

UNIVERSITY OF MANITOBA FACULTY OF SOCIAL WORK

STRATEGIC PLAN 2016 - 2020



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Strategic Plan 2016 - 2020



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Faculty of Social Work

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MESSAGE FROM THE DEAN

Our Faculty is charged with very important responsibilities. We prepare future social workers for professional practice in a wide range of fields, including child welfare, mental health, community development, and social policy. We contribute to the creation of knowledge on social work practice, human service effectiveness, and conditions for a more just and equitable society. We serve various communities close by and far away, as they strive to meet their needs and create a better life for their members.

With these vital responsibilities in mind, our Faculty has been engaged since May 2014 in an exercise to chart our course, renew our commitment, and think about how to make the best possible use of our human and financial resources. A hypothetical list of all worthy projects and external demands that might be tackled by our Faculty would be very long indeed. In reality, we are faced with significant constraints on our operational funding and an uncertain future in regard to revenue for post-secondary education. It is now more important than ever to set priorities and decide what we can and cannot do as we move forward, in order to ensure the ongoing integrity and quality of our teaching, research, and community engagement.

This Plan will help us to chart our course over the next five years, and to build on the stellar work done by our Faculty since its founding in 1943. We have a broad and deep legacy upon which to draw. Winnipeg and Manitoba have been an historical meeting place for Indigenous peoples, settlers, and waves of newcomers. Our part of the world has been pivotal in struggles for social justice and human rights. Our social work forerunners include J.S. Woodsworth, who first put social work and social welfare on the map in Winnipeg, and Helen Mann, who played a key role in building up the foundations of professional education in social work at the University of Manitoba. In more recent years, our University and our Faculty have become strongly committed to truth and reconciliation between Indigenous peoples and settler populations.

We have a solid foundation upon which to build, and great opportunities to chart our course in Social Work in Manitoba in the years ahead.

James P. Mulvale, MSW, PhD, RSW

Dean, Faculty of Social Work, University of Manitoba

INTRODUCTION

Intensive work on creating a strategic plan for the Faculty of Social Work at the University of Manitoba began in earnest at a Faculty retreat held in May 2014. Members of our academic staff were interested in developing a plan that encouraged growth and development that was sustainable over time, that aligned with the broader University of Manitoba strategic plan, and that addressed specific and critical issues particular to the Faculty of Social Work and the profession of social work as a whole. In addition to the specific elements of the strategic plan, the Faculty of Social Work continues to recognize the ongoing importance of the following contexts in decision-making and priority-setting:

- Equity
- Access
- Critical thought
- Connections to communities – serving local, provincial, national and international communities through its educational, service, research and knowledge dissemination activities
- Indigenous knowledges – improving the understanding and application of Indigenous knowledges
- Recognizing and mitigating the effects of social oppression
- Social care – meeting physical and social needs
- Social change – working toward social transformation

Five priority areas create the framework for the 2016-2020 Strategic Plan, each of which has multiple goals:

- Priority 1: Student Experience
- Priority 2: Programs and Resources
- Priority 3: Teaching Practice
- Priority 4: Research Culture
- Priority 5: Social Justice and Human Rights

Both the processes and products related to the 2016-2020 Strategic Plan reflect the seriousness with which the Faculty of Social Work takes its responsibility in educating future social workers in Manitoba, in contributing to the research base for the profession of social work, and in our advocacy role for the improvement of conditions related to social justice and human rights. The priorities, goals, and actions associated with this Strategic Plan offer a pragmatic blueprint for bringing to life the mission and vision of the Faculty of Social Work at the University of Manitoba.

OVERVIEW OF THE FACULTY OF SOCIAL WORK

Faculty of Social Work Mission Statement¹

The Faculty of Social Work adheres to the following mission statement:

To pursue knowledge and provide accessible and inclusive educational programs that will advance the fields of social work practice and social policy at all levels and that will contribute to the development of societies in promoting respect for human rights and dignity, individual worth and well-being, diversity, social inclusion, and the principles of social justice. To prepare students for ethical, competent, critically reflective, innovative, anti-oppressive, accountable, and effective social work practice at all levels. To create and maintain a learning environment that promotes and supports respect for difference, risk-taking, democratic participation, a spirit of inquiry, equity, innovation, originality, and collaboration. To acknowledge, support, and promote different traditions of knowledge and different methods of knowledge gathering.

Faculty of Social Work Vision Statement

The vision of the Faculty of Social Work is to help create and contribute to a world where there are no great inequalities of wealth or income, where economic and political power is more evenly distributed, where human need is the central value of distribution of society's resources, where diversity of culture is celebrated, where people have greater control over their own lives, and where all persons are afforded maximum opportunity to enrich their physical, spiritual, psychological, and intellectual well-being.

Being the only university-based social work program in Manitoba and the largest program in Canada, this vision also includes the Faculty playing a leading role in the socio-economic-cultural development of the Province in particular, but also to Canada and beyond, which is consistent with the University's own vision statement. To these ends, it is necessary that the Faculty become one of the outstanding social work programs in Canada with respect to research, quality education, community service, and the accomplishments of its graduates.

¹ These statements retrieved from http://umanitoba.ca/faculties/social_work/media/BSW_Handbook_2015-2016_revNov_2015.pdf

Major Organizational Components and Activities

The Faculty of Social Work consists of four campuses comprising five programs and one proposed program:

Campuses:

Fort Garry (FG)

521 Tier Building, Winnipeg, MB
Main University of Manitoba campus – BSW, MSW, PhD

William Norrie Centre (WNC)

485 Selkirk Avenue, Winnipeg MB
Inner City Social Work Program (ICSWP)
Master of Social Work based in Indigenous Knowledges Program

Northern

3 Station Road, Thompson MB
Northern Social Work Program (NSWP)

Distance Delivery (DD) (Online Education)

413 Tier Building, Winnipeg, MB
Distance Delivery BSW Program
Based at the Fort Garry campus with students from across Canada

Programs:

- Bachelor of Social Work (full-time & part-time) - FG, ICSWP, NSWP
- Bachelor of Social Work (concentrated at FG and accelerated in DD)
- Master of Social Work (full-time & part-time) - FG
- Pre-Master of Social Work - FG
- Master of Social Work based in Indigenous Knowledges - WNC
- Doctor of Philosophy (Social Work) - FG

CONTEXTUALIZED PLANNING PROCESS FOR STRATEGIC PLANNING

Description of the Strategic Planning Process

The planning process for the development of the Strategic Plan involved multiple consultations with a variety of stakeholders. A full day faculty meeting in May 2014 launched the process. This was followed a month later with support staff consultations and seven steering committee meetings between February 2014 and May 2015.

