UNIVERSITY OF

SOUTH CAROLINA

College of Social Work

Blueprint of Academic Excellence

2015-2016

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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. New faculty hires have 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 overall 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 173 majors since 2009) and because of the employability of a BSW, the program will be an excellent point of recruitment. In parallel, our MSW enrollment has experienced slight growth, but we have become more selective in our admission rate, with a target rate of about 75% from over 90% four years ago. PhD enrollment has also increased.

Average SAT score: To date we have had few freshmen enter USC declaring a social work major, those that have reported SAT scores near the USC target 1200 (average scores over 4 years range from 1120-1211).

Freshman-Sophomore Retention Rate and 6-year Graduation Rate: We have a new program and few students who come to COSW as freshmen, thus IRA was unable to provide us with these data

Student to Faculty Ratio: Current student to faculty ratios are decreasing and nearing USC targets; we are actively recruiting faculty and making plans to develop funding for additional clinical faculty hires.

Research Expenditures: Research expenditures at the College are increasing. Comparing the first half of FY15 with FY14 indicates an overall (College/CCFS/IFS) increase of 8.2%, with a College increase of over 40%.

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 new Research to Practice web site (http://cosw.sc.edu/knowledge-neighborhoods/research-to-practice-initiative).

Doctoral Degrees: We had 1 PhD graduate in AY 13-14. New recruitment strategies for the program have resulted in a much improved applicant pool and strong cohorts and we thus anticipate higher PhD production 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 is scheduled at April faculty meeting on facilitating difficult conversations in the classroom. The MSW curriculum has undergone revision to create a cutting-edge competency-based program; approved by Graduate Council it began in Fall 14. Our new Interim Coordinator is a skilled teacher and will continue to emphasize quality in the classroom.

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 40% (COSW faculty) and overall increase (with IFS and CCFS) of 8.2%. Research dissemination products have doubled over 4 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 $3.8 M annually in service to SC via their unpaid internships, which are located across the state. Our research has strong community impact with 21 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 dedicated Campaign Committee and a new alumni outreach initiative building commitment to the College and USC. Increased research dollars strengthen sustainability. Increased service contribution strengthens our reputation and the community's support for us and USC.

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 173 majors in Fall 2014. Our goal is controlled growth of no more than 15 majors per year (+19 in AY14)-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; welcome letter from Dean to all admitted interested in social work. Marketing to emphasize the *employability* of a graduate with a BSW…a theme of "education to employment to lifetime career"; calls from faculty and alumni who share interest areas with applicants; increased outreach. **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. IRA was unable to provide these data for AY 14. Average SAT has ranged from 1120-1211; in AY14 it was 1211, which is a significant increase from prior years, but with such small numbers (only 13 entering freshmen declared social work in AY 14) this cannot be over-interpreted.

Four, Five, & Six year Graduation Rate: These data are not available from IRA

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

Student Faculty Ratio for AY 14-15	
All full time tenured and tenure- track faculty (N=24.5)	29.1
All full time faculty (N=33.5)	21.3
All instructional faculty, including PT faculty/adjuncts (N=43.17)	16.5

Current Strategies: The College has engaged in aggressive recruitment of new faculty, while at the same time struggling with faculty attrition and retirements. We have been successful is 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. *Planned Strategies:* We plan to continue faculty recruitment; for AY 15-16 we already have 2 clinical teaching faculty hired, and are recruiting for 1senior Associate Dean for Academic Affairs positions. We plan to continue to hold MSW enrollment constant, aiming for even greater selectivity in admissions in the coming years. Additional clinical faculty will be hired in the future to decrease dependence on adjuncts, and will be funded from growing research efforts at the College. BSW program growth will require additional tenure-line faculty—we are severely overly dependent on adjuncts here.

Research Expenditures *Current Status:* We are on target to surpass last year's expenditures, with overall 8.2% increase.

