



College reaffirmation of accreditation

Goal	Results
Program modifications	<ul style="list-style-type: none"> • Throughout 2023, revised curriculum, courses and policies for BSW & MSW programs
Collect relevant data	<ul style="list-style-type: none"> • Completed in 2023 for self-study, continuing in 2024 for continuous program assessment. • In 2024 will focus faculty and staff retreat on new accreditation standards and expectations.
Submit self study	<ul style="list-style-type: none"> • Written and submitted December 2023
Host site visit	<ul style="list-style-type: none"> • Will complete March 2024- decision to be made Fall 2024

Access and transparency: Reimagining student experience and advancing student success

Goal	Results
Enhance student experience	<ul style="list-style-type: none"> • Address student feedback from the climate and exit survey. Dean meeting with student leaders, will continue. • Enhance and sustain services and resources for students • In 2023 held successful event for scholarship students, gowing in 2024
Strengthen post-graduate experience	<ul style="list-style-type: none"> • Retention assessment and interventions to improve graduation rates • Significant alumni satisfaction efforts- very successful homecoming event, alumni/student mixer, alumni presentations to students- continuing & expanding in 2024.

Inclusive excellence: Increasing community and economic impact

Goal	Results
Increase & strengthen partnerships	<ul style="list-style-type: none"> • Identify current and potential community partners- Dean conducted multiple partner visits in 2023 and will continue in 2024. Creating Dean’s Advisory Board in 2024 and continuing with our Field Education and Workforce Advisory Committee. • Conducted strategic partner interviews & survey for alumni and community partners to assess COSW impressions, used that data in 2023 strategic plan
Define & celebrate our brand identity	<ul style="list-style-type: none"> • In 2023, launched first College branded pop-up apparel shop, created “We Are Changemakers” brand concept- created stickers, building branding, College’s first billboard. Continuing in 2024 Connecting messaging to our impact on South Carolina- Dean presented in 2023 (continuing in 2024) to SC interest groups.

Service and Integrity: Transforming service delivery and promoting operational excellence

Goal	Results
Strengthen & develop systems	<ul style="list-style-type: none"> • Streamline internal administrative systems.- Need to identify a database or system to track prospective applicants, applicants, students and alumni. Determined specific needs and uses for the database. • Have identified SalesForce to meet our needs, worked with Darla Moore School on potential partnership. At standstill due to cost.
Improve organizational climate	<ul style="list-style-type: none"> • Multi-day faculty and staff strategic planning event in Summer 2023 to revise the College’s mission, vision and goals aligned with USC strategic plan. Implementation happening in 2024 and beyond- delayed due to illness and death of College leader, Field Director Melissa Reitmeier. • Excellent retention continues- no faculty or staff losses due to climate. • Cope with faculty illness and loss- the unexpected long-term hospitalization (starting Aug 2023) and Feb 2024 death of Melissa Reitmeier was a significant loss to all faculty, staff, students, community and professional partners. College faculty and staff came together to cover her tasks,



this did lead to some inability to meet goals- as did the prolonged emotional trauma of this loss.

Secure robust
funding
resources

- Increase financial solvency
 - Increased efforts for student recruitment and retention- continuing.
 - We significantly decreased spending and have all expenses approved by Provost's office- we will continue efforts to minimize all costs.
 - Increase grant funding
 - Supporting Institute for Families in Society & Center for Child & Family Studies
 - Associate Dean for Faculty & Research met with tenure track faculty to discuss research goals, assisted with finding appropriate funding outlets & complete applications- will continue in 2024
 - Associate Dean for Faculty & Research hosted research colloquia to foster a culture of research excellence in the college- will continue in 2024
 - Associate Dean for Faculty & Research, Senior Director of Development & Dean working with USC foundations- have increased foundation applications
 - Bridge to Faculty fellow started in 2023, will continue to support her success
 - Tenure track Assistant Professor hired to start Aug 2024
 - Successfully applied for Presidential funding for Tenure track faculty - search in Fall 2024
- Improve development outcomes
 - Senior Director of Development completed onboarding in 2023, hired Assistant Director of Development in 2024.
 - Senior Director of Development exceeded her 2023 goals, asks and visits and in 2024 will complete onboarding of Assistant Director of Development. In 2024, we expect to continue to exceed goals for gifts, asks and visits and are on track to do so.
 - Dean and development team has and will continue to focus on top 25 prospects and increase donor and prospect visits. In 2023 visits were made to major donors who had never been visited before- this will continue and increase in 2024 and strategy for capital campaign will increase.
- Increase student enrollment
 - Partnered with SC DSS to create scholarship and post-grad employment opportunities for students- started MSW student scholarships in addition to BSW student scholarships in 2023- have expanded # of scholarships for MSW students in 2024
 - Systems in place to monitor, assess and act on student retention barriers- will continue
 - In 2023 new recruiter hired- she left after a few months. In 2024 we hired a new recruiter with outstanding potential
 - Continuing to work on transfer pathways with community college systems & USC two-year campuses.
 - Targeted efforts for recruitment for Charleston cohort
 - New online course options for PT students delivered in 2024
 - New graduate certificate program in trauma-informed practice will be submitted 2024
 - New undergraduate elective courses to serve BSW students, social work minors and other student.
 - Proposal for online MSW submitted to USC and CSWE- marketing begins in 2024 with program start in 2025. In 2024: need to staff the online program & target marketing
 - Action related to DSW program on hold in 2023 to create and submit accreditation report in Fall 2023. Will resume DSW planning in 2024.
- In 2024, will enhance & increase for-profit professional development certificate program offerings.

COLLEGE DASHBOARDS

Filter your results:

PI Home Campus All	PI Home College College of Social Work
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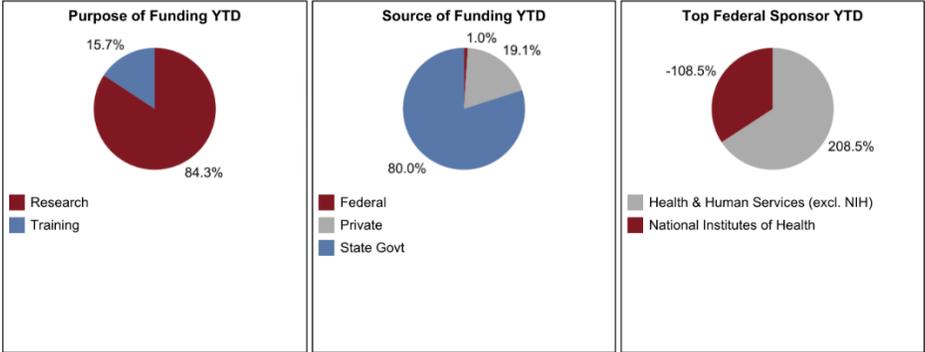
Sponsored Awards Overall Year-to-Date (July-January)

Overall US dollar amount represents current year-to-date of sponsored awards at the University of South Carolina.

