



UNIVERSITY OF
SOUTH CAROLINA

College of Social Work

Blueprint of Academic Excellence

2016-2017

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I. Executive Summary

Introduction

The College of Social Work has made significant improvements over the past several years. Quality of students and quality of education have both increased. Faculty productivity in terms of dissemination products and external funding is growing. Our newly renovated home in Hamilton College has attracted national attention. The reputation of the College is improving, both in the SC community as well as in social work higher education, due to our faculty, their productivity, and their service. Our community-engaged work in both research and the classroom has strengthened our reputation as a community-responsive program. Interdisciplinary collaborations are growing, and innovative projects are being developed. Our future trajectory is bright and our contributions to the goals of the University are increasing.

How the College of SW contributes to the Academic Dashboard

Undergraduate Enrollment: Though relatively new, the BSW is growing (13 to 193 majors since 2009) and because of the employability of a BSW, the program will be an excellent point of recruitment. In comparison, our MSW enrollment has remained intentionally flat, but we have become more selective in our admission rate, with a target rate of about 75% from over 90% five years ago. PhD enrollment and quality have also increased.

Average SAT score: To date we have had few freshmen enter USC declaring a social work major with average scores over 5 years range from 1120-1211.

Freshman-Sophomore Retention Rate and 6-year Graduation Rate: F-S retention was highest among all Schools and Colleges overall at 92.3% and second highest within school at 84.6%. 2009 cohort 4 year graduation rate was 100%.

Student to Faculty Ratio: Current student to faculty ratios are decreasing and some are at USC targets, but due to use of adjunct faculty; additional tenure-line and clinical full time faculty are needed.

Research Expenditures: Research expenditures at the College are increasing. Comparing the FY14 with FY15 indicates an overall (College/CCFS/IFS) increase of 9.1%, with a College increase of over 60%.

Faculty Productivity: Faculty continue with strong productivity. A particular strength is our research dissemination documents such as technical reports—key to community-engaged scholarship. We also disseminate research through our Research to Practice web site (<http://cosw.sc.edu/knowledge-neighborhoods/research-to-practice-initiative>).

Doctoral Degrees: We had 1 PhD graduate in AY 14-15. New recruitment strategies have resulted in a much improved applicant pool and strong cohorts and we thus anticipate higher PhD production (3 anticipated in 15-16) in a few years.

How the College of Social Work contributes to the Key Performance Parameters

Teaching excellence: The College continues to engage in initiatives that improve teaching quality, including regular adjunct training and observation. Training for full-time faculty occurs during faculty meetings, and include training on Social Work Grand Challenges, facilitating difficult conversations in the classroom, and use of plagiarism software. The MSW curriculum revision has been completed and is now a cutting-edge competency-based program; we will graduate our first class under this curriculum in May 2016.

Research/scholarship reputation and productivity: Faculty have been provided with additional infrastructure supports and incentives to increase research activity, resulting in an increase in research expenditures of 61% (COSW faculty) and overall increase (with IFS and CCFS) of 9.1%. Research dissemination products have increased 3.5-fold in 5 years. Over 75% of our tenure line faculty are engaged in interdisciplinary research, contributing to the productivity of USC across colleges.

Service to state, community, profession, and university: The College is fully community engaged and is a significant contributor to this parameter. Social work is by definition a service profession, and our students donate approximately \$3.5 M annually in service to SC via their unpaid internships, which are located across the state. Our research has strong community impact with 23 projects engaged in collaborative work with international, national, statewide, or county-specific partners. Faculty contribute service to USC, the state, and the profession, with over 75% of tenure/tenure-line faculty serving on national professional boards or review committees.

Sustainability: The College is building a base of alumni and donor support with a newly hired development officer and administrative coordinator. Increased research dollars strengthen sustainability. Increased service contribution strengthens our reputation and the community's support for us and USC.

Blueprint 2016-2017.

II. Meeting the University's Academic Dashboard Targets

Total Undergraduate Enrollment: Current Status: BSW program enrollment has grown rapidly, with anticipated continued growth, from 13 majors in 2009, to 193 majors in Fall 2015. Our goal is controlled growth of no more than 15 majors per year (+20 in AY15)-we do not have capacity for more than this without additional faculty and staff. **Current Strategies:** Participation in USC Open House events, Scholars' Day, Majors Day, and college fairs, work closely with USC Bridge program. Marketing to emphasize the *employability* of a graduate with a BSW; increased outreach, with a new initiative to reach Latino students in high schools. **Planned Strategies:** Continue all existing.

Average SAT and Freshman-Sophomore Retention Rate: Because of low numbers of entering freshmen declaring social work, our numbers are small. Average SAT has ranged from 1120-1211; in AY15 it was 1156, but with such small numbers (only 19 entering freshmen declared social work in AY 15) this cannot be over-interpreted. F-S retention rate for 2014 cohort was 84.6% within COSW and 92.3% total (highest of all schools).

Four, Five, & Six year Graduation Rate: For 2009 cohort graduation rate was 100% at 4 years.

Student to Faculty Ratio: Current Status: TT Faculty ratio above USC goal of 24, overall ratio below USC goal of 17.

Student Faculty Ratio for AY 15-16	
All full time tenured and tenure- track faculty (N=24.5)	29.4
All full time faculty (N=35.5)	20.3
All instructional faculty, including PT faculty/adjuncts (N=45.17)	16.0

Current Strategies: The College has engaged in aggressive recruitment of new faculty, while at the same time experiencing faculty attrition and retirements. We have been successful in reducing student to faculty ratios, but have reached USC goals because of heavy dependence on adjunct faculty, which is problematic. We are holding MSW enrollment close to constant, but do see growth potential in the BSW and PhD programs if faculty become available.