	FY 11-12	FY 12-13 (% increase from prior yr.)	FY 13-14 (% increase)	FY 14-15, projected (%increase)
COSW	$ 744,116	$ 820,623 (10.2%)	$1,259,530 (53.4%)	$1,764,128 (40.1%)
CCFS	$4,568,895	$4,686,778 (2.6%)	$6,641,639 (41.7%)	$7,320,654 (10.2%)
IFS	$3,600,416	$4,472,767 (24.2%)	$5,242,771 (17.2%)	$5,138,268 (-02.0%)
TOTAL	$8,913,427	$9,980,168 (12.0%)	$13,143,940 (31.7%)	$14,223,050 (8.2%)

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 SEM was provided this past summer. 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
Peer reviewed articles in print	37	45	59	56
Peer reviewed articles in press	13	38	33	52
Books in print	2	5	3	2
Books in press	0	3	4	1
Book chapters in print	14	4	10	10
Book chapters in press	0	16	14	6
Other scholarly writings	11	38	187	89
Juried national/international presentations	67	108	120	169
Invited national/international presentations	30	41	38	76
TOTAL UNITS	174	298	468	461

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, have begun; they require a specific research focus, monthly meetings, inclusion of at least 2 disciplines, graduate students from all involved disciplines, and scholarly products at the end of the year. Three were established this year (Positive Youth Development, Congregations and Health, and Immigration and Refugees) and are starting to produce manuscripts. All papers, books, and presentations are recognized/shared with 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 13-14, and has obtained a position at USC Upstate. 18 students remain in the program. Aggressive recruitment occurred for AY 14-15, resulting in a cohort of 4 strong PhD students. Our packages are not yet competitive—usually tuition plus $10-15K for 2 years while other research 1 schools offer 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 is larger than last year's (24 this year, 17 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. Increase emphasis on publication, funding, and presentations at national conferences.

COSW-Specific Academic Dashboard Targets

MSW Admission Rates (Target 75%) *Current Status:* For AY 14 our records show we had 592 applications, and accepted 455 (77%), coming very close to our target goal of 75%. *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 unexpected outcome of our increased rigor is that fewer weak students are applying—as the pool is stronger our admission rate increases. It may thus look as if we are being less selective, however the truth is that less strong students are self-selecting not to enter our applicant pool. Stronger students expect larger support packages, which we cannot provide. *Planned Strategies:* Continue all above, focus development on student support.

AY 13-14 MSW Graduation rates, on time (Target: 80%) *Current Status:* For AY 14 Full time: 92%; Part Time: 74%; Advance Standing 97%; Overall 88% [For AY 13, 12 and 11 Overall 91%, 86%, 87%]. *Current Strategies:* To date we are successful in retaining students and ensuring they graduate on time. Students are provided with advisement, writing support, and individualized problem solving. Off-campus part-time students have lower on time rates, 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. *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 2013 the first-time administered LMSW pass rate was 72%. This continues success in reaching our 70%+ target; 2009-2012 scores, were 57%, 65%, 66%, and 75% (national averages for 2009-2013 were 75%, 74%, 83%, 84% , and 82%. *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 MSW classes is conducted annually to determine student success in finding employment post-graduation. The survey completed this year, for MSW graduates from 2013 and 2014 revealed 77% employed within 6 months (last year's survey=84%) and 97% within a year (last year=96%). BSW survey revealed that within 1 year of graduation 60% were in graduate school, and an additional 30% were employed, similar to last year. *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. We are establishing an alumni outreach initiative, to engage alumni with the CoSW and to ask for their help in creating formal networking strategy for new graduates seeking employment.

III. A. 2015-2016 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, a new 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, which includes student surveys, syllabi reviews, assessment of field education competencies, and an evaluation of our revised MSW curriculum, launched this year. This new curriculum has been a significant undertaking, involving all faculty in intensive efforts. At the PhD level, program review has begun, with initial focus on the criteria for admission and the recruitment process. This year we also hired a Curriculum Accountability Coordinator, to lead in data-driven improvements across our curriculum. She is creating systems for ongoing quality project management and data collection/utilization. Finally, a reward program was established to provide a modest bonus to faculty who take on intensive curricular leadership and demonstrate teaching excellence.