\$4,471,431

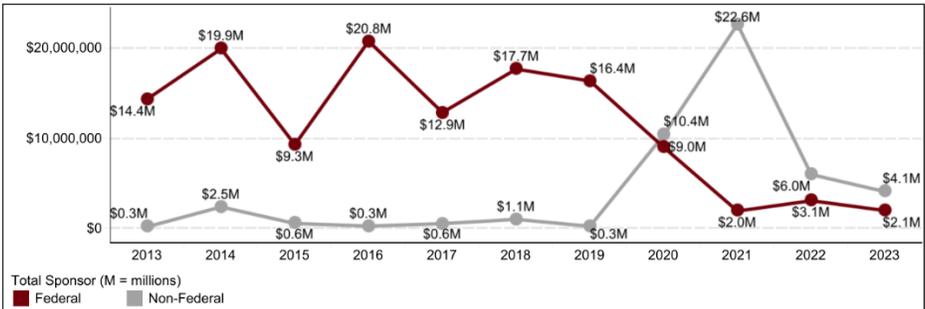
Sponsored Awards Distribution Year-to-Date (July-January)

Pie charts show current year-to-date distribution of sponsored awards by purpose of funding, source of funding, and top federal sponsors.



Sponsored Awards Trend

Graph shows trend lines of federal and non-federal sponsored awards from 2013 to 2023. Amounts are represented in millions of US dollars.



Sponsored Awards Year-to-Date Comparison

Table shows sponsored awards by source year-to-date compared to prior, same point in time, (July-January)

October Fiscal Year-to-Date Comparison
*Data as of January 31, 2024

	2024	2023	% Change
Federal	43,524	794,787	5%
Private	852,481	260,086	328%
State Govt	3,575,426	1,447,028	247%
Grand Total	4,471,431	2,501,901	179%

Sponsored Awards Fiscal Year Comparison

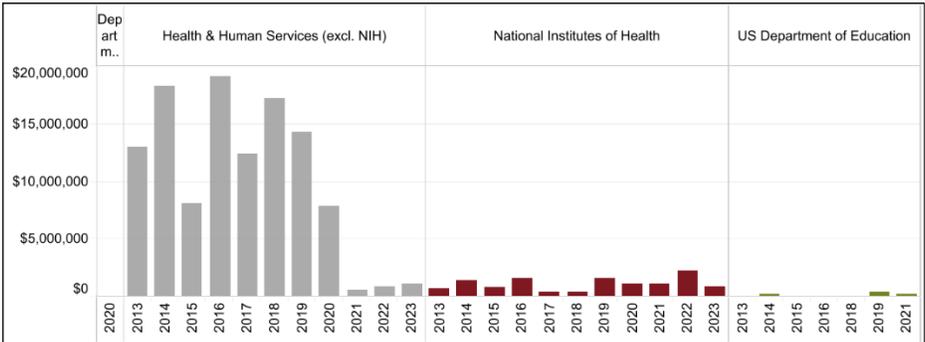
Table shows sponsored awards by source in year 2023 compared to prior, selected year.

Compare to: 2022

	2023	2022	% Change
Federal	2,052,161	3,142,621	65%
Private	280,982	503,479	56%
State Govt	3,860,336	5,519,838	70%
Local Govt		8,600	0%
Grand Total	6,193,479	9,174,538	68%

Sponsored Awards Trend by Top Federal Sponsors

Length of bar shows total sponsored awards by year and top federal sponsors.





Departmental Employee Trends

Campus: USC Columbia | **College:** College of Social Work | **HR Department:** All | **Faculty / Employee Type:** All

Data Filtering

Campus
USC Columbia

College / Administrative Area
College of Social Work

HR Department
All

Faculty / Employee Type
All

Headcount Range
by Race / Ethnicity

1
151

	2017			2018			2019		2020		2021		2022		2023	
	Men	Women	Unknown	Men	Women	Unknown	Men	Women								
Full Time Tenured Admin Faculty		1			1			1								1
Full Time Tenure Faculty	5	9		4	9		4	10	5	11	3	10	3	9	4	8
Full Time Tenure Track Faculty	2	6		4	5		4	3	3	1	3	1	3	1	2	1
Full Time Non-Tenure Track Faculty	4	10		5	9		5	11	11	24	8	24	7	25	6	21
Part Time Faculty	12	32		4	19		10	23	8	21	8	23	7	25	5	19
Full Time Staff	5	20		5	18		7	20	7	19	6	19	5	16	6	15
Temporary	15	72	1	16	75		24	89	13	65	12	53	6	26	7	30
Grad Assistant	18	115	4	13	94	4	9	72	5	62	8	68	9	61	9	62
Grand Total	61	265	5	51	230	4	63	229	52	203	48	198	40	163	39	157

	2017			2018			2019		2020		2021		2022		2023	
	Men	Women	Unknown	Men	Women	Unknown	Men	Women								
American Indian / Alaskan		1						1								
Asian	2	5		2	2		2	3	3	3	3	2	3	3	2	4
Black or Africa American	15	80		11	73		10	81	9	71	9	65	5	48	5	52
Hispanic	2	7		1	8		3	11	2	7	2	11	1	8	2	8
Native Hawaiian								1		1		1		1		1
White	35	151	1	30	112		42	123	36	110	33	102	29	88	27	83
Two or More Races		3		1	6		1	4		4		3	1	2		2
Non-resident Alien	2	8	4	3	5	3	5	4	2	6	1	14	1	13	3	7
Race/Ethnicity Unknown	5	10		3	24	1		1								
Grand Total	61	265	5	51	230	4	63	229	52	203	48	198	40	163	39	157

****NOTES ON DATA:**
Trends of employed Faculty and Staff across seven Academic Years (Fall Terms only) across USC System. **Race, Gender, Employee Type and Department are defined and reported by the Office of Institutional Research, Assessment and Analytics.**

