

Planning Summary

School of Social Work History

Boise Junior College was started in 1932. The social work major was one of the first four-year degree programs established by Boise College in 1966 when the school attained four-year status. In 1969, Boise College became Boise State College and in 1974 it became Boise State University. The Bachelor's program has been accredited through the Council on Social Work Education (CSWE) since 1974, while the Master of Social Work program has been accredited since 1992. The extended site in Coeur d'Alene began offering the MSW in 2006 and the Twin Falls site initiated the BSW in 2008. The MSW Online program offered its first courses in January 2016. The department of social work officially became a School in 1994. Originally, it was under the College of Social Sciences and Public Affairs but was transitioned to the College of Health Sciences in 2014. Today the School has the largest graduate program at Boise State with over 500 MSW students; there are nearly 200 undergraduate Social Work majors.

Strategic Plan Development

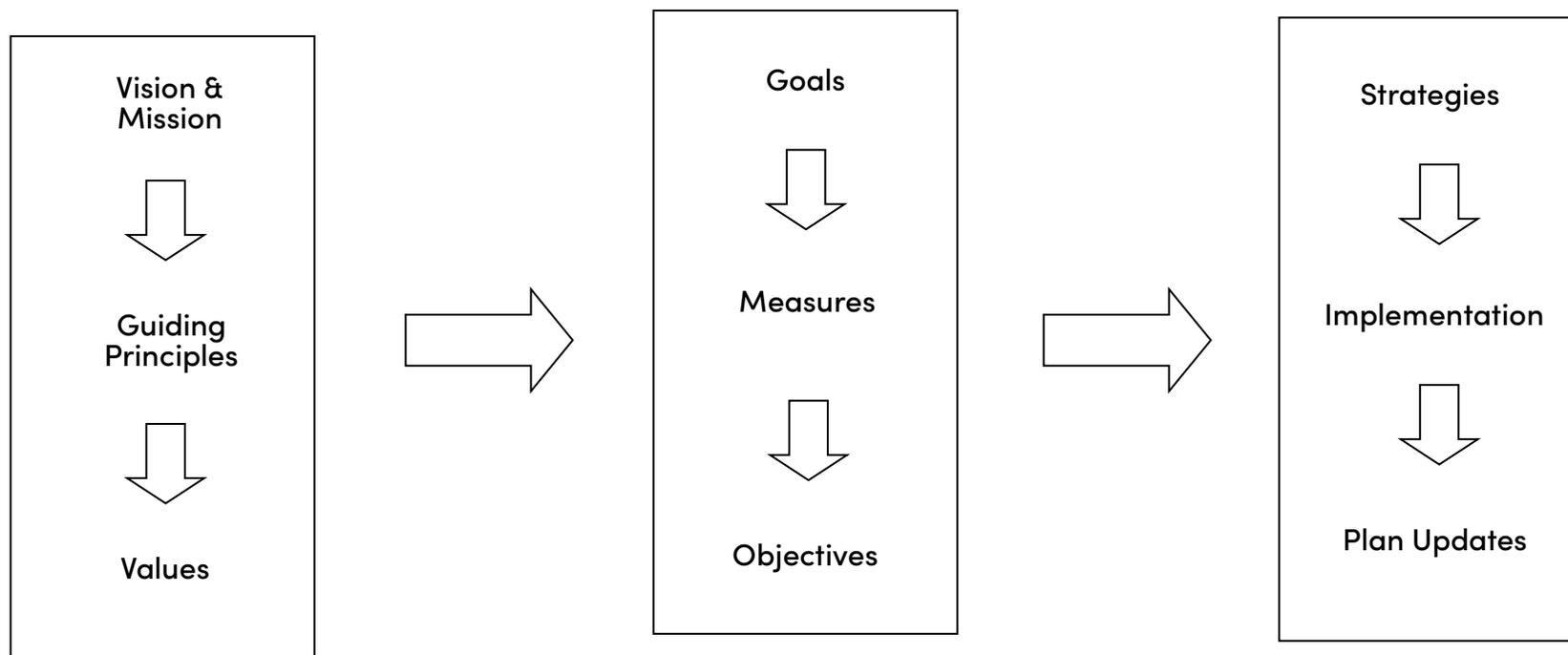
Strategic planning was initiated after accreditation in the 2019 spring semester. The plan follows the development of the College of Health Sciences Strategic Plan and comes after changes in personnel and projects over the past four years. The plan sets a clear direction for the school's next five years.