Planned Strategies: We are requesting additional clinical and tenure track faculty and the space needed to house them. We plan to continue to hold MSW enrollment constant, aiming for even greater selectivity in admissions in the coming years. BSW program growth will particularly require additional tenure-line faculty—we are severely overly dependent on adjuncts here. Our accrediting body requires 50% of courses be taught by full time faculty; currently we are at about 70%.

Research Expenditures Current Status: We have surpassed prior year's expenditures, with overall 9.1% increase. Unable to project for FY 15-16 because of difficulty accessing accurate information through PeopleSoft.

	FY 11-12	FY 12-13 (% increase from prior yr.)	FY 13-14 (% increase)	FY 14-15, (%increase)
COSW	\$ 744,116	\$ 820,623 (10.2%)	\$1,259,530 (53.4%)	\$2,035,713 (61.6%)
CCFS	\$4,568,895	\$4,686,778 (2.6%)	\$6,641,639 (41.7%)	\$7,441,010 (12.0%)
IFS	\$3,600,416	\$4,472,767 (24.2%)	\$5,242,771 (17.2%)	\$4,858,952 (-7.3%)
TOTAL	\$8,913,427	\$9,980,168 (12.0%)	\$13,143,940 (31.7%)	\$14,335,675 (9.1%)

Current Strategies: Assistant Dean for Research has worked with Dean to incentivize research activity, including provision of seed funding for pilot projects, and research bonuses for extramural funding. Research infrastructure continues to be built to support grant development, and a mock grant review process was put in place this year. Methodological training in multilevel modeling and qualitative analysis was provided. Newly hired senior faculty are providing mentorship in NIH grant development and methodological consultation. **Planned Strategies:** Continue all existing strategies.

Faculty Productivity Current Status:

	2011	2012	2013	2014	2015
Peer reviewed articles in print	37	45	59	56	104
Peer reviewed articles in press	13	38	33	52	39
Books in print	2	5	3	2	5
Books in press	0	3	4	1	2
Book chapters in print	14	4	10	10	10
Book chapters in press	0	16	14	6	8
Other scholarly writings	11	38	187	89	198
Juried national/intntl. presentations	67	108	120	169	199
Invited national/intntl. presentations	30	41	38	76	108
TOTAL UNITS	174	298	468	461	673

Blueprint 2016-2017.

Current Strategies: Faculty have been provided with editorial support and with research consultation and manuscript review. Interdisciplinary work groups, seeded by funds from the Dean, continue. Three were established last year (Positive Youth Development, Congregations and Health, and Immigration and Refugees) and are starting to produce manuscripts, and this year's selections will be made in April. All papers, books, and presentations are recognized/shared within the COSW and with USC community via the Day Times. **Planned Strategies:** Continue all current strategies.

Doctoral Degrees Current Status: 1 PhD graduated in AY 14-15, with an additional 3 scheduled for AY 15-16. 20 students remain in the program. Aggressive recruitment occurred for AY 15-16, resulting in a cohort of 5 strong PhD students. We have increased the competitiveness of our packages to tuition plus \$18K for 2.5 years (from \$15K and tuition for 2 years)—closer to top research 1 schools' offers of tuition plus \$20K for 3-4 years. **Current Strategies:** Aggressive recruitment continued this year, targeting top students in regional MSW programs. Our applicant pool for AY 15-16 continues strong (22 this year, 24 last year). Greater emphasis placed on mentoring for job market success, including brown bag job talk opportunities. **Planned Strategies:** Increase targeted recruitment using faculty networks and top regional students. Encourage faculty funding of students in grants so we can provide competitive support packages. Continued emphasis on publication, funding, and presentations at national conferences.

COSW-Specific Academic Dashboard Targets

MSW Admission Rates (Target 75%) Current Status: Data from IRA are summarized below:

	Apps	Admit	Rate
2011	678	472	70%
2012	659	464	70%
2014	649	411	63%
2014	724	527	73%
2015	663	434	65%

Current Strategies: We have shifted our recruitment to include more highly ranked schools, to use faculty in recruitment process, and continue rigorous review of applicants. One challenge is that stronger students expect larger support packages, which we cannot provide. **Planned Strategies:** Continue above, development of student support.

AY 14-15 MSW Graduation rates, on time (Target: 80%) Current Status: For AY 15 Full time: 86%; Part Time: 60%; Advance Standing 99%; Overall 81% [For AY 14, 13, 12 and 11 Overall 88%, 91%, 86%, 87%]. **Current Strategies:** Overall we have been successful in retaining students and ensuring they graduate on time. This year there was a drop, due to slower matriculation of off-campus part-time students, most likely due to demands of school and employment. We have assigned an adjunct faculty member at each location to serve as a site coordinator, to ensure flow of communication, problem solve, and advise students. We will assess further and put additional supports in place. **Planned Strategies:** Continue current strategies and explore ways to decrease stress on part time students, particularly in the 3rd year when they carry 9 credit hours per semester plus a 16 hour/week internship.

