriented tenure-track faculty
2 Increase our total research expenditures per faculty by 25% through research that aligns with our vision and mission.	Total research expenditures per faculty
3 Increase our federal research expenditures per faculty by 25% through research that aligns with our vision and mission.	Total federal research expenditures per faculty
4 Increase grants submitted in collaboration with community partners by 25%.	# of community outreach grants
5 Increase publications that disseminate our research to an annual average of two peer-reviewed journal articles per faculty in journals with measurable impact.	# of peer-reviewed journal articles published per year
6 Increase presentations that disseminate our research to an annual average of two invited or peer-reviewed national conference presentations per faculty.	# of peer-reviewed national conference presentations
7 Increase annual enrollment in our doctoral program to 8 students per year who aspire to research-oriented academic careers.	# of doctoral students enrolled per year
8 Increase the proportion of graduating PhD students who secure tenure-track faculty positions from schools of social work that are members of the Group for the Advancement of Doctoral Education in Social Work (GADE).	# of written job offer letters verifying position at GADE schools

NELSON MANDELA

To deny people their human rights is to challenge their very humanity.



STRATEGIES

REALIGN

Realign curricula, funding, research, faculty and student recruitment, and hiring priorities to ensure a focus on social, racial, economic, and political justice.

IDENTIFY

Identify and promote opportunities for research with international partners.

DEVELOP

Develop, recognize, and retain faculty with national reputations in areas that address social, racial, economic, and political justice.

COMMUNICATE

Communicate and disseminate activities that promote our efforts to achieve social, racial, economic, and political justice.

INCREASE

Increase access to resources to support faculty research and dissemination.

RECRUIT

Recruit and enroll doctoral students who aspire to research-oriented academic careers.

INCREASE

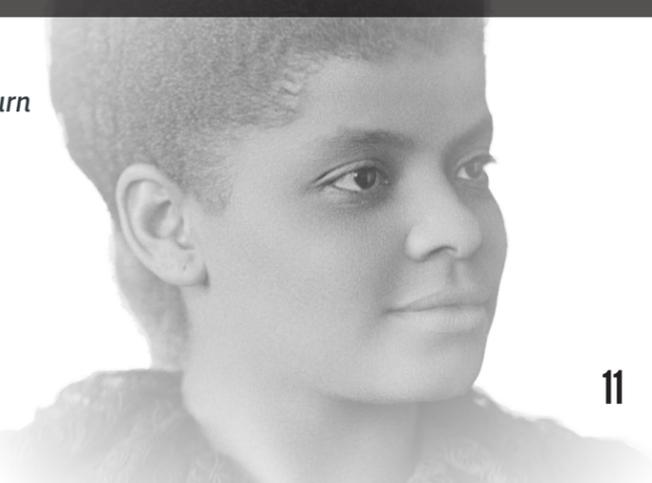
Increase collaborations and partnerships within and across institutions, disciplines, and communities.

ENCOURAGE

Encourage and financially support doctoral student publications and presentations at national conferences.

IDA B. WELLS

The way to right wrongs is to turn the light of truth upon them.



STUDENT SUCCESS

The Graduate College of Social Work has an aggressive plan to increase enrollment and total degrees awarded. As part of this plan, we intend to greatly increase online semester credit hours production to address issues of access that may prevent or limit students' ability to attend class in person. The table below outlines the strategic objectives and performance indicators that will help facilitate student success.

OBJECTIVES	PERFORMANCE INDICATORS
1 Increase MSW enrollment by 25% to address the projected increase in demand for healthcare and social services locally and nationally.	MSW enrollment
2 Increase the number of MSW degrees awarded by 35% to address the projected increase in demand for healthcare and social services locally and nationally.	# of MSW degrees awarded
3 Increase access to the MSW degree through expanded online offerings and implementation of an online MSW program.	Student Credit Hours offered online
4 Increase the percentage of MSW students who graduate with demonstrated competencies to 100%.	% of students achieving the benchmark for competence on assessment measures
5 Increase the number of doctoral degrees awarded to eight per year to address the growing need for qualified faculty in schools of social work.	# doctoral degrees awarded
6 Reduce the average time to degree for PhD students to 5 years or less.	Average time to degree for PhD students
7 Increase student engagement in community-based efforts to address social, racial, economic, and political justice.	% of student participation in social justice projects
8 Increase student exposure to global issues of social, racial, economic, and political justice.	% of students participating in international activities

ROSA PARKS

To bring about change, you must not be afraid to take the first step. We will fail when we fail to try.



STRATEGIES

ENHANCE

Enhance marketing and recruitment efforts for both the MSW and PhD programs, including an emphasis on recruitment of underrepresented groups.

REVIEW & REVISE

Review and revise field education processes to ensure quality field education experiences that align with our vision and mission.

UPGRADE

Upgrade the College's technological environment to facilitate student success.

EXPLORE

Explore the development of a Doctorate of Social Work degree program to meet the needs of students interested in pursuing an advanced practice doctoral degree.

INCREASE

Increase professional development opportunities for students.

DEVELOP

Develop an infrastructure of support for student activism and engagement in issues of social, racial, economic, and political justice.

ALIGN

Strategically align international collaborations with our vision and mission to provide students with meaningful global learning opportunities.

REVIEW & REVISE

Review and revise the MSW and PhD recruitment and admissions process.

ENHANCE

Enhance student financial, academic, and social support to increase MSW student success.

ENHANCE

Enhance student financial, academic, and social support to increase PhD student retention and success.

REVIEW & REVISE

Review and revise the MSW curriculum to better prepare students to meet community needs and ensure demonstration of competence.



CESAR CHAVEZ

The end of all knowledge should be service to others.

COMPETITIVE RESOURCES

Annual giving is essential to the GCSW's goal of becoming a top ranked, nationally competitive program. The following table outlines how the GCSW will address this:

OBJECTIVES	PERFORMANCE INDICATORS
1 Increase faculty resources by \$1.25 million to support 5 new endowed professorships that support our vision and mission.	Total gifts made for endowed professors/chairs
2 Increase funds to improve the GCSW physical and technological environment by \$2 million to ensure a dynamic and technologically advanced learning environment.	Total gifts for building renovation and technology.
3 Increase annual student financial support by 10% to facilitate access to the MSW degree for students with the greatest financial need.	Funds available for student scholarships
4 Increase support for GCSW programs (Austin Legislative Internship Program and Child Trauma Program) by \$100,000 to facilitate access to additional learning opportunities that support our vision and mission.	% of students achieving the benchmark for competence on assessment measures



JANE ADDAMS

The good we secure for ourselves is precarious and uncertain until it is secured for all of us and incorporated into our common life.

STRATEGIES

MAINTAIN

Maintain and grow relationships with current donors.

DEVELOP

Develop a consistent message that describes our identity to donors and prospects that aligns with our vision and mission.

IDENTIFY

Identify and engage new corporate, foundation, and individual relationships.

INCREASE

Increase the development office by 1 FTE to support our development goals.

HARVEY MILK

Burst down those closet doors once and for all, and stand up and start to fight.



PHOTO CREDIT: "Harvey Milk at Gay Pride San Jose" by Ted Sahl, used under CC BY 2.0 / Edited from original

**RACISM
KILLS**



UNIVERSITY of **HOUSTON**

GRADUATE COLLEGE of SOCIAL WORK