The faculty and staff own the plan and the School Director along with the Executive Committee manage plan implementation. The plan is reviewed and updated in August at start of the fall semester, in January at the start of the spring semester and in May at the end of the academic year. The Director reviews the plan to assess priorities and progress against goals and objectives, and reviews outcomes with the faculty and staff. The plan is a living document designed as a road map of the organization's strategic direction to guide meaningful activities. It is not designed to sit on a shelf or in a file collecting dust. It needs to be modified, improved and updated to accommodate the dynamic environment for which it was written. Operating plans for tactical implementation should align with strategic goals and objectives to ensure successful implementation.

Planning Timeline



Planning Process



Strategic Planning Explanation

Vision, Mission, Guiding Principles, Values

1. *Vision* is aspirational and long range in focus.
2. *Mission* is operational and describes what the organization is currently doing to move in the direction of the vision.
3. *Guiding Principles* are any principles that guide an organization throughout its life in all circumstances, irrespective of changes in its goals, strategies, type of work, or the top management.
4. *Values* are principles or standards of behavior demonstrated in all relationships.

Goals

1. Follow SMART model. (Specific, Measurable, Attainable, Relevant, Time-Based)
2. Goals are high level and longer range.
3. Establish for the overall organization with responsibility defined as board, committees or staff.

Measures

1. How will success be measured?
2. What specific data will be tracked?
3. How will performance be communicated?

Objectives

1. Clarify and define the goal.
2. More specific than goals and may have multiple objectives for same goal.
3. Strategies are developed from objectives for implementation of the plan.

Strategies

1. How will the goals and objectives be achieved?
2. Who will be responsible?
3. When will the task be completed?



Implementation

1. Distribute plan to individuals responsible for execution.
2. Link goals to leadership, board, committee and staff responsibilities.
3. Evaluate performance against goals as part of performance review process and organizational evaluation.

Plan Updates

1. The plan is reviewed and updated in August at start of the fall semester, in January at the start of the spring semester and in May at the end of the academic year.
2. The dashboard is updated at this time to indicate progress on goals.



Vision

The Boise State University School of Social Work:

Cultivates the transformation of lives and the creation of inclusive communities by advancing health, well-being, and social justice.

Mission

The Boise State School of Social Work:

Immerses students in the profession of social work through education and collaborative community partnerships.

Advances knowledge to address complex issues through evidence-based and research-informed practice.

Guiding Principles

The Boise State School of Social Work achieves academic excellence by:

1. Developing innovative and flexible programming centered in Idaho, with a national reach, to meet the current and emerging needs of students, practitioners, and the populations we serve.
2. Recognizing that success is dependent on engaging and valuing the diversity of students, staff, faculty, administrators, alumni and community partners.
3. Recruiting and retaining faculty with diverse areas of expertise who incorporate theory, practice, research, and integrate emerging trends in the field of social work into the educational experience.
4. Investing in local, national, and global partnerships, interprofessional collaboration and experiential learning for students.
5. Engaging in research and evaluation that advances social welfare and social work practice.

Values

The Boise State School of Social Work is committed to modeling the core values of the National Association of Social Workers as a guide to professional conduct.

<https://www.socialworkers.org/About/Ethics/Code-of-Ethics/Code-of-Ethics-English>

National Association of Social Workers (NASW) Core Values

- Service
Social workers' primary goal is to help people in need and to address social problems.
- Social Justice
Social workers challenge social injustice.
- Dignity and worth of the individual
Social workers respect the inherent dignity and worth of the person.
- Importance and centrality of human relationships
Social workers recognize the central importance of human relationships.
- Integrity
Social workers behave in a trustworthy manner.
- Competence
Social workers practice within their areas of competence and develop and enhance their professional expertise.