- Plans for AY 15-16: All activities begun in AY 14-15 will be continued. Teaching quality will be enhanced through additional training opportunities and increased rigor in screening, hiring, and retaining adjunct faculty. Curriculum quality will be improved via the ongoing comprehensive evaluation of BSW and MSW programs for reaccreditation. PhD program review will continue, with a decision on admission and requirement for a MSW, and curricular review.

- 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, having hired a full-time grants manager, provided editorial support, and established a mock review process for federal grants. We have hired an Assistant Dean for Research and two new tenured senior research intensive faculty, one with extensive NIH grant success and the other with exceptional methodological strength. These 3 new hires 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 social network analysis and in structured equation modeling. We have established several research incentives, including research supplements for faculty bringing in extensive grant monies that offset A funds and competitive travel awards. We have established several internal seed money awards, most recently interdisciplinary research workgroups, discussed above. Three were awarded this year and to date they have yielded several manuscripts and two grant proposals. We have been successful in a number of grants, receiving both HRSA and SAMHSA training grants and a K01 among others. With regard to impact, we have broadened our network of relationships, specifically increasing our collaborative work with SC DHHS, Dept. of Mental Health, Dept. of Alcohol and Other Drug Addiction Services, and Dept. of Corrections. In addition, we have created a new 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)

- Plans for AY 15-16: Continue all existing efforts, emphasizing high quality research that can be effectively disseminated. Currently we provide training, technical assistance, program evaluation, and collaborative research. This year we will add an innovative interventions "incubator," which will 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. 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. Finally we will begin more intentional discussions regarding creating/articulating CoSW initiatives, grounded in building areas of strength and common research interests through peer research networks.

- 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*.

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. We are engaged in conversation within the faculty and with our partners regarding increasing the impact of our research. 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. We have collaborations with 338 community agencies in 33 counties in SC, NC, and GA, as internship sites through Field Education. Community-engaged research is a primary focus of our work, with 21 projects engaged in collaborative work with international, national, statewide, or county-specific partners. We have expanded our international partnerships in Vietnam. We hosted two 2-week training courses for delegations form the Vietnam Ministry of Labor, Invalids, and Social Affairs in Columbia, co-sponsored three conferences on social work in Vietnam, and established a study-abroad trip visiting social work agencies in Hanoi.
- Plans for AY 15-16: Continue all efforts above. Dissemination of research to community partners will be done using novel strategies as per Goal 2. We will establish Community Forums this year with community partners to gather feedback on our curricular and service activities. Our international work will expand through partnership with the Vietnam government to increase social work capacity in Vietnam. As part of this we will explore opening 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 will be strengthened as we move into renovated Hamilton College in August 2015. Staffing infrastructure has improved through hiring a BSW Student Services Coordinator and a web manager, and establishing regular all staff meetings. To make processes more routine and efficient, a checklist system based on Gawade's work has been established. A password protected internal section of our website is being created to hold all relevant documents and resources for CoSW functioning, and will be running by May 1. We hired an additional 2 clinical faculty this year and are in process with a hire for an Associate Dean for Academic Affairs, so faculty numbers are increasing. Development has improved significantly at the CoSW; relationships have been established with several new donors and we had over $300,000 in art donated for Hamilton College.
- Plans for AY 15-16: All activities will continue. With the arrival of a new Associate Dean for Academic Affairs, we will engage in a careful analysis of academic infrastructure and make improvements to ensure functioning at maximal efficiency. We will improve our website, making it more user friendly and better representative of the excellent work of the CoSW. All development activities will continue and intensify for the last few months of the Campaign. This year we will begin an intensive alumni outreach program as part of our development activities. Funding for student support is a priority for recruitment and successful matriculation through programs, particularly at the MSW and PhD levels. We must also develop new sources of revenue (e.g. certificates with Academic Partnerships) to support the growth and activities of the CoSW. Despite 6 new hires (4 tenure-track) last year and an additional 3 hires this year (1 tenure-track), our excessive dependence on adjuncts continues. Funding for additional faculty is essential. One major goal is to have a successful move in to Hamilton College, creating structures and opportunities for members of the CoSW to build community in ways not possible when we were scattered across campus.
  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.