An initial draft strategic plan was distributed in September 2014 to stakeholders for feedback and comment. These stakeholders included:

- Faculty Council
- Community Advisory Board for the Northern Campus
- Social Work Leadership Council, Winnipeg Regional Health Authority
- Students
 - Undergraduates
 - each site facilitated a process (e.g., survey or meeting) to have preliminary discussion of SP with particular focus on Priorities 1 and 5
 - focus groups held with NSWP students, Inner City part-time students, Inner City full-time students, SWRK 2090 class at Fort Garry campus
 - Graduates – focus group held on June 18, 2015
 - Distance Delivery students

By September 2015, the Faculty Council reviewed the most recent iteration of the Strategic Plan. A commitment was made by Faculty Council that progress on the Strategic Plan would become a regular agenda item:

- for an ongoing and possibly reconstituted Steering Committee
- for Faculty of Social Work committees and advisory groups (at least annually)
- for Faculty Council (at least each Fall, Winter, and Spring with Spring as an overall annual review)
- for support staff (at least twice per year)

OVERVIEW OF STRATEGIC DIRECTIONS, GOALS AND OBJECTIVES

Context

In developing its strategic priorities, the Faculty of Social Work considered the environment in which it functions. The Faculty responds to the realities and priorities of the University of Manitoba and the communities of Winnipeg, Manitoba, Canada and the world.

Strategic Priorities identified in the University of Manitoba Strategic Plan are:

- I. **Inspiring Minds** through innovative and quality teaching
- II. **Driving Discovery and Insight** through excellence in research, scholarly work, and other creative activities
- III. **Creating Pathways** to Indigenous achievement
- IV. **Building Community** that creates an outstanding learning and working environment
- V. **Forging Connections** to foster high impact community engagement

Enrolment Data

Overall undergraduate enrolment in the Faculty of Social Work (Winter Term 2016) was 768 (465 f/t and 303 p/t students²). Female undergraduate students comprised 86% of this total, male undergraduates 14%. The total enrolment of the Faculty in Winter 2016 subdivided across the five Social Work programs:

- BSW (3 year) -- 100 (13%)
- BSW (concentrated) – 73 (10%)
- BSW (Distance Delivery) – 328 (43%)
- BSW (Inner City) – 178 (23%)
- Northern BSW – 88 (11%)

The overall graduate enrolment in the Faculty of Social Work (Winter Term 2016) was 146 (109 f/t and 37 p/t) students. Graduate students were 75% female and 25% male. The subdivision³ by program was:

- Pre-MSW – 19 (15%)
- MSW – 109 (75%)
- PhD – 17 (10%)

² total of 768 includes 1 student from Université de Saint-Boniface registered at the University of Manitoba

³ 1 student omitted from this breakdown who was listed as “occasional/visiting”.

In the Fall 2014 term, 29% of Faculty of Social Work students (undergraduate and graduate) were of self-declared Indigenous identity.⁴ This was the highest proportion of any academic unit at the University of Manitoba; the overall University figure was 7.3%.

The Faculty of Social Work has a small number of international students; the figures for the Fall 2014 academic term were 7 undergraduates and 7 graduate students.

Other Contextual Factors

Challenges

Three challenges facing the Faculty of Social Work in constituting a strategic plan that addressed the current contexts of life in Manitoba and Canada included:

- Concerns in Manitoba and beyond about child welfare (e.g., high proportion of Indigenous children in care, recommendations emerging for the Report of the Phoenix Sinclair Inquiry)
- Local, provincial, and national concern about missing and murdered Indigenous women
- Challenges nationally in regard to the evolution of field practice education (quantity, quality, and variety of student field placements; optimizing pedagogical quality with constrained resources; effective and sustainable field instructor training; use of information and communication technology in field education)
- Budget constraints affecting academic and administrative units at UM, that have resulted in a cumulative reduction for our Faculty of 12% (totaling \$415,000) over the last four budget cycles

Opportunities/Resources

With any challenge comes opportunities and the use of resources. The Faculty of Social Work identified three key areas that affected the strategic plan:

- Investment of our Faculty and UM in Human Rights (e.g., Centre for Human Rights Research, Mauro Centre for Peace and Justice)
- Presence on UM campus of the National Research Centre for Truth and Reconciliation
- Development of blended and on-line learning teaching strategies, including the Faculty of Social Work's involvement (with the Faculties of SW at the Universities of Calgary and Regina) in the E-Learning Committee of the Prairie Child Welfare Consortium

Goals of the Strategic Plan

The five priority areas of the Strategic Plan contain multiple goals that can be summarized into key areas. These are listed below in summary form and are provided

⁴ Canadian Indigenous students only; excludes non-Canadians.

in more detail in the tables that follow. While these priorities are presented using a numerical format, they are of equal importance. Additionally, each component contained within each priority also stands independently and has no rank ordering.

Priority 1: Student experience

- Use technology and communication to improve the student experience
- Develop a better, more consistent admissions process
- Create greater integration for students across delivery sites
- Develop and implement greater consistency, expectations, and standards across curriculum programs

Priority 2: Programs and resources

- Create and implement the Master of Social Work – Indigenous Knowledges program
- Conduct a program review for the purpose of simplifying and streamlining academic programs of the Faculty
- Use technology to enhance teaching effectiveness and program accessibility
- Improve the physical spaces for Faculty of Social Work
- Increase funding and revenue generation
 - Donor base
 - Research funds beyond Tri-Council
- Create a sustainability strategy for the Faculty of Social Work

Priority 3: Teaching practice

- Develop a plan/ structure to address reducing teaching load credit hours from 18 to 12 for tenured and tenure-track faculty members
- Develop a process for equitable and transparent assignment of teaching load
- Explore the use of Teaching Assistants and Graders/Markers
- Ensure Indigenous content across programs and courses
- Engage in innovative teaching practice
- Ensure pedagogic integrity

Priority 4: Research culture

- Increase research productivity and funding
- Move research to publication
- Increase time available for research
- Increase faculty's research profile across university and externally

Priority 5: Social justice and human rights

- Effective program of empowerment for excluded groups
- Faculty are an effective voice for Social Justice and Human Rights – the University of Manitoba Faculty of Social Work is included and respected as a voice addressing social issues and policies
- Develop a short and powerful Faculty of Social Work statement of purpose

PRIORITY AREA 1: STUDENT EXPERIENCE

The Faculty's BSW and MSW programs are the only accredited social work programs in Manitoba. They are offered part-time and full-time, and the BSW is available at the Fort Garry campus, as well as through Distance Delivery and the Inner City and Northern Social Work Programs.