Plan Overview

Focus Areas & Goals

Innovative & Flexible Programming	Engaging & Valuing Diversity	Faculty & Research	Community Partnerships & Interprofessional Collaboration	Internal Organizational Focus
Refresh curriculum to ensure continuous quality improvement.	Demonstrate a comprehensive understanding of diversity to include race, gender, differing backgrounds, economic statuses, and religious beliefs.	Attract and retain faculty with specific areas of expertise to fully support programming options.	Expand partnerships and collaboration.	Define and implement the shared governance structure and decision-making processes.
Design innovative and flexible programming that addresses student needs.	Attract students, faculty, and staff reflective of diverse race, gender, differing backgrounds, economic statuses, and religious beliefs.	Increase the capacity of faculty to engage in research and evaluation.	Increase the visibility of the School of Social Work, its faculty and students.	Optimize our organizational structure.
Enhance academic and professional advising that supports diverse student populations.	Increase support to diverse and underrepresented students, faculty and staff.	Enhance faculty research to have a broad social work focus.	Expand research and evaluation within the community and nationally related to faculty areas of expertise.	Develop and implement policies and procedures to increase efficiency and effectiveness.
Evaluate the feasibility of a doctoral program.				Define strategic direction of the school in alignment with the university and COHS strategic direction.

Innovative and Flexible Programming

Goal 1: Refresh curriculum to ensure continuous quality improvement.

Measures:

Year 1

1/3 of all syllabi (15 required courses) are reviewed and updated to represent diverse voices.

Year 5

Curriculum sub-committees outlines how knowledge and skills are developed and built across courses. (scaffolding)

Adoption of more inclusive textbooks and/or course materials across all required and elective courses.

Objective 1: Align curriculum with the strategic direction of the college, school, and CSWE standards.				
Strategy	Budget	Timeline	Responsibility	Status
Develop a review tool to analyze course syllabi and curriculum in terms of fit with strategic direction of college, school and CSWE.	\$1,500 \$500 each for three faculty members over summer	Summer 2020	Ad hoc curriculum subgroup or special summer work group	
Select syllabi to review for the year and assign to curriculum sub-committee.	-0-	Courses identified in fall planning meetings	Director or Chair of Curriculum Subcommittees	

Objective 2: Design and implement curriculum changes that support evidence-based and research-informed practice.				
Strategy	Budget	Timeline	Responsibility	Status
Audit 33% of courses for current (<7 years) course materials for evidence-based and research informed practice.	-0-	Begin Spring 2020. 33% each year for three years. Once complete, then the cycle starts again.	Curriculum Subcommittees	
Audited courses without adequate evidence-based and research informed practice are updated	-0-	Following year after the audit.	Curriculum Subcommittees	
Objective 3: Ensure syllabi course materials represent diverse voices.				
Strategy	Budget	Timeline	Responsibility	Status
Audit syllabi and course materials to identify whether the authors represent diverse voices.	\$100 to each faculty member who completed review, \$800 per year.	Four courses each semester beginning spring 2020	FT Faculty teaching the course Students answers to end of semester evaluation	Initial surface level audit completed.
Courses without diverse voices will be referred to the curriculum subcommittee to add/change content to increase diverse voices.	-0-		Curriculum Subcommittee	



Goal 2: Design innovative and flexible programming that addresses student needs.

Measures:

Year 1

Needs assessment complete and methods to address needs identified.

Year 5

Analyze assessment and select programming delivery model(s) and implement the model(s).