Licensure Pass Rates Current Status: For calendar year 2014 the first-time administered LMSW pass rate was 75%. This continues success in reaching our 70%+ target; 2009-2013 scores, were 57%, 65%, 66%, 75%, and 72% (national averages for 2009-2014 were 75%, 74%, 83%, 84% , 82%, and 84%.) **Current Strategies:** To improve pass rates we continue to offer exam preparation classes for students in person and online and also provide an in-house online practice exam for students. **Planned Strategies:** All strategies will remain in place.

Placement of Graduates Current Status: A survey of the 2 most recent graduating classes is conducted annually to determine student success in finding employment post-graduation. The survey for MSW graduates from 2014 and 2015 revealed 80% employed within 6 months (last year's survey=77%) and 94% within a year (last year=97%). BSW survey revealed that within 2 years of graduation 48% were in graduate school, and an additional 41% were employed. **Current Strategies:** Students are encouraged to go to the Career Center for help with resume preparation and interview skills. Professional presentation is emphasized to students beginning at orientation. The student organization sponsors in-house resume preparation and job seeking workshops. Job seeking "tip sheet" has been sent to all graduating students. In addition, alumni offer informal networking for new graduates. **Planned Strategies:** Continue all current strategies.

III. A. 2016-2017 Academic Year Goals

Goal 1: Improve quality of social work education across academic programs, focusing on excellence and competency

- **Progress:** Recruitment of strong students continues, with strategic recruitment and increased use of fellowships. Teaching quality continues to be emphasized, with provision of teaching resources to instructors, training for adjunct faculty, adjunct oversight and review process, and policy on rights and responsibilities of all faculty. MSW and BSW curriculum quality is improving through our intensive self-study process in preparation for CSWE reaccreditation; we anticipate successful reaccreditation in Oct. At the PhD level, program review has begun, with initial focus on the criteria for admission and the recruitment process. PhD funding was increased, to allow student to focus on scholarship through completion of all classes (5 semesters, increased by \$3000/yr). Our Curriculum Accountability Coordinator leads data-driven improvements across our curriculum. A reward program was implemented to provide a modest bonus to faculty who take on intensive curricular leadership.
- **Plans for AY 16-17:** All activities begun in AY 15-16 will be continued. Teaching quality will be enhanced through additional training opportunities, increased rigor in hiring and retaining adjunct faculty, and increased focus on peer observation and mentoring. An intensive Case Method training institute is planned for this summer to build pedagogical capacity. Curriculum quality will be improved via the ongoing comprehensive evaluation of BSW and MSW programs. PhD program review will continue, with preparation for external review in 16-17. In 16-17 we will need to expand our faculty in order to decrease reliance on adjuncts and meet soon-to-be-established CSWE accreditation criteria of 50% of courses taught by full-time faculty (See Appendix A for discussion).
- **Contribution to Key Performance Parameters:** These efforts all contribute to the key parameters of *Teaching Excellence*. In addition, improvement in our PhD cohort contributes to *Research/scholarship reputation and productivity*. By graduating more skilled professionals at the BSW and MSW levels we provide *Service to the state and community*, graduating social workers with capacity to meet service needs of the community, state, and nation.

Goal 2: Increase quality research, emphasizing rigorous scholarship and meaningful impact in SC and beyond

- **Progress:** Faculty continue their excellence in research and scholarship, with expanded external funding and significant dissemination product productivity. Research is extensively community-engaged and focused on the needs of vulnerable populations. We have a strong research infrastructure, with a full-time grants manager, editorial support, and a mock review process for federal grants. We hired an Assistant Dean for Research and two new tenured senior research intensive faculty two years ago, who have significantly increased the scholarly mentoring available to junior faculty and students. In addition we have provided faculty and students with several intensive methodological trainings, specifically in qualitative analysis using MAXQDA and multilevel modeling. We continue several research incentives, including research supplements for faculty bringing in extensive grant monies that offset A funds, and competitive travel awards. We continue several internal seed money awards, most recently interdisciplinary research workgroups, discussed above. We have been successful in a number of grants, receiving both a K01 and R25 among others. We continue our Research to Practice web site, where simple slide shows summarize faculty research in ways accessible to the practice community. (<http://cosw.sc.edu/knowledge-neighborhoods/research-to-practice-initiative>) We also added an innovative interventions “incubator,” to provide a structure whereby community partners and faculty can work together to implement evidence-based interventions in agencies in an accelerated manner and engage in rigorous research during the process.
- **Plans for AY 16-17:** Continue all existing efforts, emphasizing high quality research that can be effectively disseminated. This year we will create a more in-depth mentoring process for junior faculty, since we have sufficient senior faculty to do so. We will also focus on research impact in the policy and practice communities through novel dissemination strategies (e.g. podcasts and infographic briefs), and in the scholarly community through publication in journals with strong impact factors. This year we will develop a Team Science Toolkit with pragmatic guides and templates for growing team science to integrate into methods courses and have as a faculty resource.
- **Contribution to Key Performance Parameters:** Efforts contribute to the key parameter of *Research/scholarship reputation and productivity*. Given that research is community-engaged and focused on SC’s needs, it contributes to *Service to state, community, profession, and university*. External funding also contributes to *Sustainability*.

Blueprint 2016-2017.

Goal 3: Expand network of relationships with community partners (in SC, nationally, and globally) and increase strong community-engaged collaborations to further our mission of increasing well-being and social justice.