The goals of Priority Area 1 are designed to increase access, integrate learning, and safeguard and enhance the quality of students' experiences across the various academic programs in the Faculty.

<u>PRIORITY AREA 1: STUDENT EXPERIENCE</u>					
GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
1. Use Information and Communication Technology to improve the student experience	Students, faculty and support staff recommended enhancing community among students and relationships with professors	Students at all sites have greater access to Aurora All aspects of the Distance Delivery BSW degree program be housed in the Faculty of Social Work with adequate resources. Access to syllabi prior to registration Improved retention data (from Student Records and Institutional Analysis)	1. Make courses visible in Aurora	February 2017	BSW Committee, Dean's Office, Grad Program Committee
			2. Meet with the Centre for the Advancement of	February 2017	BSW Committee, Dean's Office, Grad

PRIORITY AREA 1: STUDENT EXPERIENCE

GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
			<p>Teaching and Learning (CATL) to negotiate fee sharing agreement and determine who will be responsible for the various aspects of delivering the online BSW degree courses.</p> <ul style="list-style-type: none"> • Work with CATL to develop and implement better support for DD, as well as enhance technical resources within the Faculty of Social Work. • Develop proposal for resources to house all aspects of the DD BSW degree program within the Faculty of Social Work. • Enhance the technical expertise and support within the Faculty of Social Work 		Program Committee
			3. Faculty submit syllabi finalized by Aug 1 for upcoming academic year	Sept 2017	BSW Committee, Dean's Office, Grad Program Committee

PRIORITY AREA 1: STUDENT EXPERIENCE

GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
			4. Contact the Office of Institutional Analysis (OIA) to run reports on retention data	Dec. 2016	BSW Committee, Dean's Office, Grad Program Committee
2. Develop a better/more consistent admission process in the BSW program	Inconsistency across programs for admission (grade point average more heavily weighted at FG) Work underway to optimize student advising and support (FSW organizational review)	Greater consistency in admission process Greater diversity of student population at Fort Garry Campus	1. Review and make recommendation on admission process for best practices, including weighting of GPA	March 2017	BSW Committee, Dean's Office
			2. Create a database of student progress.	June 2017	BSW Committee, Dean's Office
3. Create greater integration for students across undergraduate sites and within the Pre-MSW, MSW & PhD Programs	Fragmentation of students across BSW delivery sites confirmed by data from student focus groups	Stronger sense of community among undergraduate students across delivery sites Enhance graduate student relationships with professors	1. Coordinated orientation across BSW delivery sites with core information to all undergraduate students	ongoing	Associate Deans, Program Directors

PRIORITY AREA 1: STUDENT EXPERIENCE

GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
			2. Better utilization of student fees for building community	ongoing	Student Councils
			3. Dialogue between grad students and grad student advisors / Graduate Program Committee	ongoing	Grad student advisors and students, Graduate Program Committee
4. Develop and implement greater consistency, expectations & standards across undergraduate curriculum and programs	Supporting data from student focus groups	Consistency of standards across undergraduate curriculum & programs	1. Standardize course outlines	Dec 2016	BSW Committee
			2. Review of field hours required of students	Jan. 2017	BSW Committee
			3. Survey, review and policy development for academic standards	ongoing	BSW Committee
			4. Post syllabi prior to registration	Dec. 2017	BSW Committee

PRIORITY AREA 2: PROGRAMS AND RESOURCES

Strategic planning in Priority Area 2 is focused on the human and financial resources necessary to sustain and enhance current programs, as well as on the resources needed to undertake new initiatives identified in this Plan.

PRIORITY AREA 2: PROGRAMS AND RESOURCES					
GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
1. Implement the MSW – Indigenous Knowledges program the Indigenous cluster, and assess Indigenous content in the MSW program	<p>Work done prior to 2016 to develop the program proposal and to secure an adequate resource base to enable launching the MSW-IK</p> <p>Intense work underway since Jan. 2016 for program launch in Sept. 2016 start</p>	<p>Finalization of financial commitment of prov. govt. to the MSW-IK program (achieved Dec. 2016)</p> <p>MSW-IK program operational and Indigenous cluster courses available with sustainable enrolments</p> <p>Senate approval as necessary re: MSW Indigenous cluster courses (expected by Sept. 2017)</p> <p>MSW-IK program operating in Sept. 2016</p>	1. Indigenous academic recruitment, all support staff hired	Achieved in January 2016	Indigenous Caucus Grad Program Committee Assoc. Dean (Res & Graduate Studies)
			2. Space allocation – William Norrie Centre	Achieved in May 2016	Indigenous Caucus Grad Program Committee Assoc. Dean (Res & Graduate Studies)

PRIORITY AREA 2: PROGRAMS AND RESOURCES

GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
			3. Student enrolment for IK program	Aug-Sept 2016	Indigenous Caucus Grad Program Committee Assoc. Dean (Res & Graduate Studies)
			4. Graduates of IK program in 2018	June 2018	Indigenous Caucus Grad Program Committee Assoc. Dean (Res & Graduate Studies)
2. Conduct a Program review for the purpose of streamlining faculty programs and processes	The Faculty's number of academic programs and the complexity of their structure contribute to a high teaching load (18 credit hours/year) for those in professorial ranks who are also expected to do research and publish	Reviews conducted of 6 specific questions related to programs and teaching load	1. BSW admission pre-requisites (see Area 1, #2 above)	Recommendations to Faculty Council by Sept. 2017	BSW Committee
			2. Find possible ways to streamline requirements in BSW upper years	Recommendations to Faculty Council by Sept. 2017	BSW Committee