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;
- 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.
- Meeting this goal will demonstrate that we have met the key performance parameter of *Teaching Excellence;* our PhD program will enhance our R*esearch/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 R*esearch/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;
- 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	33.5 tenure and tenure track (24.5) and clinical (9) teaching faculty	In AY 15-16 we will have 25.5TT faculty and a total of 35.5FT faculty. With this we will approach dashboard target ratios. However, we are overly dependent on adjunct faculty, and CSWE requires 50% of our courses be taught by FT faculty: this will require approximately 3 additional FT clinical 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. *Need support here*	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	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. *Need support here*	With adequate admissions support, we avoid losing strong students because of slow response time.
Student financial support MEETS GOAL 1	Minimal BSW support, approx. 110 $2400 MSW GAs and 10 small awards, full support at $10K-15K plus tuition for 3 PhD students	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 & $10K-$15K) is not 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. *Need support here*	Students cannot learn and successfully complete the program under such financial strain. We can only recruit excellent PhD students if our package is competitive.
Personnel: Research: Grant-seeking, writing, MEETS GOAL 2	0.2 FTE writing support, some grant seeking done by Assistant Dean for Research,	To have an efficient research administration unit will require 1 FTE for editorial and grant seeking support SOURCE: IDCs could help move us towards this goal. *Need support here*	With adequate support faculty can be efficient in grant and manuscript submission.
Personnel: Support staff for marketing, alumni, support MEETS GOALS 1-4	Within COSW have 1 development director, 3 FTE general office support, 0.5 FTE web	For effective recruitment, marketing, development, and functioning of the College additional support is needed. With 1 FTE in web, social media, and marketing we could do better outreach to potential donors and alumni, do better community education and outreach, and have more impact with our work. Sources: Central Communications could be of help. *Need support here*	With adequate support we will be more effective in advancement and in our public reputation. This additional staff is needed to develop good alumni relationships and marketing materials.
Space MEETS GOALS 1-4	Will be in Hamilton College by fall, but completely full at move in	Even with Hamilton project completed we will have no room for growth—a huge problem as faculty receive grants that require additional staff. Sources: Use of IDCs and rent written into grants can help to some extent. *Need support here*	Additional space will be essential for COSW growth.

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.

- Faculty hires   The College has hired 10.5 junior tenure-track faculty, 3 senior tenured faculty, and 2 clinical faculty over the past 4 years, with an additional 2 clinical and 1 tenured faculty coming in the fall. 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.
- Research activity   Research productivity has grown dramatically at the College over the past 5 years. Over the past 4 years (see earlier in report) there has been a 60% increase in research expenditures and a 2.5-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 (over 75% of our tenure line faculty are engaged in interdisciplinary research). 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 Award, NIH K01, SAMHSA grant, HRSA grant, R25 (pending), 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 changes the way we teach and improves the skills developed by our students, making us one of the cutting edge providers of MSW education.
- Improving student quality   By revising and intensifying our recruitment strategy and increasing selectivity for the admissions process we have begun to see stronger students in our all programs.
- 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 during Field Fair, and an online 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 a new director, Sung Seek Moon. In addition, we have a collaboration in Gujarat India, where we cosponsored an international conference on women and had two scholars visit in fall 2014. 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.

- 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 last year, development has greatly improved. Because of several planned gifts, naming gifts for Hamilton College, 2 endowed scholarships, and a donation of art, we will reach campaign goal.