- **Progress:** CoSW has developed extensive relationships with governmental and community agencies. Our research is accessible through our Research to Practice web site, Field Education e-newsletter, Dean's Corner e-newsletter, and presentations our faculty offer in local, state, national, and international settings. We strengthen our community relationships through Continuing Education seminars, national guest lectures, a Newman lecture, and online training in military social work (Military Matters, launch April 1, 2016). We have collaborations with 300+ community agencies in 30+ counties in SC, NC, and GA, as internship sites through Field Education. Community-engaged research is a primary focus of our work, with 23 projects engaged in collaborative work with international, national, statewide, or county-specific partners. We have expanded our international partnerships in Vietnam and India. We co-sponsored 2 conferences on social work in Vietnam, continued our study-abroad trip visiting social work agencies in Hanoi, created a new study abroad experience for students in Gujarat India, and established a collaborative relationship with the School of Social Work at the University of Aruba. All our community work is being communicated more effectively through the creation of a new PR and development administrative position.
- **Plans for AY 16-17:** Continue all efforts above. Dissemination of research to community partners will be done using novel strategies as per Goal 2. Our international work will expand through growing partnership with the Vietnam government to increase social work capacity in Vietnam. As part of this we will open a small office in Hanoi to facilitate CoSW and UofSC activities, including international field placements, faculty and student exchange, collaborative research, and UofSC-wide student recruitment.
- **Contribution to Key Performance Parameters:** Activities support *Service to the state, community, profession, and university*. Strong community relationships improve the relevance and dissemination of our research, supporting *Research/scholarship, reputation, and productivity*. These will also result in strong internships for our students, enhancing our *Teaching Excellence*, and support for CoSW in the community, will enhance our *Sustainability* as well.

Goal 4: Strengthen the College of Social Work to be a successful and efficient community, focusing on sense of community, infrastructure, personnel, and funding

- **Progress:** Community was strengthened as we moved into renovated Hamilton College in August 2015. It was strengthened even more as we survived the Columbia flood, which ruined our first floor, and a second water pipe-related flood, which again ruined the same space. It was heartening to receive donations from colleagues around the country to help our students who were devastated by the flood. Staffing infrastructure has improved through hiring an administrative coordinator for PR and development. To make processes more routine and efficient, the checklist system based on Gawade's work has been expanded. A password protected internal section of our website was created to hold all relevant documents and resources for CoSW functioning. Development has improved significantly at the CoSW; relationships have been established with several new donors and we exceeded our campaign goal, raising \$4.3M for Carolina's Promise. We also hired a new development officer. We established a new initiative to support SW students in financial crisis-SERG (Student Empowerment Resource Group) and USC students who struggle with addictions (Gamecock Recovery, with Student Health Services).
- **Plans for AY 16-17:** All activities will continue. We face 2 significant issues: 1) lack of space [all offices in current building are full], and 2) change in leadership [Dean is leaving June 2016 and Associate Dean has not yet been hired]. These challenges must be addressed. All development activities will continue as we enter a new campaign silent phase over the next years. Funding for student support is a priority for recruitment and successful matriculation through programs. We must also develop new sources of revenue (e.g. certificates and CEUs) to support the growth and activities of the CoSW. Despite multiple new hires, our excessive dependence on adjuncts continues. Funding and space for additional faculty are essential. CSWE will soon require that 50% of all courses be taught by full-time faculty; currently we are at about 70%. To meet this ratio we need an additional 4 tenure line and 6 clinical faculty.
- **Contribution to Key Performance Parameters:** Our progress and plans support all four of the key performance parameters. New resources support *Sustainability*. *Teaching Excellence* requires an adequate number of permanent faculty, support staff, and financial resources for student support. *Research/scholarship reputation and productivity* also requires excellent faculty, infrastructure to support them, and funding. Only with quality teaching and research are we providing *Service to state, community, profession, and university* by graduating competent social workers to serve the community and generating new knowledge to enhance the profession and university and inform practice.

Blueprint 2016-2017.

III.B. Five Year Goals By 2019-2020 the College of Social Work will...

Goal 1: Provide excellent social work education, and graduate social workers at the BSW, MSW, and PhD levels who are recognized nationally for their skill, competence, and impact on the community.

- The CoSW will have an effective and efficient recruiting process and will be able to bring excellent students to UofSC because of our strong reputation and our competitive financial support at the BSW, MSW, and PhD levels;
- Our BSW, MSW, and PhD curricula will provide cutting-edge knowledge, excellent skill-building, and opportunities for meaningful community engagement;
- Case Method teaching will become a nationally-known strength of our program, and we will offer specialized trainings and institutes in this area (beginning July 2016);
- Our BSW and MSW graduates will be successfully employed in the profession and will be engaged alumni;
- Our PhD graduates will be employed in tenure-track and research positions in university and research institute settings. They will be productive scholars and will enhance the reputation of the CoSW and UofSC;
- We will have sufficient full time faculty to provide an excellent education to our students, meet our target faculty/student ratios, and decrease reliance on adjunct faculty. Adjunct faculty used will be excellent instructors.
- Student Services Offices will be evaluated, restructured, and expanded to ensure excellent advising and student/customer service.
- Meeting this goal will demonstrate that we have met the key performance parameter of *Teaching Excellence*; our PhD program will enhance our *Research/scholarship reputation and productivity*; graduating competent practitioners supports *Service*, and only by meeting this goal will we be viable over time, and thus *Sustainable*.

Goal 2: Be engaged in and known for impactful, community-engaged, transdisciplinary research and its dissemination.