PRIORITY AREA 2: PROGRAMS AND RESOURCES

GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
			3. Development of Child & Family Service concentration and/or Indigenous focus within BSW program	Recommendations to FC by January 2017	BSW Committee and Indigenous Caucus
			4. Address need for both BSW Concentrated and pre-MSW programs	Recommendations to FC by April 2017	BSW Committee and Grad Committee
			5. Consider potential simplification of MSW clusters (currently 4, with Indigenous cluster making 5)	Recommendations to FC by April 2017	Grad Program Committee
			6. Develop strategies to increase sustainability of PhD program (e.g. possible collaboration with other UM doctoral programs, or SW doctoral programs at other institutions)	Recommendations to FC by Sept. 2017	PhD Program Committee

PRIORITY AREA 2: PROGRAMS AND RESOURCES

GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
3. Use technology to enhance teaching effectiveness and program accessibility	Distance Delivery uses entirely on-line format (with some synchronous contact, e.g., Adobe Connect) All other teaching programs are F2F synchronous Blended and Online Learning Task Force Report of UM Availability of video-conferencing equipment for research purposes	SWRK 2090 developed (Human Behaviour and Social Work Practice) for blended delivery with common content modules. Creation of Prairie Child Welfare Consortium development plan Exploration of viability of MSW distance cohort in Northern Manitoba	1. Initiate task group with colleagues teaching 2090, DD (SW), CATL	Achieved in Jan. 2016	SW faculty members, DD staff, CATL
			2. Undertake development of content modules and learning activities	Feb. 2016 – August 2017	SW faculty members, DD staff, CATL
			3. Sign MOU with PCWC partners	Sept. 2017	Dean's office
			4. Explore joint certificate in child welfare with other partners in PCWC	Jan-May 2017	UM reps on PCWC

PRIORITY AREA 2: PROGRAMS AND RESOURCES

GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
			5. Initiate task group including NSWP, GPC, Dean's Office, UCN, and Campus Manitoba	March 2017	Reps from NSWP, Grad Program Committee, Dean's Office, UCN, and Campus Manitoba
			6. Report on viability and possible delivery resources and plan	Dec. 2017	Reps from NSWP, Grad Program Committee, Dean's Office, UCN, and Campus Manitoba

PRIORITY AREA 2: PROGRAMS AND RESOURCES

GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
4. Improve the physical Spaces for FSW (including Fort Garry, William Norrie Centre, Northern SW program, and Distance Delivery office space)	<p>Space audit has been done indicating deficiencies on Fort Garry Campus site</p> <p>Space will be tight at WNC with the launch there of the MSW-IK program</p> <p>Student lounge space at Fort Garry an asset – but needs to be a welcoming space for <i>all</i> students</p> <p>Recent improvement of PhD student carrels at Fort Garry is an asset</p> <p>High rental costs and limited space currently in Northern Program's building</p>	<p>Improvements in FG office and study space, guided by space audit</p> <p>More Smart classrooms at the FG campus</p> <p>Optimal space utilization at WNC to accommodate MSW-IK and newly hired faculty members</p> <p>Increased space for community based events and university use at WNC and environs</p> <p>Explore feasibility of U of Manitoba building located in Thompson</p>	1. Strike research/planning committee for FSW space.	Launch committee in Feb. 2017	Dean, Business Manager, Associate Deans, Program Directors

PRIORITY AREA 2: PROGRAMS AND RESOURCES

GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
			2. Liaise as necessary with UM senior administration, Univ. of Winnipeg (re: space on Selkirk Ave.), and Fac. of Arts & IST (re: Tier Bldg, improvements)	Issue plan in April 2017	Dean, Business Manager, Associate Deans, Program Directors
			3. Write a building proposal for NSWP	2018-19	Dean, Business Manager, NSWP Director
			4. Submit the proposal to the University	April 2019	Dean, Business Manager, NSWP Director
5. Increase FSW funding and revenue generation a. Donor base b. Research funding i. Tri-Council ii. Other sources	Case for support for FSW Good success with SSHRC funding announcements in early 2016	Increased philanthropic gifts, donors, scholarships, bursaries Increase in research funding	1. Partner with Donor Relations to enhance funding/donor opportunities	ongoing	Dean's Office working with Donor Relations
			2. Reach out to alumni, Homecoming	ongoing	Dean's Office working with Donor Relations

PRIORITY AREA 2: PROGRAMS AND RESOURCES

GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
			3. Explore financial support from govt. and other sources for enhancement of child welfare education	ongoing	Dean's Office working with Donor Relations
			4. Collaboration with human service organizations in Manitoba and Canada to increase research opportunities and support	ongoing	Research Committee and Research Facilitator
6. Create an environmental sustainability strategy for the FSW	No such strategy is now in place	Sustainability strategy for FSW by Sept. 2017	1. Preliminary meeting with UM Office of Sustainability	January 2017	Dean's Office in consultation with Faculty Council
			2. Presentation by UM Office of Sustainability to FSW Council	Winter 2017	Dean's Office in consultation with Faculty Council
			3. Development of FSW Sustainability Strategy to address issues such as paper and office supplies,	Spring / Summer 2017	Dean's Office in consultation with Faculty Council

PRIORITY AREA 2: PROGRAMS AND RESOURCES

GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
			procurement (e.g. no sweat products), energy and water consumption, food services, transportation		
			4. Adoption of sustainability strategy	September 2017	Dean's Office in consultation with Faculty Council
7. Improve communications about the FSW with key partners and audiences in the academic and general community	Mission and vision statements are lengthy and obtuse	More succinct mission and vision statements	1. Establish committee to review and propose potential revisions to mission and vision statements	January 2017	Ad hoc committee of faculty, staff, students
			2. Make proposals for discussion and potential faculty approval	Spring 2017	Ad hoc committee of faculty, staff, students
			3. Consider adoption of revised statements	Fall 2017	Ad hoc committee of faculty, staff, students
			4. Publicize revisions (if adopted)	Ongoing after adoption	Faculty and staff

PRIORITY AREA 3: TEACHING PRACTICE

Strategies to sustain the calibre of teaching practice at the Faculty of Social Work, while expanding opportunities for diverse perspectives in the classroom, underpin strategic planning in Priority Area 3. Innovative structures that can support equitable and manageable teaching and grading loads are outlined. These structures included blended learning and teaching opportunities in addition to team teaching, distance delivery, and the appropriate use of teaching assistants. As a thread throughout all strategic planning areas, Priority Area 3 also focused on ensuring that all programs and courses contained relevant Indigenous content.