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

- Doctoral Support *Issue:* Recruitment has improved for the PhD program, however we are still not offering competitive support packages. Currently we offer 2 years of support that includes tuition and stipends of $10-$15,000. 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 and $45,000. We have developed some fellowships for students and we also provide over 110 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.
- Imperfect fit between social work goals and academia: *Issue:* While the CoSW is dedicated to community-engaged research, educating excellent practitioners, and operationalizing social work principles, there is sometimes an imperfect fit between these goals and traditional academic metrics. Community-engaged work is time consuming and sometimes difficult to fund using NIH mechanism, thus faculty involved in community-engaged research may look as if they are less productive and be at a disadvantage in academia. Educating practitioners requires instructors with extensive practice experience—these are often our clinical faculty. However, academia traditional views these faculty as less important and worthy of reward than tenure-line faculty. *Plan*: Work with Vice Provost for Community Engagement to address these issues systemically.
- Infrastructure *Issue*: As noted throughout this report, infrastructure expansion is a crucial need for the College. Our student body and faculty ranks have grown, with little commensurate expansion in support staff. In addition, our support staff organization was built when we were a smaller, simpler school and may not be the most efficient organizational structure now that we are a school of 800+ students. *Plans*: Additional support positions can be built over time by writing these positions in grants and using IDCs. System organization will be addressed with new Associate Dean when she arrives in August 2015. Institutional assistance 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 full time clinical faculty. We will continue to advocate the Provost's Office for more funds for tenure track hires. There are also concerns about space if we should be able to hire new faculty—when we move into Hamilton College we will immediately have filled all office space in the building.
- State agency leadership *Issue:* New leaders have been appointed at both SC DSS and SC DHHS, individuals with whom the CoSW has no prior relationship. 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, and Fall 2014 classes and their average SAT and ACT scores**.

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

2. **Freshman retention rate for classes entering Fall 2011, Fall 2012, and Fall 2013. Unavailable from IRA**

		Fall 2011	Fall 2012	Fall 2013
Started	Ended			
		Returned '12	Returned '13	Returned '14
Social Work	Same School	73.9%	-	-
	Other School	4.4%	-	-
	Total	78.3%	-	-

3. **Sophomore retention rate for classes entering Fall 2010, Fall 2011, and Fall 2012. Unavailable from IRA**

		Fall 2010	Fall 2011	Fall 2012
Started	Ended			
		Returned '11	Returned '12	Returned '13
Social Work	Same School	75.0%	54.5%	-
	Other School	0%	21.2%	-
	Total	75.0%	75.7%	-

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

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

5. **Number of entering first professional and graduate students: Fall 2011, Fall 2012, Fall 2013, and Fall 2014 and their average GRE, MCAT, LSAT, etc. (Note: GRE is not required for MSW admission)**

Students Entering as Professional/Graduate Students	Fall 2011	Fall 2012	Fall 2013 (old scoring – new scoring)	Fall 2014 (old scoring – new scoring)
# students/GRE Quantitative	282/438	292/504	296/520-145	326/514-143
# students/GRE Verbal	282/434	292/409	296/430-148	326/451-148

6. **Number of graduates in Fall 2013, Spring 2014, and Summer 2014 by level (undergraduate, certificate, first professional, masters, doctoral).**

Degrees Awarded	Fall 2013	Spring 2014	Summer 2014
Undergraduate	4	35	0
Masters	29	283	8
Certificate*	9	21	8
First Professional	0	0	0
Doctoral	1	0	0
Total	**43**	**339**	**16**

*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). Not available from IRA**

8. **Total credit hours generated by your unit regardless of major for Fall 2013, Spring 2014, and Summer 2014.**

Student Credit Hours	Fall 2013	Spring 2014	Summer 2014
Undergraduate	1788	2132	30
Masters	7356	6896	2130
First Professional	0	0	0
Doctoral	96	171	61
Total	**9240**	**9199**	**2221**

9. **Percent of credit hours by undergraduate major taught by faculty with a highest terminal degree.** **These data were not available from IRA for 2014 and were estimated from in-house data.** **(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 2014	1866	20.0%
Fall 2013	1389	46.44%
Fall 2012	1665	33.3%

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 2014	1866	29.1%
Spring 2013 (fall not available)	1926	31.3%
Fall 2012	1665	35.5%

11. **Number of faculty by title (tenure-track by rank, non-tenure track (research or clinical) by rank), as of Fall 2012, Fall 2013, and Fall 2014 (by department where applicable).**