- Our faculty will continue in their success in impactful research supported by external funding and disseminated through publications in respected journals;
- The CoSW will also have a range of dissemination mechanisms so that research findings are shared with the community. This will include strong communication and dissemination via media and web;
- The CoSW will have faculty-defined research initiative areas; junior and senior faculty with substantive area overlap will collaborate (including other disciplines) in specific areas for synergy and impact;
- Faculty will have all structures needed to support research;
- The CoSW will have funding mechanisms to increase BSW, MSW, and PhD student engagement in research.
- Meeting this goal will support *Research/scholarship reputation and productivity*; generating and disseminating meaningful research that informs practice supports *Service to state, community, profession, and university*, and successful research with external funding will increase our fiscal viability over time, and thus our *Sustainability*.

Goal 3: Be a leader in partnering with communities/other entities to address the great challenges in SC and beyond.

- We will have collaboration models with community entities that use of our classroom and research resources together with community practice experience and information to develop and test solutions to real-world problems;
- Using a range of strategies, the work of the CoSW will have meaningful community impact in SC and beyond;
- The CoSW will be a primary partner for social work in international settings, for example we will help the government of Vietnam create a strong social work system for their country;
- Meeting this goal will support *Service*, and indirectly, by increasing community support, will support *Sustainability*.

Goal 4: Have the ongoing resources necessary to reach our goals and fulfill our mission.

- The CoSW will have sufficient faculty, staff, space, research support, and student support to meet our goals, to include a second wing of a building;
- We will have strong IT support for creation and maintenance of all necessary databases (to interface with Banner and other university databases as needed), for distributed education support, and for general College efficiency;
- We will have an in-house marketing and PR unit to tell the College story;
- We will have maximally efficient and fully staffed systems for student services, finance, and faculty support;
- We will have a strong donor, friend, and alumni base to help obtain the resources we need to be successful;
- Meeting this goal will support the key performance parameter of *Sustainability*. If we do not meet this goal we will not be able to fully meet any of the key performance parameters.

Appendix A. Resources Needed

Resource Type	Existing	Additional	Strategy/Explanation
Personnel: Faculty MEETS GOALS 1, 2 & 3	35.5 tenure and tenure track (25.5) and clinical (10) teaching faculty	<p>We are overly dependent on adjunct faculty, and CSWE will soon require 50% of our courses be taught by FT faculty. We are <i>at risk of our accreditation</i> with our current structure of approximately 70% of courses taught by adjuncts. Additional reasons for needing more faculty include:</p> <ul style="list-style-type: none"> We cannot grow BSW, MSW, or PhD (particularly labor intensive but necessary for AAU status) enrollments without additional faculty Insufficient faculty # means it may take students longer to graduate, may have poorer student experience We have particular needs in our regional campuses, where nearly all courses taught by adjuncts We have particular need in the substantive areas of rural SW, aging, military SW, race and diversity Thinly-stretched faculty cannot be productive scholars <p>We will require approximately 6 additional FT clinical faculty and 4 tenure-line faculty after AY15. Sources: Clinical faculty could be funded through IDC and buyout from research grants, but this will require extensive external funding, to be developed over time. <i>Need support here</i></p>	To improve quality and maintain accreditation with CSWE we should have 50% of our courses taught by FT faculty. Additional faculty will keep us accredited and improve education quality.
Personnel: Admissions MEETS GOAL 1	1.5 FTE	<p>Current staffing is stretched very thin. As MSW applicant pool has grown additional admissions staff is needed. We need at least 1 additional FTE. Sources: Some minor additional resources by increasing fees. <i>Need support here</i></p>	With adequate admissions support, we avoid losing strong students because of slow response time.
Student financial support MEETS GOAL 1	Minimal BSW support, approx. 120 \$2600 MSW GAs and 10 small awards, full support at \$18K plus tuition for 4 PhD students	<p>Social work students struggle financially. Anecdotal report is that up to 1/3 of our MSW students are on food stamps. At PhD level our full support (tuition & \$18K) is better but not fully competitive. We need to be able to provide reasonable support (at least \$4000) for 150 GAs and \$20K & tuition for 4 PhD students each year, with a 3 year commitment. Source: Some additional funding can be obtained from faculty grants and from donor support. <i>Need support here</i></p>	Students cannot learn and successfully complete the program under such financial strain. We can only recruit excellent PhD students if our package is competitive.
Space MEETS GOALS 1-4	Are in Hamilton College, but completely full at move in	<p>Even with Hamilton project completed we have no room for growth—a huge problem as faculty receive grants that require additional staff, and as we hire the necessary 10 new faculty over the next few years Sources: Use of IDCs and rent written into grants can help to a limited extent. <i>Need support here</i></p>	Additional space will be essential for COSW growth. <u>This plus the need for faculty are our 2 most crucial needs</u>

Appendix B. Benchmarking Information (Based on U.S. News and World Report rankings, 2012)

Top Ten Public University Schools of Social Work

1. University of Michigan
2. University of Washington
3. University of North Carolina--Chapel Hill
4. University of California-Berkeley
5. University of Texas—Austin
6. University of Pittsburg
7. University of Wisconsin—Madison
8. Virginia Commonwealth University
9. CUNY—Hunter College
10. University of California—Los Angeles

Five Peer Public University Schools of Social Work

1. University of Kentucky
2. Florida State University
3. University of Texas--Arlington
4. University of Alabama
5. Colorado State University

Appendix C. Top Strengths and Important Accomplishments of the College of Social Work

The past several years have been a time of growth and improvement for the College. Below is a summary list of some of our greatest strengths and most significant accomplishments over the past 5 years.