<u>PRIORITY AREA 3: TEACHING PRACTICE</u>					
GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
1. Develop a plan/structure to address reducing teaching load credit hours from 18 to 12 for tenured and tenure-track faculty members.	18 credit hours assigned Limited time for research and community service	More time for research and research network building	1. Develop a Workload Review Committee, terms of reference and membership including representation from the Educational Equity Committee	June 2017	Dean, Assoc Dean Undergraduate (ADU) and BSW Committee, Assoc Dean Grad/Research (ADGR) and Grad Program Committee
			2. Develop guidelines/structure for workload assignment	Dec. 2016	Dean, Assoc Dean Undergraduate (ADU) and BSW Committee, Assoc Dean Grad/Research (ADGR) and Grad Program Committee

PRIORITY AREA 3: TEACHING PRACTICE

GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
			3. Reduce teaching load from 18 to 15 credit hours	Sept 2017	Dean, Assoc Dean Undergraduate (ADU) and BSW Committee, Assoc Dean Grad/Research (ADGR) and Grad Program Committee
			4. Reduce teaching load from 15 to 12 credit hours	Sept 2018	Dean, Assoc Dean Undergraduate (ADU) and BSW Committee, Assoc Dean Grad/Research (ADGR) and Grad Program Committee
2. Develop a process for equitable and transparent assignment of teaching load	Workload is not distributed equally across faculty members and across programs	Equity in workload assignment (e.g., gender equity, courses are shared among faculty, including distance delivery online courses and graduate/PhD courses)	1. Develop guidelines for equitable workload assignments a. Class Size b. Teaching Level (Undergrad, Grad) c. Regular Required vs developed specialty	Dec. 2016	Workload Review Committee Faculty Council
			2. Develop a policy for re-assignment of workload when a course is cancelled	Dec. 2016	Workload Review Committee Faculty Council

PRIORITY AREA 3: TEACHING PRACTICE

GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
			3. Ongoing review and recommendations of workload assignment for compliance to developed guidelines for equitable workload assignments	March 2017 and annually	Workload Review Committee Faculty Council
	Dean assigns courses	Workload assignment presented to faculty council before the end of Winter term	1. Examine workload assignments across all sites.	Jan. 2017 and annually	Dean, ADU and BSW Committee, ADGR and Grad Program Committee
			2. Upcoming Workload assignment presented to faculty council for faculty feedback	Feb. 2017 and annually	Dean, ADU and BSW Committee, ADGR Grad Program Committee
3. Explore the use of Teaching Assistants and Graders/Markers	Currently, instructors are assigned graders/markers (at lower pay and less responsibility). While some courses benefit from graders/markers, some courses	Graduate students assigned as TAs in some social work courses (as appropriate)	1. Develop guidelines for the use of TAs and graders/markers (i.e., number of hours assigned, responsibilities, BSW/Pre-MSW, MSW, PhD students do not grade other students at their educational level, etc.)	Dec. 2016	ADGR and Grad Program Committee, ADU and BSW Committee

PRIORITY AREA 3: TEACHING PRACTICE

GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
	require more advanced skills and therefore, Teaching Assistants (TAs) are more appropriate				
			2. Identify courses appropriate for graders/markers and for TAs	Dec 2016	ADGR and Grad Program Committee, ADU and BSW Committee
			3. Work with CATL to offer training for TAs	Dec 2016 and ongoing	ADGR and Grad Program Committee, ADU and BSW Committee
			4. Graduate students hired as TAs	Dec 2016 and ongoing	ADGR and Grad Program Committee, ADU and BSW Committee
4. Ensure Indigenous content across programs and courses	Suggested by Grad students and faculty	Curriculum changes to reflect Indigenous knowledges, ways of helping; Indigenous methodologies and ways of learning	1. Provide resources for Faculty and Instructors to learn how to incorporate Indigenous ways of teaching and learning in all courses	Annually	BSW Committee, Grad Program Committee, Indigenous Caucus; (CATL as resource)

PRIORITY AREA 3: TEACHING PRACTICE

GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
			2. Exploration of ways to be effective allies and to incorporate Indigenous content into the curriculum	Annually	BSW Committee, Grad Program Committee, Indigenous Caucus
			3. Review course outlines and propose potential opportunities to incorporate Indigenous theory, policy, ways of practice, and research methods and methodologies	Annually	BSW Committee, Grad Program Committee, Indigenous Caucus
5. Innovative Teaching Practice	<p><i>A) Blended Learning</i></p> <p>Different definitions not clearly defined or understood</p> <p>Individualized approaches to blended learning</p> <p>Limited current examples – Criminal Justice course; Indigenous Caucus</p>	<p>Develop definition of blended learning for Faculty of Social Work</p> <p>Integrated student experience</p> <p>Students' timetables for blended courses would change: 1.5 hrs per week in class, 1.5 hrs per week of course-related learning activities</p>	1. Develop a definition of blended learning for the Faculty of Social Work	April 2017	Blended Learning Committee

PRIORITY AREA 3: TEACHING PRACTICE

GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
		<p>Blended (asynchronous) learning available across all programs/sites</p> <p>Increase in popularity of and enrolment in blended courses</p> <p>No blocks on how many courses could be taken in blended or through distance delivery</p>			
			2. Faculty holds evidence-informed discussions regarding optimal pedagogical approaches	Oct 2016 and ongoing	BSW Committee & Grad Program Committee
			3. Faculty holds discussions regarding evaluation of blended approaches	Nov 2016 and ongoing	CATL as a resource
			4. Review courses and recommend potential courses suitable for blended learning	April 2017	Society for Teaching and Learning in Higher Education (STHLE) as a resource

PRIORITY AREA 3: TEACHING PRACTICE

GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
			5. Adapt blended learning approaches to ensure increased success for Access student at IC NSW	Summer 2017 and ongoing	Society for Teaching and Learning in Higher Education (STHLE) as a resource
			6. Develop and pilot one course in blended format (e.g., SWRK3100 Systematic Inquiry into Social Work)	May 2017	Content specialist in consultation with Course Standardization Group BSW Committee
	<i>B) Team Teaching</i>	Strategic and effective use of team teaching Reciprocal class presentations in areas of expertise Effective use of team, including Faculty, Sessional Instructors, PhD students, MSW students as TAs, and graders/markers	1. Develop bank of Faculty interest/expertise and willingness to participate		
			2. Develop strategies for team teaching, including: a) The sandbox idea (for sharing teaching resources) and b) Large format classes in which lectures are shared by instructors teaching the same multi-section courses and smaller sections are held with smaller groups of students	Winter 2017 and ongoing	Team Teaching Committee