FROZEN DATA

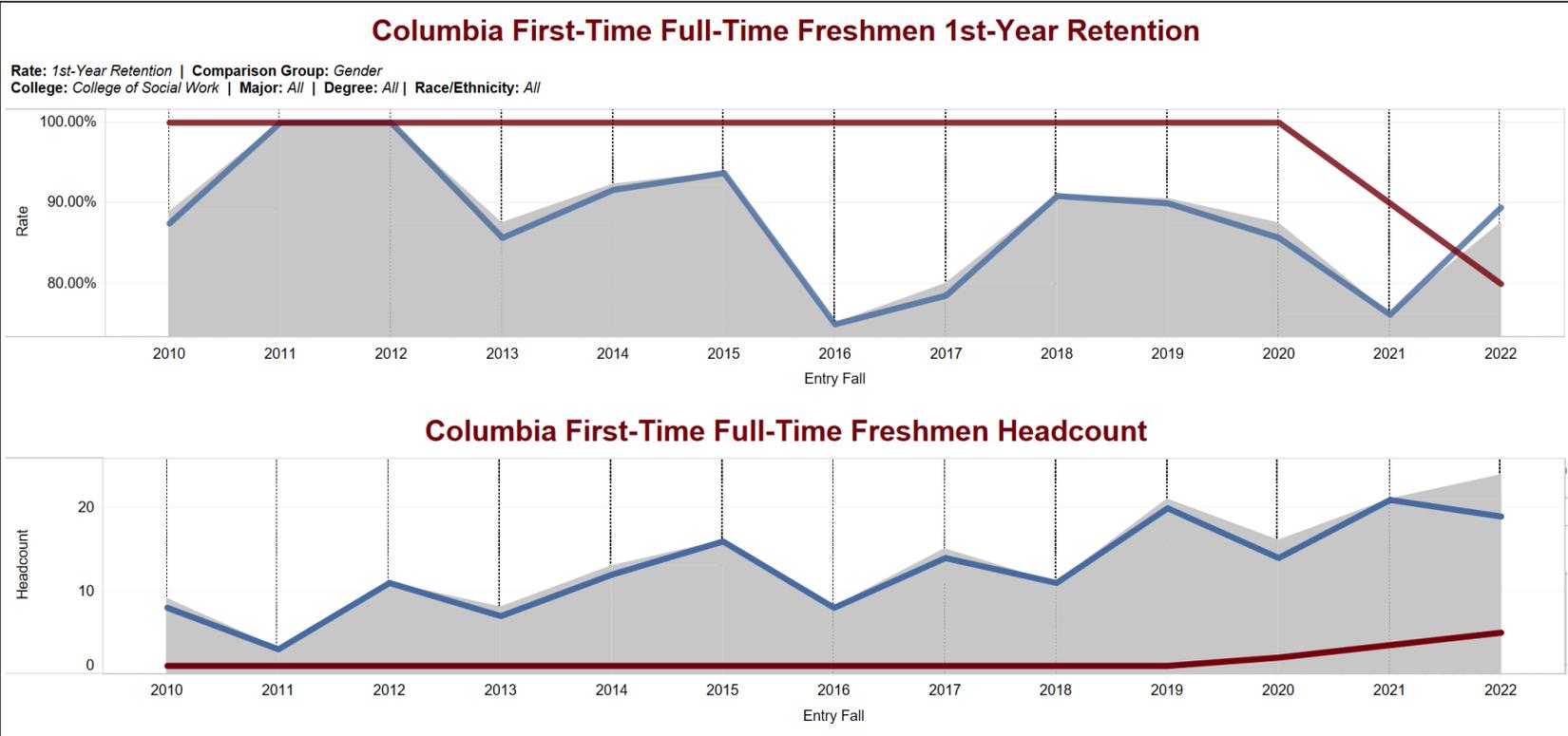


- Admissions
- Enrollment
- Credit Hours
- Degrees Awarded
- Retention & Graduation
- Faculty & Staff

Data Filtering

Rate	1st-Year Retention
College	College of Social Work
Academic Department	All
Major	All
Degree	All
Race / Ethnicity	All
Comparison Group	Gender

■	Overall
■	Men
■	Women



****NOTES ON DATA:**
Trends of retention and graduation across 13 Academic Years (Fall Terms only) at the Columbia campus. Headcounts and rate yields are based on incoming first-time, full-time Freshmen (Freshmen cohort) in the Fall semester. Retention yields are based on a Freshman cohort starting in Columbia and being retained the following years at Columbia. Graduation yields are based on a Freshman cohort starting in Columbia and graduating within four or six years at the Columbia campus. College-to-College retention and graduation yields can also be observed by selecting the "Same College" rate options in the top left corner filter menu. Multi-color trend lines refer to the headcount and rates yields of Freshmen cohort by Gender comparison. Cohorts who may have passed away before earning a degree at USC are included. The gray area trend refers to the overall rate yield and headcount of the entire Freshmen cohort. **Definitions Race, Gender, Under-Represented Minority, First-Generation, and Residency are defined and reported by the Office of Institutional Research, Assessment and Analytics.**

FROZEN DATA



Admissions

Enrollment

Credit Hours

Degrees Awarded

Retention & Graduation

Faculty & Staff

Degrees Awarded by Primary Major / Secondary Major - Head Count and GPA

Campus: USC Columbia | College: College of Social Work | Academic Department: All | Major: All | Degree Type: All

Data Filtering

Campus
USC Columbia

College
College of Social Work

Academic Department
All

Major
All

Degree Type
All

Primary Major

Degree Display	2018-2019 Primary Major	2019-2020 Primary Major	2020-2021 Primary Major	2021-2022 Primary Major	2022-2023 Primary Major
BSW (Bachelors)	45 (3.5)	28 (3.57)	34 (3.53)	42 (3.58)	39 (3.7)
MSW (Masters)	225 (3.88)	197 (3.84)	152 (3.85)	149 (3.89)	170 (3.85)
PBCERT (GRAD Certificate)	29 (3.81)	27 (3.79)			
PBCERT (Post-Bachelors Certificate)			20 (3.82)	11 (3.91)	21 (3.92)
PHD (Doctoral)	3 (3.86)	1 (3.72)	2 (3.67)	3 (3.96)	4 (3.78)
Grand Total	302 (3.81)	253 (3.8)	208 (3.79)	205 (3.83)	234 (3.83)

Degrees Awarded by Race/Gender

		2018-2019		2019-2020		2020-2021		2021-2022		2022-2023	
		Primary Men	Women								
BSW (Bachelors)	Asian		2		2		1				1
	Black or African Ameri..	1	8	1	4	4	5		7	2	5
	Hispanic		3				1	1	4	1	1
	Non-resident Alien								1		
	Race/Ethnicity Unknown									2	
	Two or More Races		4		4		1		2		4
	White	3	24	1	16	4	18	1	24	3	22
MSW (Masters)	American Indian or Ala..										1
	Asian		3	1	1		2		1		
	Black or African Ameri..	7	47	9	44	5	41	6	29	1	42
	Hispanic		11		5		6		8		8
	Non-resident Alien										