- Faculty hires The College has hired 10.5 junior tenure-track faculty, and 3 senior tenured faculty over the past 5 years. All are from excellent doctoral programs in highly ranked schools (University of Chicago, Washington University, Michigan, Michigan State, Ohio State, University of North Carolina, and University of Maryland); all have joined with our existing faculty in contributing to teaching and service and all have begun productive research agendas here. We have also hired 5 clinical faculty to be strongly focused on pedagogical excellence.
- Research activity Research productivity has grown dramatically at the College over the past 5 years. Over the past 5 years (see earlier in report) there has been a 62% increase in research expenditures and a 3.5-fold increase in research dissemination products. The strengths of the research at the College include its focus on community engagement and its focus on interdisciplinary work. The CoSW has created effective research infrastructure, including an Assistant Dean for Research, a grants manager, editorial and transcription support, research incentives and pilot seed funding. We have had several “big wins” in the past few years-Fulbright Awards, NIH K01, SAMHSA grant, HRSA grant, R25, and several new contracts with SC state departments.
- Teaching quality Continually improving the quality of teaching at the College has also been a significant accomplishment and an ongoing goal. In addition to all prior efforts we have created policies and procedures for adjunct faculty screening and review, and provided additional information in pedagogical techniques to all faculty. The work of the new Curriculum Accountability Coordinator will also improve teaching quality
- MSW Curriculum redesign A major accomplishment is the redesign of our MSW curriculum. Shifting to a competency-based system, this revision dramatically changed the way we teach and improved the skills developed by our students, making us one of the cutting edge providers of MSW education.
- Improving student support Both our development efforts for student support and the SERG initiative have improved the quality of life for our students.
- Student leadership: Our BSW and MSW students have demonstrated excellent leadership in the CoSW and in the community, providing input through a Dean’s Advisory Council and CoSW committees, organizing opportunities for community service, and organizing guest speakers and brown bags on topics such as the events in Ferguson.
- Community relationships One of the accomplishments of the College has been an ongoing increasing profile within the University, across the state, and in the national professional community about the activities and contributions of the College, using media venues such as the USC Day Times, social media, a redesigned web site, along with extensive conference presentations, face to face meetings, and relationship building. The College has created unique community partnerships in our internships and our research.
- Continuing Education We have established a strong and growing continuing education program, with lectures, workshops, opportunities for field instructors, and a new online military social work offering. Our CEU events have been well attended and received by the social work practice community. We plan to continue to grow this area.
- The Center for Child and Family Studies and the Institute for Families in Society These two entities are College strengths whose work serves the needs of South Carolina and beyond; they also bring in extensive external funding. CCFS focuses on research, training, and technical assistance, while IFS is an interdisciplinary research organization which has come under the administration of the College. These entities continue to work more closely with the academic endeavor of the College, providing opportunities for students and collaborating with tenure line faculty.
- International presence The College is growing a strong international presence. Our Korean MSW program began in 1993, and continues under the leadership of director Sung Seek Moon. In addition, we have a collaboration in Gujarat India, where we cosponsored an international conference on women had two scholars visit in fall 2014, and offered our students a study abroad there in January 2016. We have strong ongoing relationships with the Vietnamese Ministry of Labor, Invalids, and Social Affairs and with 3 University in Vietnam with whom we have signed MOUs. Two faculty are researching in China, and we are establishing an international field placement opportunity in Equatorial Guinea, supported in part by Marathon Oil.

Blueprint 2016-2017.

- Interprofessional Health Education The College is very involved with the Interprofessional Health Education initiative at USC. One of our faculty is co-chair of the group, 2 faculty teach in the IPE interdisciplinary courses that have been developed, and faculty and Dean have presented nationally and/or are writing articles and grants on IPE.
- Development Seen as a weakness in the past, development has greatly improved. Because of several planned gifts, naming gifts for Hamilton College, 2 endowed scholarships, and a donation of art, we have exceeded campaign goal.
- Admission This year we created and moved to a nearly paperless admissions system for the MSW program, streamlining processes and improving response time.

Appendix D. Weaknesses and Plans for Addressing Weaknesses at the College of Social Work