PRIORITY AREA 3: TEACHING PRACTICE

GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
			3. Develop deliberate teaching opportunities for PhD students	Winter 2017 and ongoing	ADGR and PhD Committee
	C) <i>Professional Development Workshops</i>	UM Learn Many instructors are using UMLearn Faculty training needs for using UMLearn identified Training sessions for Faculty and Sessional Instructors offered by CATL regularly	1. UMLearn Workshops provided for teaching online, blended, and face-to-face: <ul style="list-style-type: none"> • Basic use • Dropbox • Gradebooks • Online tests, quizzes, exams • groups 	Annually; fall and early summer terms	CATL
			2. Instructors to use UMLearn for all BSW, Pre-MSW, MSW and PhD courses	Jan 2017 Ongoing	BSW Committee, Grad Program Committee
		Faculty supported to attend workshops, conferences and access resources developed by outsiders	3. Workshops and resources for teaching and learning: Faculty send one representative to Society for Teaching and Learning in Higher Education's annual conferences	Ongoing (re: workshops) and annually (re: STLHE)	All instructional staff
			4. Evidence-informed presentations and discussions on interactivity and community building in online courses	ongoing	All instructional staff

PRIORITY AREA 3: TEACHING PRACTICE

GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
			5. Using educational technology for teaching and learning (e.g., audioconferencing [Adobe Connect] and videoconferencing <ul style="list-style-type: none"> • Basic use • Classroom protocol • Various pods • Sharing screens, documents • Breakout rooms 	ongoing	All instructional staff
6. Pedagogic Integrity	Distance and online Education, Extended education holds copyright on online courses FSW could hold copyright	BSW review – all courses, including online set up using sandbox or course resource approach Course database of resources housed in Faculty's shared drive Faculty of Social Work holds copyright on all courses, including online	1. BSW Committee has developed a course checklist in standardizing course outlines	Done	ADU and BSW Committee
			2. Course standardization groups for BSW, Pre-MSW, MSW and PhD courses to meet semi-annually and report to the BSW & Grad Committees with	May and Nov annually	ADU BSW Committee ADGR Grad Program Committee

PRIORITY AREA 3: TEACHING PRACTICE

GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
			recommendations about courses including required readings, course materials, resources, number and methods of evaluation		
			3. Develop course resource databank in shared drive for all courses with resources, materials, evaluations based on recommendations from Course Standardization Committee	Ongoing as course outlines and courses are developed	Content specialists Course Standardization Groups BSW Committee Grad Program Committee

PRIORITY AREA 4: RESEARCH CULTURE

Members of the Faculty of Social Work at the University of Manitoba conduct research locally, nationally, and internationally on a wide range of topics relevant to social work theory, social work practice, social service administration, and social policy. Research in the Faculty is based on the principles of partnership, collaboration, mutual respect, and trust. The goal of this research reflects a mission to promote social justice and enhance the well-being of individuals, families, and communities. In Priority Area 4, strategic planning focuses on key objectives and actions that hold opportunities for faculty and students to increase research productivity (with a concomitant reduction in teaching load for those in professorial ranks – see Priority Area 3 above), and in the context of a highly competitive environment for funding from traditional sources. Additionally, planning includes actions to increase opportunities for increasing inter- and intra-university partnerships, and enhance public and academic awareness of our research plans, publications, and results.

<u>PRIORITY AREA 4: RESEARCH CULTURE</u>					
GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
1. Increase time available for research (See Goal #3)	Largest teaching workload across UM	More time to conduct research and related activities	1. Reduce teaching load for those in professorial ranks from 18 to 15 credit hour	Winter 2017 and ongoing	Dean, Workload Committee
			2. Reduce teaching load for those in professorial ranks from 15 to 12 credit hours	Sept. 2018	Dean, Workload Committee

PRIORITY AREA 4: RESEARCH CULTURE

GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
2. Increase our research profile within the faculty, across university, with community partners and beyond PhD courses	Inconsistent biographical info for faculty/researchers on the FSW website Inconsistent mention of research in the profile page No recent cross-faculty "event" has been held	<p>Compile profile of recent faculty publications and ongoing research work</p> <p>Highlight FSW as a leader at UM in:</p> <ul style="list-style-type: none"> • Indigenous methodologies and research focused on Indigenous peoples at UM • Violence/family violence • Child welfare • Human rights & social justice • Social determinants of health/mental health <p>Research events held internally (brown bag lunches, research seminars featuring students, etc.)</p> <p>Research dissemination externally (UM research symposia, disciplinary and thematic conferences, etc.)</p> <p>All academic staff have complete and up-to-date biographical info on the FSW website</p>	1. Ensure all researchers have a profile on the SW website	Winter 2017 and ongoing	Researchers, Communications Assistant, Research Facilitator

PRIORITY AREA 4: RESEARCH CULTURE

GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
		<p>All those in professorial ranks have their research and publications highlighted</p> <p>Updated clusters</p> <p>Re-developed annual review form to highlight research plans and achievements for those in professorial ranks</p> <p>Permission from faculty members to use relevant sections to update website and for other promotional purposes</p> <p>Feature stories of Faculty research across various media</p> <p>Presence of other creative communication strategies</p>			

PRIORITY AREA 4: RESEARCH CULTURE

GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
			2. Update researcher profiles yearly	Winter 2017 and ongoing	Researchers, Communications Assistant, Research Facilitator
			3. Update research clusters yearly to ensure all researchers are accurately represented	Winter 2017 and ongoing	Research Facilitator, Researchers, Communications Assistant
			4. Develop other publicity material on FSW research for electronic and hard copy dissemination	Ongoing	Researchers, Communications Assistant, ADR
			5. Explore interest in holding a research event within the faculty to share the research of faculty members for potential benefit of faculty members, students, community partners, the larger university community	Winter 2017	ADR, Research Facilitator
			6. Plan and hold other events as required	2017 and ongoing	ADR, Research Facilitator, Researchers, Communications Assistant