****NOTES ON DATA:**

Trends of all degrees awarded for the past five Academic Years (Fall, Spring, Summer) at USC System (all eight campuses). Primary major counts refer to all degrees awarded that were identified as being the primary program of study. Secondary major counts are additional majors awarded (mutually exclusive) to students who pursued a particular program of study in addition to Primary Program of Study students. Aggregates in parantheses refer to the final USC GPA associated with each student awarded a degree. **Race and Gender are defined and reported by the Office of Institutional Research, Assessment and Analytics.**

FROZEN DATA



Admissions
Enrollment
Credit Hours
Degrees Awarded
Retention & Graduation
Faculty & Staff

Data Filtering

Academic Year
 All

Academic Period
 All

Campus
 USC Columbia

College
 College of Social Work

Course Department
 All

Subject
 All

Course Level
 All

Total Range of Course Billing ..
 1 672

Student Credit Hours by Course Department and Course Level

Academic Year: All | Academic Period: All | Campus: USC Columbia
 College: College of Social Work | Course Department: Social Work | Subject: All | Course Level: All

Department Desc	Course Level Desc	Academic Year / Academic Period															Grand Total
		2018-2019			2019-2020			2020-2021			2021-2022			2022-2023			
		Fall 2018	Spring 2019	Summer 2019	Fall 2019	Spring 2020	Summer 2020	Fall 2020	Spring 2021	Summer 2021	Fall 2021	Spring 2022	Summer 2022	Fall 2022	Spring 2023	Summer 2023	
Social Work	Lower Division	312	300		351	426		297	297	15	258	333	15	324	291	30	3,249
	Upper Division	1,263	1,344	3	1,044	1,203		1,257	1,488	51	1,386	1,515	21	1,200	1,401	87	13,263
	Senior/Graduate	4	7			5			4			1			40		61
	Graduate (Masters and ...)	5,424	5,136	1,478	4,632	4,440	1,245	4,520	4,378	1,109	4,196	4,055	1,147	4,055	3,885	982	50,682
Grand Total		7,003	6,787	1,481	6,027	6,074	1,245	6,074	6,167	1,175	5,840	5,904	1,183	5,579	5,617	1,099	67,255

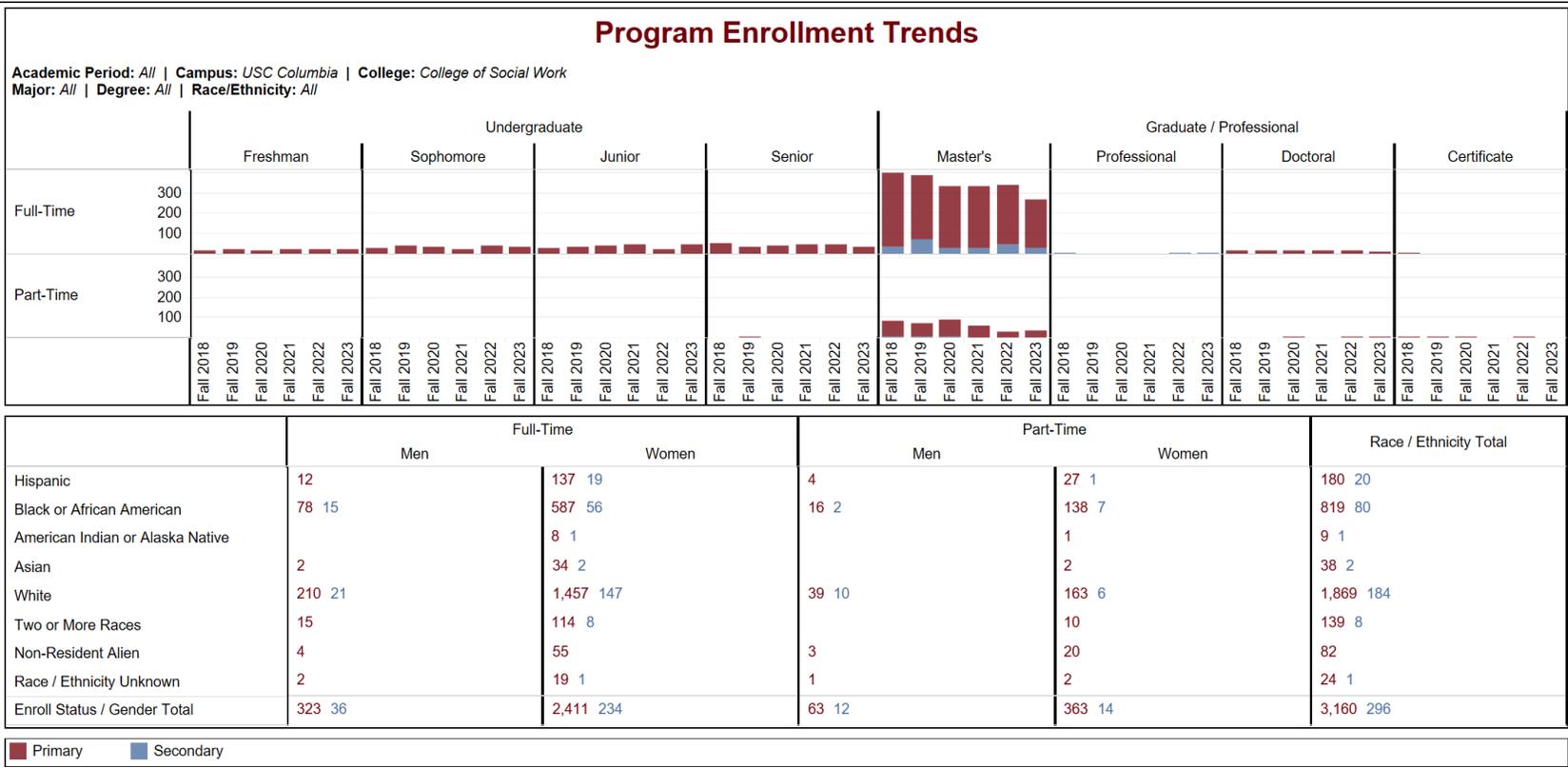
Course/Title	Academic Year / Academic Period															Grand Total
	2018-2019			2019-2020			2020-2021			2021-2022			2022-2023			
	Fall 2018	Spring 2019	Summer 2019	Fall 2019	Spring 2020	Summer 2020	Fall 2020	Spring 2021	Summer 2021	Fall 2021	Spring 2022	Summer 2022	Fall 2022	Spring 2023	Summer 2023	
SOWK201 Intro/Social Work & Social Welf	162	153		204	222		147	150		165	213					1,416
SOWK201 Introduction to Social Work													183	147	9	339
SOWK222 Social Welfare Inst, Pol & Prg	150	147		147	204		150	147	15	93	120	15				1,188
SOWK222 Social Welfare Policies													141	144	21	306
SOWK303 Soc Welfare Serv - Child/Youth	126	57		111	90		78	102		153	156					873
SOWK303 Social Work with Children													186	204	48	438
SOWK304 Soc Welfare Sr- Older/Families				54			78				24					156
SOWK304 Soc Welfare Srv- Families/Aged	33															33
SOWK305 Gender, Race & Social Justice													69	111	33	213
SOWK305 Soc Welfare Srv-Wmn/Minorities	72	60		78	66		78	75	45	75	75	15				639
SOWK307 Int'l Social Work & Soc Justice	63	75		60	87		75	99		75	75					609