Objective 1: Conduct a needs assessment of students to identify their preferences related to programming.				
Strategy	Budget	Timeline	Responsibility	Status
Create and implement survey to assess students' needs.	\$100 for four incentive prizes to complete survey	Fall 2019	Director with input from faculty	
Assess survey results and develop recommendations for implementation.	-0-	Spring 2020	Director	



Objective 2: Develop and implement new program delivery mechanisms based on needs assessment.				
Strategy	Budget	Timeline	Responsibility	Status
Initially schedule any course with two sections to ensure one is available in the evening.	-0-	2020-21 Academic Year	Director	
Consider delivery mechanism with hybrid and/or condensed courses based on survey results.	TBD	Develop 2020-21 Academic Year Implement 2021-2022 Academic Year	BSW and MSW Coordinators with assistance from faculty or an ad hoc committee to develop a plan	
Objective 3: Provide high-quality part-time programming for all programs.				
Strategy	Budget	Timeline	Responsibility	Status
Recruit faculty to teach new program delivery mechanisms and/or create the norm that everyone teaches in new program delivery mechanisms.	TT faculty recruitment \$15,000-\$20,000 Clinical faculty recruitment \$2,000 Approx. \$100,000 for each faculty members salary and benefits	Tenure-Track 2020-21 recruit, 2021-22 start Clinical recruit any semester to start following semester	Director, Faculty Search Committee, Faculty	



Strategy	Budget	Timeline	Responsibility	Status
Create course maps of part-time programs.	-0-	Spring 2021	Program Coordinator	
Develop marketing plan to recruit applicants and students.	\$5000-\$10,000	Spring 2021 and ongoing	Director	
Objective 4: Explore alternative models in field education.				
Strategy	Budget	Timeline	Responsibility	Status
Identify possible alternative models to field education. Produce a white paper discussing the pros, cons, and costs associated with each alternative model to field education.	Summer salary \$5,000	Summer 2020	Field Education Director with input from Field Education Staff	



Goal 3: Enhance academic and professional advising that supports diverse student populations.

Measures:

Year 1

- Faculty understand advising roles.
- Clear advising policy and procedures.
- Identify & train advisors.

Year 5

- Data tracking use of advising by students shows how they are utilizing more and different sources of advice.
- Diverse numbers of students are increased.

Objective 1: Develop new or revise policies and procedures related to advising.				
Strategy	Budget	Timeline	Responsibility	Status
Survey internal and external best practices.	-0-	2019-20 Academic Year	Director and Program Coordinators	
Determine approach for the school.	Depends on selected approach	2020-2021 Academic Year	Program coordinators and faculty	
Define and implement policies.	-0-	Spring 2021	Faculty and program coordinators	



Objective 2: Define advisor roles. (e.g. professional, academic)				
Strategy	Budget	Timeline	Responsibility	Status
Explore dedicated positions for advising (such as the student success coaches in the online program)	-0-	2019-20	Director and Program Coordinators	
Evaluate whether or not to hire success coaches / advisors to support students from diverse populations,	-0-	2019-20	Faculty	
Develop and implement a recommended advising approach and positions.	Advisor Salary, if dedicated, \$70,000-\$80,000	2020-21 Academic Year	Executive Committee	
Objective 3: Collaborate with university and college advising services.				
Strategy	Budget	Timeline	Responsibility	Status
Have regular (at least each semester) meetings with COHS Advising services, University Advisors, Enrollment Services, Admissions and Graduate College.	-0-	Fall 2019, ongoing	Director and Program Coordinators	Already implemented with COHS and Graduate College.



Objective 4: Increase support to diverse and underrepresented students.				
Strategy	Budget	Timeline	Responsibility	Status
Ensure advisor roles, positions and policies address this defined need.	-0-	2019-20	Director and Executive Committee	
Identify or provide specialized training in supporting diverse and underrepresented students as needed.	TBD	2021-2020	Director and Executive Committee	



Goal 4: Evaluate the feasibility of a doctoral program.

Measures:

Year 1

Feasibility study completed for Boise campus. (cost, personnel needed, interest/enrollment)
Recommendation for capacity based on a model(s).

Year 5

Doctoral program in operation or not.