PRIORITY AREA 4: RESEARCH CULTURE

GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
			7. Encourage all researchers to bring their research to the attention of the Communications Assistant for inclusion into SW publications	Winter 2017 and ongoing	Researchers, Communications Assistant, Research Facilitator
			8. Develop other creative communication strategies to share Faculty research with diverse stakeholder groups and the general public	Winter 2017 and ongoing	Communications Assistant, Research Facilitator
3. Increase research productivity and funding	<p>Previous and current Strategic Resource Plans</p> <p>Previous and current results from Endowment Fund</p> <p>Recently enhanced student RA space</p> <p>One of the highest teaching loads across the university</p>	<p>Internal and external grant applications submitted</p> <p>Grant applications:</p> <ul style="list-style-type: none"> ○ reviewed by RF ○ reviewed by colleagues <p>Successful grant applications</p> <p>Collaborative grant applications submitted</p> <p>Grant applications submitted with partners (Canadian and International)</p> <p>Research-focused projects funded by the Endowment Fund</p>	1. Submit more grant applications	Ongoing	Researchers, Research Facilitator

PRIORITY AREA 4: RESEARCH CULTURE

GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
		<p>E-mails and a newsletter sent to faculty members advertising various sources of funding</p> <p>Continued presence of Research Facilitator in the faculty</p> <p>Research programs discussed/developed</p> <p>Dedicated space for student Research Assistants</p>			
			<p>2. Ensure grant applications are more competitive</p> <p>a. Focus on internal funding opportunities (URGP, UMSSHRC, UIRP, UCRP)</p> <p>b. Begin to prepare early</p> <p>c. Seek feedback from colleagues</p> <p>d. Have applications reviewed by Research Facilitator</p>	Ongoing	<p>Researchers, Dean, ADR, Research Facilitator</p>

PRIORITY AREA 4: RESEARCH CULTURE

GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
			3. Encourage collaborative research within the faculty	Ongoing	Dean, ADR, Research Facilitator
			4. Continue to give research a priority within the Endowment Fund Terms of Reference	Ongoing	Dean, ADR, Research Facilitator, Endowment Fund Committee members
			5. Explore creative sources of funding	Ongoing	Research Facilitator
			6. Continue to support a Research Facilitator position with VPRIO	Ongoing	Dean, ADR, VPRIO
			7. Hold optional annual meetings with researchers to discuss their research programs	Winter 2017 and ongoing	Dean, ADR, Research Facilitator
			8. Continue to develop and maintain space in the PhD student room dedicated to student Research Assistants	Ongoing	ADR, Business Manager

PRIORITY AREA 4: RESEARCH CULTURE

GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
4. Move research to publication	Data available from CVs and year end activity reports	<p>Expectations set</p> <p>Manuscripts submitted to peer-reviewed journals from researchers receiving research/travel support</p> <p>Manuscripts submitted to peer-reviewed journals</p> <p>Manuscripts reviewed internally prior to submission for publication</p> <p>Requests for guidance</p> <p>Roundtable discussion</p>	1. Set realistic expectations for faculty individually and collectively	2016 and ongoing	Dean, ADR
			2. Ensure faculty funds expended to support research and conference presentations result in at least one peer-reviewed publication submission	2016 and ongoing	Dean, ADR
			3. Provide supports to review submissions	Ongoing	Research Facilitator
			4. Provide guidance to appropriate supports re: journals	Ongoing	Librarian, Data bases

PRIORITY AREA 4: RESEARCH CULTURE

GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
			5. Hold a roundtable discussion on moving unpublished research to publication	2017	ADR, Research Facilitator, Research Committee
5. Develop a Strategic Research Plan for the Faculty	<p>The Faculty currently has no Strategic Research Plan</p> <p>VPRIO expects that each unit will have a Strategic Research Plan</p> <p>This plan will set out areas of expertise, growth and need, allowing the Faculty to provide a rationale when applying for particular institutional research opportunities</p>	New Strategic Research Plan is created and submitted to VPRIO	1. Identify areas of research expertise, growth, need	2016	ADR, Research Committee, Research Facilitator
			2. Develop the Strategic Research Plan	2017	ADR, Research Committee, Research Facilitator

PRIORITY AREA 5: SOCIAL JUSTICE AND HUMAN RIGHTS

Strategic planning for Priority Area 5 is reflected in the mission and vision statements of the Faculty of Social Work. Social Justice and Human Rights are at the very root of social work generally and the Faculty of Social Work at the University of Manitoba in particular. The goals and related actions in this priority area are focused on strategic opportunities to increase awareness, access, empowerment, and inclusivity in educational programs and their content, and to enhance respect for human rights and dignity, individual worth and well-being, diversity, social inclusion, and the principles of social justice and human rights.

<u>PRIORITY AREA 5: SOCIAL JUSTICE AND HUMAN RIGHTS</u>					
GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
1. Enhance the current focus on empowerment education.	Faculty has strong and long standing commitment in this area through its Access programs (Inner City SW and Northern SW Program) and its Educational Equity admissions process for BSW and MSW The Fac. of SW is one of sponsoring units in proposal for Master's in Human Rights	Active core group of faculty to provide leadership, including all programs and sites	1. Develop an action focus aspect in the new Social Justice course in the undergraduate program (An action-based research project might include the formation of a city-provincial collaborative network)	April 2017	Course Designers

PRIORITY AREA 5: SOCIAL JUSTICE AND HUMAN RIGHTS

GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
			2. Consider the development of a collaborative program at the Graduate-level and the development of a specialist certification at the under-graduate level	May 2017	Core group with student participation (FG/IC/N)
			3. Develop templates for action plans and training on advocacy skills.	May 2017	Core group with student participation (FG/IC/N)
			4. Develop an annual series of open workshop with student bodies on SJ/HR issues.	January 2017	Core Group with student participation (FG/IC/N)
			5. Showcase faculty and student projects on SJ/HR via the creation of Faculty of Social Work webpage link.	June 2017	Core group
			6. Form a Human Rights Reading and Action group for Faculty, Staff and Students.	September 2017	Core group