****NOTES ON DATA:**
 Trends of total credit hour production for the past five Academic Years (Fall, Spring, and Summer) at the Columbia and Palmetto College campuses. Total credit hours refer to credit hours billed to all students registered for a course(s) at a particular campus, college and department. **Course Department and Course Level are defined and reported by the Office of Institutional Research, Assessment and Analytics.**

NEARLY LIVE



Data Filtering	
Academic Period	All
Campus	USC Columbia
College	College of Social Work
Academic Department	All
Student Level	All
Class Rank	All
Major	All
Degree	All
Enrollment Status	All
Race / Ethnicity	All



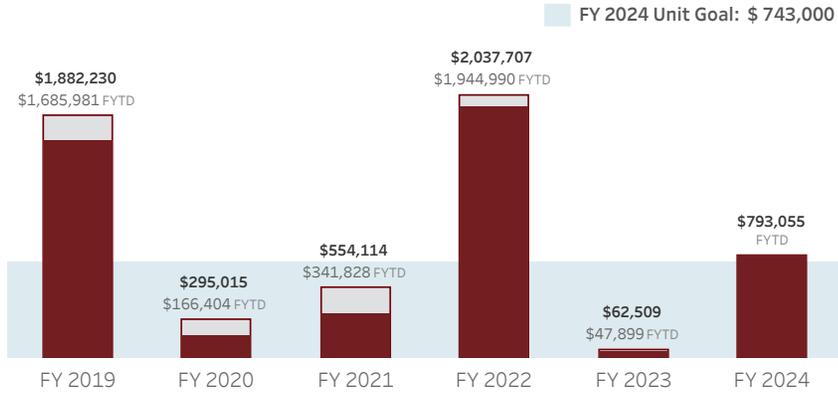
****NOTES ON DATA:**
 Trends of enrolled students for the past six Academic Years (Fall Terms only) at the Columbia and Palmetto College campuses. Headcounts are based on distinct students pursuing a program of study in a particular campus and college. Primary counts refer to all enrolled students with a program of study identified as their Primary program of study. Secondary counts are additional students (mutually exclusive) pursuing a particular program of study in addition to Primary Program of Study students. **Definitions Race, Gender, Class Rank, Student Level and Enrollment Status are defined and reported by the Office of Institutional Research, Assessment and Analytics.**

FROZEN DATA

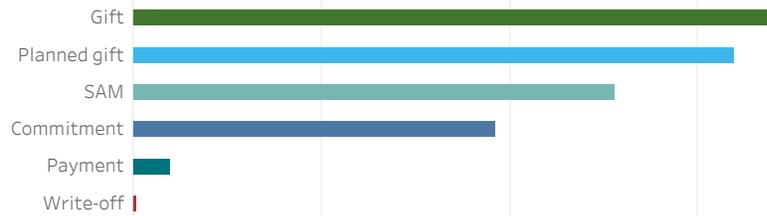


Social Work Performance

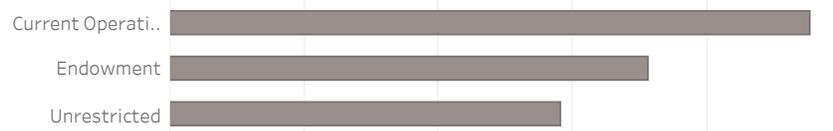
FYTD - Production



Gift Category



Funding Type



FYTD - Cash Receipt



Social Work Team

Production Credit

	FY 2024		FY 2023	
	\$ Raised	SUM([Raised_Am..	\$ Raised	SUM([Raised_Am..
White, Stephanie	\$886,017	886.02%	\$27,119	27.12%

Asks

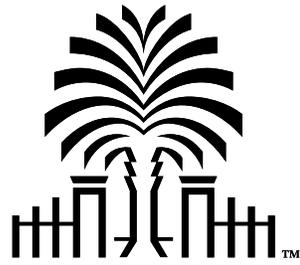
	FY 2024		FY 2023	
	# Asks	% Asks Goal	# Asks	% Asks Goal
White, Stephanie	11	110.0%	5	125.0%

Visits

	FY 2024		FY 2023	
	# Visits	% Visit Goal	# Visits	% Visit Goal
White, Stephanie	54	63.5%	54	63.5%

Non-Social Work Team Production Assists/Collaboration

	FY 2024	FY 2023	FY 2022
Daniels, Wes			\$100,000
Duncan, LaTanza			\$25,000
Foster, Eleanor	\$250,000		\$1,452,047
McCormack, Jennifer		\$3,000	
Segars, Chris		\$36,490	\$383,827
Shelek, Christine	\$603,500		



UNIVERSITY OF
South Carolina

College of Social Work

University of South Carolina

College of Social Work

Five Year Strategic Plan

October 1, 2023 | September 30, 2028

IN 2028
we will be



VALUED
ENGAGING **COLLABORATIVE**
INSPIRING WELL-FUNDED
ENERGIZING INCLUSIVE
CREATIVE **THRIVING** EXCITED

#1

THE #1 PREMIER SOCIAL WORK PROGRAMS

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Thriving



Dear College of Social Work Community,

It is my pleasure to present to you the College of Social Work's 2023-2028 Strategic Plan. This plan is the result of our faculty and staff coming together to align our strategic directions, set goals, and devise strategies to guide us in the coming years. Our work was guided by rich feedback from stakeholders, alumni, and students. The College of Social Work team was thoughtful and thorough in their discussions that led to these strategic decisions. This Strategic Plan serves as our guiding compass, providing a clear direction that will steer us toward our goals as a college and the larger Strategic Priorities of the University of South Carolina.