Tenure Track Faculty	Fall 2012	Fall 2013	Fall 2014	Visiting Faculty	Fall 2012	Fall 2013	Fall 2014
Professor	6	4	5	Professor	0	0	0
Associate Professor	7	6	7	Associate Professor	0	0	0
Assistant Professor	9	11.5	12.5	Assistant Professor	0	0	0
Research Faculty	Fall 2012	Fall 2013	Fall 2014	**Clinical Faculty**	Fall 2012	Fall 2013	Fall 2014
Professor	3	3	3	Professor	0	0	0
Associate Professor	5	3	3	Associate Professor	0	0	0
Assistant Professor	5	4	4	Assistant Professor	2	3	4
Instructors	2	3	2	Instructor	1	1	2
Lecturers	1	1	1				
Professor of Practice	1	1	1	**Adjunct Faculty**	43	34	56

12. 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	+1
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 FY2014.**

Externally Sponsored Research Proposal Submissions for FY 2014		
Institute for Families in Society (IFS)		
NIH	5	$1,096,502
HHS (excl. NIH)	2	$521,475
NSF		
DOD		
DOE		
USDE		
Other Federal	6	$1,233,731
State	1	$14,803
Local Government		
PHI (Non-Profit)	3	$31,700
Commercial	1	$14,000
Other	1	$2,000
Total Proposals Submitted FY 2014 IFS	19	$2,914,211
College of Social Work (Including CCFS)		
NIH	7	$447,861
HHS (excl. NIH)	3	$11,054,753
NSF	1	$100,000
DOD		
DOE		
USDE	1	$12,000
Other Federal	4	$1,071,996
State	4	$833,294
Local Government	1	$3,000
PHI (Non-Profit)	21	$267,447
Commercial		
Other	4	$130,433
Total Proposals Submitted FY 2014 COSW	46	$13,920,784

2. **Summary of external sponsored research awards by funding source for FY2014. Total extramural funding processed through Sponsored Awards Management (SAM) in FY2014, and Federal extramural funding processed through SAM in FY2014.**

Summary of Externally Sponsored Research Awards by Funding Source for FY2014	
Institute of Families in Society (IFS)	
Federal	$10,751,642
State	$14,803
Local Government	
PHI (Non-Profit)	$810,553
Commercial	$14,000
Other	$1,700
Total Funding FY 2014 IFS	$11,592,698
College of Social Work (Including CCFS)	
Federal	$15,698,524
State	$2,395,472
Local Government	$6,000
PHI (Non-Profit)	$712,988
Commercial	
Other	$51,112
Total Funding FY 2014 COSW	$18,864,096

New Extramural Funding Processed through Sponsored Awards Management (SAM)	
Institute for Families in Society (IFS)	
Total for FY2014	$1,658,466
Federal Only	$1,597,963
College of Social Work (Including CCFS)	
Total for FY2014	$8,405,343
Federal Only	$6,010,380

3. Amount of sponsored research funding per faculty member in FY 2014
COSW

All Faculty	# of Faculty	Federal	State	Local	PHI	Com	Other
Assistant Professor	11.5	$21,867	$195		$59,220		$3,605
Associate Professor	6	$5,833			$500		
Professor	4	$13,182					
Research Assistant Professor	4	$3,671,787	$34,342				
Research Associate Professor	3	$224,056	$750,668				
Clinical Assistant Professor	3		$1,287	$2,000	$9,653		$3,217

Amount of sponsored research funding per faculty member in FY 2014 IFS

All Faculty	# of Faculty	Federal	State	Local	PHI	Com	Other
Research Associate Professor	3	$475,524	$4,934		$10,000	$4,667	$567
Research Professor	3	$3,108,357			$260,184		

Sponsored Research Expenditures per tenured/tenure track faculty for FY 2014 COSW

	# of Faculty	
Assistant Professor	11.5	$21,915
Associate Professor	6	$2,833
Professor	4	$4,656

4.   Number of patents, disclosures, and licensing agreements in fiscal years 2012, 2013 and 2014.

FY '12 College	Invention Disclosures	Provisional patent applications	Non-Provisional patent applications	Issued patents
Social Work	0	0	0	0
FY '13 College	Invention Disclosures	Provisional patent applications	Non-Provisional patent applications	Issued patents
Social Work	0	0	0	0
FY '14 College	Invention Disclosures	Provisional patent applications	Non-Provisional patent applications	Issued patents
Social Work	0	0	0	0