Portland State University
School of Social Work

2023–2025 Strategic Plan

School of Social Work
PORTLAND STATE UNIVERSITY

Vision

We envision a world where all people lead fulfilling lives in affirming, just, and equitable communities.

Mission

Rooted in justice, relationship, and community collaboration, PSU SSW advances knowledge and creates social change through teaching, research, practice, and advocacy.

Values

1. **Collective Care:** We strive to prioritize collective well-being and promote a culture of dignity and respect.
2. **Responsive Learning:** We strive to provide accessible, high-quality education focused on the transformation of self and society.
3. **Knowledge that Serves:** We strive to cultivate rigorous research and scholarship that creates change.
4. **Community Partnership:** We strive to prepare skilled practitioners to address critical community issues by partnering and listening to communities.
5. **Social Change:** We work toward creating an economically, socially, and racially just world in which resources and opportunities are equitably distributed.

Position

Created by the Oregon legislature to meet the workforce needs of the state, the PSU School of Social Work has evolved into a dynamic national leader of social change. The School provides accessible interdisciplinary educational opportunities and actively works to bring about structural change through its teaching, training, workforce development, research, and advocacy.

Imperatives	Objectives	Initiatives
Enhance Community Impact	1. Year over year increase in Net Promoter Score or similar sentiment survey scores from community partners and members 2. Improve year over year engagement from identified communities 3. % increase in community-based research opportunity year over year 4. Year over year increase in measures of media attention and reach 5. Increase recognition/rewards and value for service and public work for the University through promotion and tenure	1. Host civic and cultural events, create activities, and provide a space for convening to bring our community together and to the PSU campus 2. Enhance accountability and repair community relationships in all regions of the state 3. Create cross-project infrastructure & tools to support community partner involvement in research, education & scholarship. 4. Affirm and amplify the impact of our work outside academia. 5. Develop distinct centers of excellence 6. Increase not-for-credit educational opportunities (in-service, CEU, training, community engagement) for non-enrolled students
Enhance DEI	1. X% of SSW's faculty and staff are from specific demographic groups by 2025. 2. Year over year increase in percentage of students successful gaining degrees from specific demographic groups. 3. Increase job satisfaction / improve climate for BIPOC and other marginalized faculty, staff and students. 4. Year over year increase in staff, faculty, student, and partner perception of SSW's effectiveness at meeting DEI goals. 5. X% of courses with identified DEI issues have been revised by 2025	1. Create an office of DEI and hire a leadership position (Cabinet-level. Asst or Assoc Dean. With a budget.) to lead DEI work for the school, including bridging DEI efforts across all programs and centers 2. Evaluate the state of DEI across the school and document next steps, goals and definitions through a DEI Plan. 3. Improve Internal Systems That Support a Collective Culture
Improve Internal Systems That Support a Collective Culture	1. Increase number of collaborations across centers and programs by x% 2. Year over year improvement in staff, faculty, and student/alumni satisfaction 3. Increase faculty and staff job stability and retention by x% 4. X% of key processes and procedures are documented and accessible	1. Create a regular practice of recognizing and rewarding staff, faculty and students who are living into the school's values 2. Create more opportunities for faculty, staff, and students in research, teaching and fieldwork to have greater collaboration 3. Review key processes and develop how-to guides for departments, committees, positions, and processes 4. Regularly assess drivers of satisfaction and retention and develop a plan for improvement 5. Determine and provide key opportunities for professional growth and development for faculty and staff 6. Implement an internal communication plan
Innovate and Strengthen Funding Streams	1. Increase scholarship $ amount by x% 2. Increase collaborative grant submission by x 3. Increase external (research, infrastructure, sponsored projects, etc.) funding by x% 4. Increase emergency funding $ by x%	1. Develop and seek out scholarships and other educational funding opportunities to free up discretionary funding 2. Develop partnerships with potential donors 3. Fund the Assoc. Dean of Research and Sponsored Projects position 4. Align x% of future tenure-track hires with external funding priorities, existing research areas, and community priorities