As we stand at the threshold of a new journey filled with both challenges and opportunities, it is imperative that we chart a course that not only navigates the complexities of our ever-evolving landscape but also ensures our continued growth and success. To do this, we welcome the support of the students, alumni and the community in helping us to achieve our goals.

I very much look forward to these next five years.

Thank you,



Teri Browne, PhD, MSW
Dean and Professor



The University of South Carolina's Strategic Plan

The College of Social Work's success is linked with the overarching goals and aspirations of the University of South Carolina. In the endeavor to construct this strategic plan, a crucial consideration was alignment with the broader strategic plan of the University as a whole. The three strategic directions outlined by the University of South Carolina's strategic plan offered a comprehensive roadmap for the College of Social Work to utilize.

In the endeavor to construct this strategic plan, a crucial consideration was alignment with the broader strategic plan of the University as a whole. This offered a comprehensive roadmap for the College of Social Work to utilize.

However, it is important to acknowledge that while shared strategic directions exist, the College of Social Work possesses its own unique strengths, challenges, and ambitions. Therefore, customized goals, strategies, and objectives were created within each of these shared strategic directions over a two-part strategic planning retreat attended by faculty and staff of the College of Social Work. This tailored approach allows for the leveraging of the College's unique strengths, the addressing of program-specific opportunities, and meaningful contributions to the overall success of the University of South Carolina.

This report delves into the details of the College of Social Work's strategic plan, outlining the goals that will guide the college in the next five years. An unwavering commitment to excellence, integrity, and access underpins every decision made as the College of

Social Work and its stakeholders collectively shape a brighter future for the state of South Carolina and the field of social work.



**We ARE
CHANGE MAKERS**

The University of South Carolina's Strategic Design

VISION STATEMENTS

Our Students Change the World for the Better

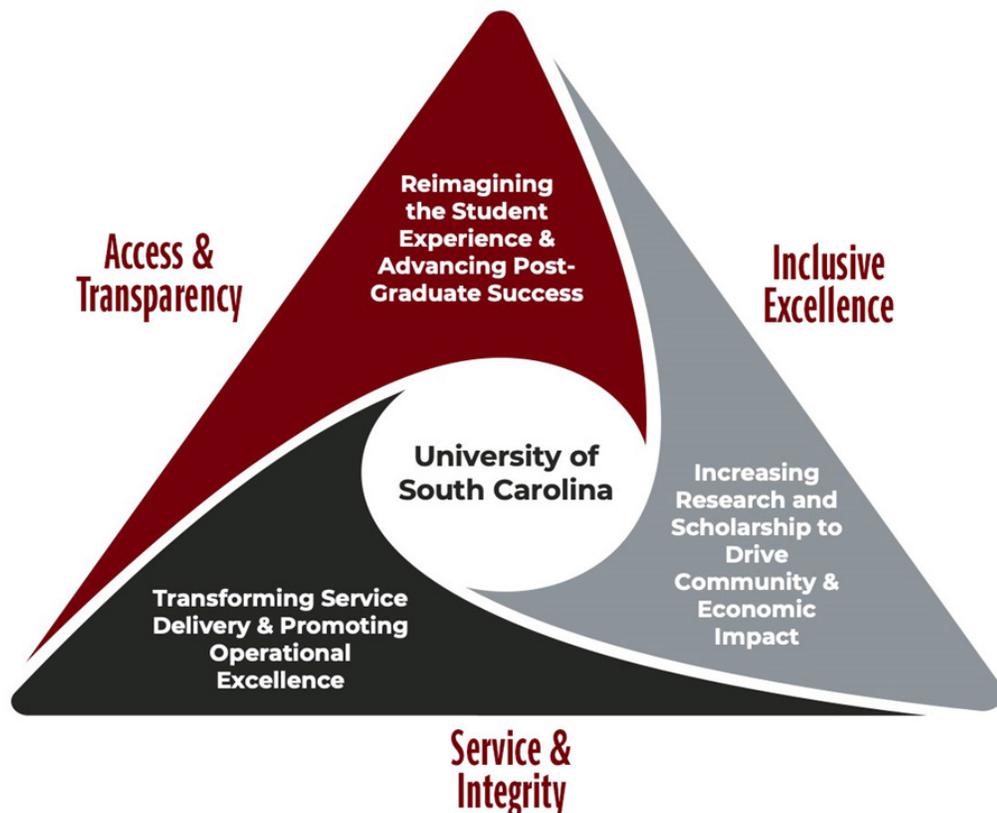
Using their knowledge to build a better future.

Our Faculty and Staff are Innovators

Bringing ideas and solutions that advance the state, nation, and world.

Our Institution is Committed to Operational Excellence

*Redesigning operations and enhancing delivery for
faculty, staff, students, and the community.*



The College of Social Work's Vision, Mission and Values

Vision

Our vision is to be a leading institution for innovative, interdisciplinary approaches to educating social work practitioners and scholars, conducting research, and serving as a catalyst for positive social change.

Mission

The College of Social Work drives positive change through innovative teaching, dynamic research, public service, and experiential learning to empower communities, expand belonging, transform systems, and prepare the next generation of social work leaders.

Values

Community, Excellence, Competence, Fairness, Integrity, Relationships

We ARE
CHANGE MAKERS
College of Social Work



UNIVERSITY OF
South
Carolina

Inspiring



The College of Social Work's Strategic Design/Framework

SERVICE AND INTEGRITY

Transforming service delivery and promoting operational excellence.

For the College of Social Work, the current status of service and integrity can best be maintained and improved over the next five years by focusing on streamlining internal administrative systems and securing additional funding. This will allow for the financing of initiatives meant to improve the accessibility of on-campus and virtual spaces as well as improve the stakeholder experience.

The following goals have been identified to address this:

- **Strengthen and develop systems**
- **Secure robust funding resources**



The College of Social Work's Strategic Design/Framework

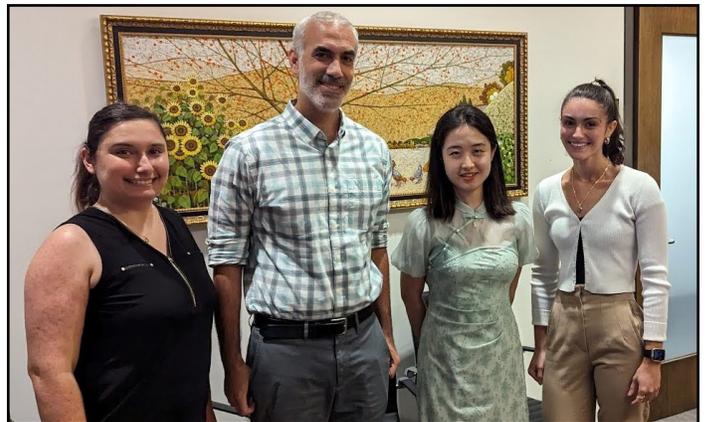
ACCESS AND TRANSPARENCY

Reimagining student experience and advancing student success.