- Leadership changes *Issue:* The current Dean will leave USC in June 2016. An Associate Dean has not yet been hired, partly as a result of this transition, The CoSW needs strong leadership to guide the College through this transition time. *Plans:* Work closely with Provost to ensure a strong plan for transition is in place.
- Doctoral Support *Issue:* Recruitment has improved for the PhD program, however we are still not offering fully competitive support packages. Currently we offer 2.5 years of support that includes tuition and stipends of \$18,000/yr. To be competitive with the strong PhD programs we need to be able to offer at least \$20,000 stipends for 3 years. *Plans:* We are strongly encouraging faculty to write doctoral support into their grants and seeking doctoral support through development activities. Institutional assistance is needed.
- MSW and BSW Student Support: *Issue:* Currently, our MSW and BSW students graduate with an average of \$38,000 in debt—a huge amount when social work salaries in SC are between \$30,000-\$45,000. We have developed some fellowships for students and we also provide over 120 MSW graduate assistantships, however student need significantly outstrips our ability to provide support. *Plan:* Continue intensive development efforts and encourage faculty to include MSW and BSW student assistants in grant proposals. Institutional assistance is needed.
- Space *Issue:* As noted throughout this report, space is a crucial need for the CoSW. Our current home in Hamilton College is full and we are beginning to double up offices when possible. If we are to hire the necessary new faculty (see Appendix A) and expand our research, more space is essential. *Plans:* Rents can be written into some grants, but that does not help the academic endeavor of the CoSW. Institutional support is needed.
- Full time faculty *Issue:* As discussed in this report, our faculty has not grown at a rate commensurate with our student population; our student to faculty ratio is higher than it should be and service burden on faculty is high. In addition, CSWE may soon be mandating that 50% of all classes be taught by full time faculty. *Plans:* As research activity increases buyout funds and IDCs could be used to hire a few full time clinical faculty. We will continue to advocate the Provost's Office for more funds for full time hires. To meet CSWE requirements we need an additional 6 clinical and 4 tenure track faculty.
- State agency leadership *Issue:* Leadership at a number of state agencies with which CoSW does business are in flux. Given that over \$15,000,000 of our external funding comes from these agencies, if new leaders make changes in our contracts it could be a significant loss for the CoSW. *Plans:* We have and will continue to have regular meetings with new leadership to build relationship and communicate the value of services and research we provide to the Departments. Our relationships with existing deputy directors (who remain from prior administrations) continue to be strong and we will encourage them to advocate on our behalf for continued contracts and awards.

Appendix E.1. Unit Statistical Profile

1. Number of entering freshman for Fall 2011, Fall 2012, Fall 2013, Fall 2014, and Fall 2015 classes and their average SAT and ACT scores.

Number of Entering Freshmen & Average Scores	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
# new fresh/ACT	3/0	12/29	8/25	13/26	19/28
# new fresh/SAT	3/1120	12/1176	8/1133	13/1211	19/1156

2. Freshman retention rate for classes entering Fall 2011, Fall 2012, Fall 2013, and Fall 2014.

		Fall 2011	Fall 2012	Fall 2013	Fall 2014
Started	Ended				
		Returned '12	Returned '13	Returned '14	Returned '15
Social Work	Same School	100%	81.8%	87.5%	84.6%
	Other School	0	18.2%	0	7.7%
	Total	100%	100%	87.5%	92.3%

3. Sophomore retention rate for classes entering Fall 2011, Fall 2012, and Fall 2013.

		Fall 2011	Fall 2012	Fall 2013
Started	Ended			
		Returned '12	Returned '13	Returned '14
Social Work	Same School	55.6%	83.3%	75%
	Other School	0%	16.7%	8.3%
	Total	55.6%	100%	83.3%

4. Number of majors enrolled in Fall 2011, Fall 2012, Fall 2013, Fall 2014, and Fall 2015 by level: undergraduate, certificate, first professional, masters, doctoral (headcount).

Student Head Count	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Undergraduate	120	143	154	173	193
Masters	622	622	629	630	596
Certificate	18	19	13	4	10
First Professional	0	0	0	0	0
Doctoral	16	11	15	18	20
Total	776	795	811	825	819

5. Number of entering first professional and graduate students: Fall 2012, Fall 2013, Fall 2014, and Fall 2015 and their average GRE, MCAT, LSAT, etc. (Note: GRE is not required for MSW admission)

Students Entering as Professional/Graduate Students	Fall 2012	Fall 2013 (old scoring – new scoring)	Fall 2014 (old scoring – new scoring)	Fall 2015
# students/GRE Quantitative	292/504	296/520-145	326/514-143	278/145
# students/GRE Verbal	292/409	296/430-148	326/451-148	278/146

6. Number of graduates in Fall 2014, Spring 2015, and Summer 2015 by level (undergraduate, certificate, first professional, masters, doctoral).

<u>Degrees Awarded</u>	Fall 2014	Spring 2015	Summer 2015	TOTAL
Undergraduate	2	45	1	48
Masters	5	269	13	287
Certificate*	4	12	6	22
First Professional	0	0	0	0
Doctoral	0	1	0	1
Total	11	327	20	358

*This represents students who received a certificate but were not also MSW graduates—a number of MSW students receive a certificate concurrently, and IRA does not capture this.

7. Four-, Five- and Six-Year Graduation rates for the three most recent applicable classes (undergraduate only).

	4-year graduation rate	5-year graduation rate	6-year graduation rate
2007	NA		
2008	NA		
2009	100%	100%	100%

8. Total credit hours generated by your unit regardless of major for Fall 2014, Spring 2015, and Summer 2015.

Student Credit Hours	Fall 2014	Spring 2015	Summer 2015
Undergraduate	1860	1989	27
Masters	7000	7020	2656
First Professional			
Doctoral	120	156	13
Total	8980	9165	2696

9. Percent of credit hours by undergraduate major taught by faculty with a highest terminal degree. (NOTE: for purposes of our accrediting body, the MSW is considered the terminal degree, however here we have used the PhD as the terminal degree, as is university standard.)

Semester	Total Credit Hours SW Minor/BSW	% of Total Credit Hours
Fall 2015	1725	10.3%
Fall 2014	1866	20.0%
Fall 2013	1389	46.44%

10. Percent of credit hours by undergraduate major taught by full-time faculty.

Semester	Total Credit Hours SW Minor/BSW	% of Total Credit Hours
Fall 2015	1725	26.4%
Fall 2014	1866	29.1%
Spring 2013 (fall not available)	1926	31.3%
Fall 2012	1665	35.5%

Blueprint 2016-2017.