PRIORITY AREA 5: SOCIAL JUSTICE AND HUMAN RIGHTS

GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
2. Increase student exposure to SJ/HR agencies and initiatives	There is some coverage of material on SJ/HR in students' coursework Students' exposure to SJ/HR agencies and activism is not systematic in the BSW program	Increased number of field placement with a focus on SJ/HR Increased student awareness of community, national, international initiatives/actions around SJ/HR	1. Develop student field placements to include international placements, with a strong SJ/HR focus.	ongoing	Field Education staff
			2. Develop a list of speakers (area experts) from which faculty members might choose to invite guest lecturers	April 2017	Faculty members
			3. Develop a list of host sites willing to have class/ student visits to discuss and learn about SJ/HR initiatives in the city/province	April 2017	Faculty members
			4. Continue to update and maintain both the speakers and host site lists on the shared drive	ongoing	Faculty Members
			5. Develop and/or join network of Human Rights focused field placement agencies	April 2017	Field Education Staff

PRIORITY AREA 5: SOCIAL JUSTICE AND HUMAN RIGHTS

GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
			6. Develop training series for social work field placement supervisors and students that focuses on Human Rights	May 2017	Field Education Staff/Core Group
3. Maintain and enhance the Faculty's profile as an effective voice on SJ/HR	Individually, faculty members are strongly engaged in SJ/HR Collectively, the Faculty of Social Work is included and respected as a voice addressing social issues and policies	Track and report annually in forums organized, fact sheets developed, articles published, other actions	1. Faculty training on the production of quick fact sheets on issues	May 2017	Core Group
			2. Develop an email list-serve of faculty and community resources and their particular area of interest/expertise	May 2017	Communications Officer, Dean
			3. Connect with Museum of Human Rights on educational opportunities	2017	Interested faculty members
			4. Opportunity provided to report to faculty council periodically	ongoing	Core group
			5. Section of webpage on SJ/HR – have an action section	March 2017 (& regular updates)	Communications Assistant, Dean

PRIORITY AREA 5: SOCIAL JUSTICE AND HUMAN RIGHTS

GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
			6. Regular symposium on Social Justice and Human Rights (possibly linked with CMHR)	yearly	Core group
			7. Encourage regular process of writing to editors (Free Press, Free press Café, CBC morning show)	ongoing	Core group
4. Establish a Social Work Research Chair in Social Justice & Human Rights (This is envisioned as a privately endowed chair)	Having secured a Canada Research Chair in Indigenous Knowledges and Social Work, our Faculty, through the work of Dr. Michael Hart and others, has begun to develop social work discourses both theoretical and practice-based that are grounded in Indigenous ways of being and knowing. Building on this beginning, the Faculty is positioned to expand its engagement with social work knowledge creation within a SJ/HR-informed framework	Consultations with VP Academic and VP Research One CRC already in place Stronger connections with Human Rights Museum and UM Centre for Human Rights	1. Formation of Social Work Research Chair in SJ/HR Committee and setting its Terms of Reference	Fall 2017	Dean, ADR, Alumni rep., Faculty rep., Donor Relations rep.

PRIORITY AREA 5: SOCIAL JUSTICE AND HUMAN RIGHTS

GOALS	CURRENT DATA, PICTURE	EXPECTED, OBSERVABLE RESULTS	ACTIONS	TARGET DATE	LEADER* PERSONNEL
			2. Identify potential donors and/or funders and Community Fund-raising Leaders	May 2017	Dean, Alumni rep., Faculty rep., Donor Relations rep.
			3. Solicit Faculty input for focus of Research Chair and terms 4. Formalize a proposal for the endowed chair	Dec 2017	Dean, Alumni rep., Faculty rep., Donor Relations rep.
			5. Develop strategy for securing funding with start date September 2018	Dec 2017	Dean, Alumni rep., Faculty rep., Donor Relations rep.
			6. Secure funding for named Chair and secure approval from Senate and University for the establishment of the endowed chair	Jan-April 2018	Dean, Alumni rep., Faculty rep., Donor Relations rep.
			7. Recruit for Appointment to Chair in accordance with University policy	April-June 2018	Dean's Office, Recruitment and Hiring Committee
			8. Develop an annual lecture series in support of the Chair	April-June 2018	Research Chair, Faculty members
			9. Deliver annual Human Rights Day Lecture	Dec 10, 2018	Research Chair, Faculty members

SUMMARY

The Faculty of Social Work at the University of Manitoba has been engaged in creating a blueprint for its strategic plan since May 2014. This blueprint charts a defined course for present and future decisions and actions; renews the commitment of the Faculty of Social Work to the public, the profession, the students, the faculty, and the university; and takes into consideration the best possible use of human and financial resources in the evolving contexts and intersections of higher education, professional accountability, and contributions to public well-being.

The Faculty of Social Work Strategic Plan is confined to the period spanning 2016-2020.

Development of a strategic plan began in May 2014 and ended two years later in June 2016. The planning process included such features as balancing the need to encourage sustainable growth and development in areas of specific and critical concern to the Faculty of Social Work and the profession of social work (visioning) with the constraints of economics, heuristics, and finite personnel (boundary-setting). The Faculty ultimately clustered its strategic plan into five priority areas. Each of the priority areas is of equal importance and each component within each priority area stands independently and has no rank ordering. The five priority areas are:

- Priority 1: Student Experience
- Priority 2: Programs and Resources
- Priority 3: Teaching Practice
- Priority 4: Research Culture
- Priority 5: Social Justice and Human Rights

The goals of Priority Area 1 are designed to increase access, integrate learning, and safeguard and enhance the quality of students' experiences across the various academic programs in the Faculty.

Strategic planning in Priority Area 2 is focused on the human and financial resources necessary to sustain and enhance current programs, as well as on the resources needed to undertake new initiatives identified in this Plan.

In Priority Area 3, goals include innovative structures that can support equitable and manageable teaching and grading loads. This Priority Area also focuses on ensuring that all programs and courses contain relevant Indigenous content.

In Priority Area 4, strategic planning focuses on key objectives and actions that hold opportunities for faculty and students to increase research productivity in the context of a highly competitive environment for funding from traditional sources. Additionally, planning includes actions to increase opportunities for increasing inter- and intra-university partnerships, and enhance public and academic awareness of our research plans, publications, and results.

Strategic planning for Priority Area 5 focuses on increasing awareness, access, empowerment, and inclusivity in educational programs and their content, and on enhancing respect for human rights and dignity, individual worth and well-being, diversity, social inclusion, and the principles of social justice and human rights.

STRATEGIC PLANNING COMMITTEE FACULTY OF SOCIAL WORK

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