Access and transparency are essential to the College of Social Work. Within the context of the College, this dedication will best be seen through improving graduation rates, student and alumni satisfaction, and the ability to meet the needs of students through the programs offered. By committing to the following goals, the College of Social Work will improve the student experience and advance student success.

The following goals have been identified to address this:

- Enhance the student experience
- Strengthen post-graduate experience
- Increase online and in-person enrollment



The College of Social Work's Strategic Design/Framework

INCLUSIVE EXCELLENCE

Increasing research scholarship to drive community and economic impact.

The College of Social Work views research and community engagement as paramount to their mission. By 2028, inclusive excellence will be demonstrated through initiatives meant to increase community trust and build a stronger presence in South Carolina and its social work communities. We will achieve this by improving upon existing partnerships and building new ones to best meet the needs of South Carolina communities, and by promoting the excellent work already achieved.

The following goals have been identified to address this:

- Increase and strengthen partnerships
- Define and celebrate our brand identity



Valued



STRATEGIC DIRECTION ONE

SERVICE AND INTEGRITY

Transforming service delivery and promoting operational excellence

Key Performance Indicators

- Established database and structure
- Increased accessibility in physical spaces and processes

GOALS

STRENGTHEN AND DEVELOP ORGANIZATIONAL SYSTEMS

Strategies and Objectives

Identify a database or system to track prospective applicants, applicants, students and alumni.

- Determine specific needs and uses for the database
- Pull information from existing systems for reports
- Within the next two years, identify three potential systems (such as SalesForce)
- Begin use of content management system by year three
- Have a usable content management system in place by year four

Develop inclusive policies

- Identify and create policies

Conduct “360-Degree Evaluations” to determine individual strengths and college objectives.

Our Building Blocks

- *Our reputation*
- *Strength of faculty and their relationships with students*
- *Student services*
- *Human Resources staff*
- *Finance Department*
- *Practicum office*
- *Collaborations with USC colleges and schools*
- *Partnerships with state agencies, social work employers, and community stakeholder organizations*
- *Alumni success*

SECURE ROBUST FUNDING RESOURCES

Strategies and Objectives

Increase for-profit professional development certificate program offerings.

- Increase our resource base
- Develop more continuing education units (CEUs)
- Increase partnerships with organizations to encourage funding CEU courses for employers
- Create short courses or online modules for alumni and others (i.e., mini- or micro-courses)
- Determine an effective fee structure and identify payment and/or compensation models
- Pinpoint the specific type of courses to create and identify and develop methods to market them

Develop grant funding

- Enhance our team's grant writing skills
- Proactively seek out grant opportunities
- Be more intentional regarding identifying and obtaining federal funding

Increase scope of donor pool

- Target a diverse group of individuals and business/industry entities
- Help facilitate conversations and a “culture of giving” within the College of Social Work

Increase student enrollment in all programs



Inclusive



STRATEGIC DIRECTION TWO

ACCESS AND TRANSPARENCY

Reimagining the student experience and advancing student success

Key Performance Indicators

- Increased graduation rate
- Increased student retention rate
- Increased first-time pass rate on licensure exam

GOALS

ENHANCE THE STUDENT EXPERIENCE

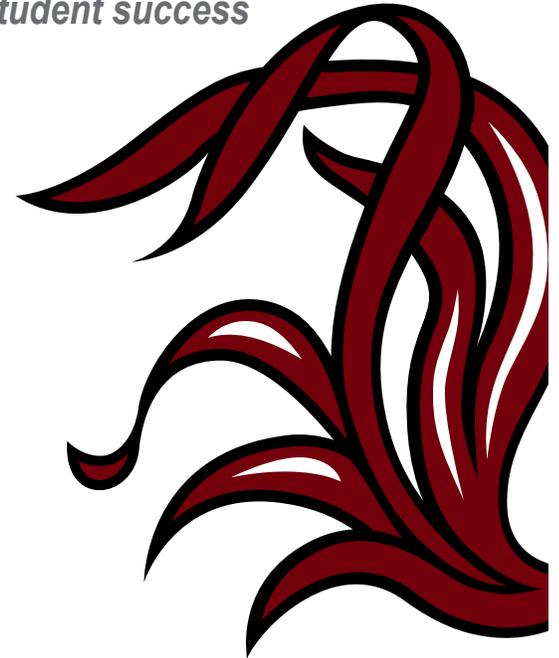
Strategies and Objectives

Address student feedback from the climate and exit survey

- Utilize outside resources to obtain and assess student climate feedback

Enhance and sustain services and resources for students

- Improve access to resources and services such as basic needs, mental and physical healthcare, etc.
- Create a referral form for basic needs and mental health services to go to a new in-house case manager, a counselor, or affiliated organization



STRATEGIC DIRECTION TWO

STRENGTHEN THE POST-GRADUATE EXPERIENCE

Strategies and Objectives

Engage and connect with our alumni

- Bring alumni together for training, events, etc.
- Use social media to communicate with alumni
- Expand the alumni database
- Build core alumni leaders

Serve the needs of the alumni

- Offer alumni a fee-based or tiered membership that includes perks
- Encourage sponsors to help with membership dues
- Incentivize faculty involvement

Equip alumni with the skills needed to succeed

- Expand CEU offerings, including both free and fee-based options
- Offer micro-credentials and trainings
- Grow the College of Social Work staff in charge of CEUs and certifications



INCREASE ONLINE AND IN-PERSON ENROLLMENT

Strategies and Objectives

Foster workforce development partnerships to place students and employ graduates

- Recruit agency partners, state agencies, private and public organizations

Launch MSW and DSW online programs

- Obtain Graduate Council approval of MSW program
- Begin online MSW classes in 2025
- Begin process for online DSW program

Increase clinical curriculum and course offerings

- Create a task force to develop a clinic, potentially with USC
- Enhance clinical curriculum, looking at course titles

Launch innovative, multi-pronged recruitment strategies

- Faculty and staff participate in recruiting
- Prospective students visit MSW or BSW classes



Our Building Blocks

- *Strength of social media presence*
- *Open admissions process*
- *Regular online communications*
- *Diversity of student body*
- *Strong student services*
- *Improvements to the website*
- *Improved application process*
- *Improved advising*
- *Redesigning courses/curriculum*
- *Involvement with USC's U101*