Number of faculty by title (tenure-track by rank, non-tenure track (research or clinical) by rank), as of Fall 2013, Fall 2014, and Fall 2015 (by department where applicable).

<u>Tenure Track Faculty</u>	Fall 2013	Fall 2014	Fall 2015	<u>Visiting Faculty</u>	Fall 2013	Fall 2014	Fall 2015
Professor	4	5	5	Professor	0	0	0
Associate Professor	6	7	9	Associate Professor	0	0	0
Assistant Professor	11.5	12.5	11.5	Assistant Professor	0	0	0
<u>Research Faculty</u>	Fall 2013	Fall 2014	Fall 2015	<u>Clinical Faculty</u>	Fall 2013	Fall 2014	Fall 2015
Professor	3	3	3	Professor	0	0	0
Associate Professor	5	3	2	Associate Professor	0	0	0
Assistant Professor	5	4	5	Assistant Professor	2	3	6
<u>Instructors</u>	2	2	1	Instructor	1	1	3
<u>Lecturers</u>	1	1	0				
<u>Professor of Practice</u>	1	1	1	<u>Adjunct Faculty</u>	66	52	66

11. Current number and change in the number of tenure-track and tenured faculty from underrepresented minority groups (defined as African-American, Asian, Hispanic, Two or more races) from AY 2013.

	Number of Faculty from Underrepresented Minority Groups for AY 2014	Change in Number of Faculty from Underrepresented Minority Groups from AY2013
Tenured Faculty	4	0
Tenure-Track Faculty	4	0

APPENDIX E.2. Statistical Research Data for College of Social Work (NOTE: When referring to department, “College of Social Work” refers to both COSW and CCFS)

1. The total number and amount of external sponsored research proposal submissions by funding source for FY2015.

Externally Sponsored Research Proposal Submissions for FY 2015		
Institute for Families in Society (IFS)		
NIH	7	\$2,534,880
HHS (excl. NIH)	1	\$120,192
NSF		
DOD		
DOE		
USDE	3	\$558,969
Other Federal	2	\$106,387
State	1	\$100,000
Local Government		
PHI (Non-Profit)	1	\$160,450
Commercial		
Other		
Total Proposals Submitted FY 2015 IFS	15	\$3,580,878
College of Social Work (Including CCFS)		
NIH	9	\$1,625,926
HHS (excl. NIH)	3	\$18,131,154
NSF		
DOD		
DOE		
USDE	1	\$12,000
Other Federal	2	\$436,006
State	10	\$410,494
Local Government		
PHI (Non-Profit)	30	\$682,059
Commercial		
Other	6	\$161,020
Total Proposals Submitted FY 2015 COSW	61	\$21,458,659

2. Summary of external sponsored research awards by funding source for FY2015. Total extramural funding processed through Sponsored Awards Management (SAM) in FY2015, and Federal extramural funding processed through SAM in FY2015.

Summary of Externally Sponsored Research Funding by Source for FY2015	
Institute of Families in Society (IFS)	
Federal	\$14,430,963
State	\$100,000
Local Government	
PHI (Non-Profit)	\$872,000
Commercial	
Other	\$28,900
Total Funding FY 2014 IFS	\$15,431,863
College of Social Work (Including CCFS)	
Federal	\$14,241,958
State	\$1,612,985
Local Government	
PHI (Non-Profit)	\$246,248
Commercial	
Other	\$4,810
Total Funding FY 2014 COSW	\$16,106,001

New Extramural Funding Processed through Sponsored Awards Management (SAM)	
Institute for Families in Society (IFS)	
Total for FY2015	\$8,255,177
Federal Only	\$7,943,216
College of Social Work (Including CCFS)	
Total for FY2015	\$13,691,944
Federal Only	\$13,323,244

3. Amount of sponsored research funding per faculty member in FY 2015

Amount of sponsored research funding per faculty member in FY 2015						
(TT and non-TT), COSW (including CCFS)						
All Faculty	# of Faculty	Federal	State	PHI	Com	Other
Assistant Professor	12.5	\$31,261		\$10,764		
Associate Professor	9					
Professor	5	\$144,589		\$12,448		
Research Assistant Professor	5	\$2,387,316	\$4,038			
Research Associate Professor	1	\$1,104,306	\$1,578,319			
Clinical Assistant Professor	4	\$21,842	\$3,620	\$12,364		\$1,203
Amount of sponsored research funding per faculty member in FY 2015						
(TT and non-TT), IFS						
All Faculty	# of Faculty	Federal	State	PHI	Com	Other
Research Associate Professor	2	\$475,524	\$4,934	\$10,000	\$4,667	\$567
Research Professor	2	\$3,108,357		\$260,184		
Sponsored Research Expenditures per tenured/tenure track faculty for FY 2015						
College of Social Work (Including CCFS)						
Assistant Professor	12.5	\$30,188				
Associate Professor	9	\$2,885				
Professor	5	\$120,129				

4. Number of patents, disclosures, and licensing agreements in fiscal years 2013, 2014 and 2015.

FY '13College	Invention Disclosures	Provisional patent applications	Non-Provisional patent applications	Issued patents
Social Work	0	0	0	0
FY '14College	Invention Disclosures	Provisional patent applications	Non-Provisional patent applications	Issued patents
Social Work	0	0	0	0
FY '15College	Invention Disclosures	Provisional patent applications	Non-Provisional patent applications	Issued patents
Social Work	0	0	0	0