Collaborative



STRATEGIC DIRECTION THREE

INCLUSIVE EXCELLENCE

Increasing research scholarship to drive community and economic impact

Key Performance Indicators

- Increase student research opportunities
- Improve reputation in the research field
- Increase post-graduate professional development and training opportunities

GOALS

INCREASE AND STRENGTHEN PARTNERSHIPS

Strategies and Objectives

Identify current and potential community partners

- Conduct an environmental scan of community partners in South Carolina
- Identify key university partners to target for strengthening; build on dual-degree program partnerships

Assess the strength and quality of existing external relationships

- Identify gaps in partnerships to target organizations' mutual growth potential
- Administer a partnership survey to assess strength of collaboration and quality of relationships

Enhance and strengthen relations within the college and university

- Administer a partnership survey among faculty, staff, and students in South Carolina

College of Social Work's Building Blocks

- *Variety of our research*
- *Interdisciplinary research*
- *Institute for Families in Society (IFS)*
- *Center for Child and Family Studies (CCFS)*
- *Community engagement initiatives*

DEFINE AND CELEBRATE OUR BRAND IDENTITY

Strategies and Objectives

Define and establish the College of Social Work's brand

- Build on the “We Are Changemakers” brand concept
- Develop consistent messaging
- Adapt to specific stakeholder groups

Maximize effective communications

- Use platforms consistently
- Create visual prototypes and design templates
- Evaluate current protocols, systems, and feedback loops

Emphasize community presence

- Prioritize current engagements, community leadership, and student involvement
- Connect messaging to our impact on South Carolina



**We ARE
CHANGE MAKERS**
College of Social Work



CALL TO ACTION

Now the real work begins!

Priorities have been made. Strategies have been outlined and objectives have been identified. The University of South Carolina's College of Social Work needs your help to realize each of the visions set for Service and Integrity, Access and Transparency, and Inclusive Excellence.

This is a five-year strategic plan. Not a one-year or even a three-year plan.

1. Pick a priority you would like to support.
2. Review the strategies and objectives to see which one suits your role and skills.
3. Get with your network, engage the help of the College of Social Work, and put together an implementation plan. (You can start with the first 90 days.)
4. Meet every 90 days to share progress, identify blocks and barriers, and then plan the next 90 days!



SUMMARY

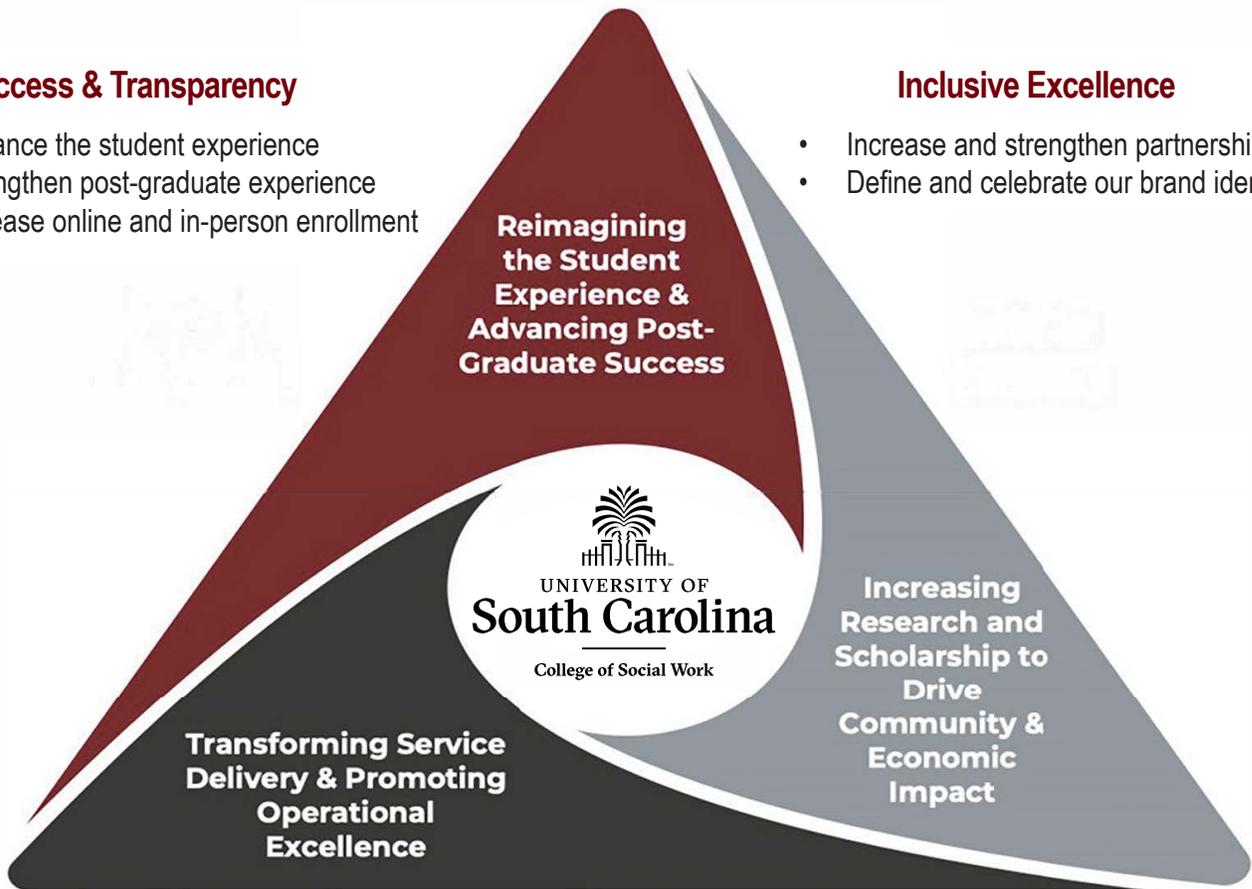
As noted in the introduction to this document, alignment with the broader strategic plan of the University as a whole was crucial to our success. We built on the three strategic directions outlined by the University of South Carolina's strategic plan to develop the College of Social Work's focus on Access & Transparency, Inclusive Excellence, and Service & Integrity.

Access & Transparency

- Enhance the student experience
- Strengthen post-graduate experience
- Increase online and in-person enrollment

Inclusive Excellence

- Increase and strengthen partnerships
- Define and celebrate our brand identity



Service & Integrity

- Strengthen and develop systems
- Secure robust funding resources



Excited



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