Objective 1: Assess the capacity to deliver a doctoral program.				
Strategy	Budget	Timeline	Responsibility	Status
Conduct feasibility study for doctoral program.	\$5,000-7,000 for faculty summer salary or to employ consultant	Summer 2020-Fall 2020	Director	
Identify different models and approaches to doctoral education.	\$2,000 to attend GADE meetings each year.	Spring 2020, ongoing	Director and rotation of TT faculty members	
Identify model(s) (DSW, PhD, etc.) and delivery methods (online, Face-to-face, hybrid) that fits with our capacity.	-0-	2020-21 Academic Year	Ad hoc Doctoral committee	



Objective 2: Assess the enrollment potential for doctoral students.				
Strategy	Budget	Timeline	Responsibility	Status
Survey of alumni and NASW membership to gauge interest.	\$100 for incentives to respond to survey	2020-21 Academic Year	Ad hoc Doctoral Committee	
Identify competitor institutions and their characteristics (cost, enrollment, program model, etc.).	-0-	2020-21 Academic Year	Ad hoc Doctoral Committee	
Recommendation from committee on doctoral program for faculty decision.	-0-	Fall 2021	Ad hoc Doctoral Committee	

Engaging and Valuing Diversity

Goal 1: Demonstrate a comprehensive understanding of diversity to include race, gender, differing backgrounds, economic statuses, and religious beliefs.

Measures:

Year 1

Training of faculty and staff completed.

Double number of faculty who have completed the BUILD Certificate.

Year 5

Objective 1: Deliver faculty and staff training and education.				
Strategy	Budget	Timeline	Responsibility	Status
Develop a sub-committee on diversity and inclusion.	-0-	Implemented in Spring 2019	Director and Faculty	Implemented
Implement a book club for faculty and staff.	\$150 for books	2019-20 Academic Year, ongoing	Diversity and Inclusion Committee	Implemented during 2018-2019 Academic Year
Faculty participate in BUILD certificate.	-0-	2019-20 Academic Year, ongoing	Individual faculty and staff members	Implemented



Objective 2: Facilitate discussion around diversity and inclusion with faculty, staff and students.				
Strategy	Budget	Timeline	Responsibility	Status
Bring in speakers/facilitators.	\$2,000-\$5,000	2019-20 Academic Year	Diversity and Inclusion Committee with Director	Being examined as part of the diversity & inclusion plan



Goal 2: Attract students, faculty, and staff reflective of diverse race, gender, differing backgrounds, economic statuses, and religious beliefs.

Measures:

Year 1

Define current measure and trends to demonstrate progress using CSWE categories.

Year 5

Baseline established in year 1, improves year over year.

Faculty, staff and students are more diverse than the population of Boise and Idaho as reflected in last census.

Objective 1: Identify and remove barriers to entry				
Strategy	Budget	Timeline	Responsibility	Status
Identify and address potential barriers of diverse student populations in admissions process.	-0-	2020-21 Academic Year	BSW, MSW, MSW Online Admissions Committees	
Enhance recruitment from community colleges.	\$ for travel \$500	2020-21 Academic Year	Director & BSW Coordinator	

Goal 3: Increase support to diverse and underrepresented students, faculty and staff.

Measures:

Year 1

Formalized process in place for linking students.

Number of student and faculty/staff stories baseline established and goals for each year.

Number of scholarships baseline established and goal for each year.

Year 5

Objective 1: Improve connections to campus resources.				
Strategy	Budget	Timeline	Responsibility	Status
Implement a formalized process that links students to campus resources.	-0-	Spring 2020	Program Coordinator	List of resources from Director of Students acquired.
Objective 2: Communicate success stories.				
Strategy	Budget	Timeline	Responsibility	Status
Spotlight student stories.	-0-	2019-20 Academic Year, ongoing	Business Manager and Social Media Committee	In process with social media
Spotlight faculty/staff diversity, backgrounds, identity.	-0-	2019-20 Academic Year, ongoing	Business Manager and Social Media Committee	In process with social media



Objective 3: Increase number of scholarships.				
Strategy	Budget	Timeline	Responsibility	Status
Develop a strategy and goals for fundraising.	-0-	2020-21 Academic Year	Director, COHS Development Staff	
Educate students on scholarships beyond SW scholarships.	-0-	2020-21 Academic Year	Director, COHS Development Staff Business Manager	
Engage alumni in fundraising.	Alumni events \$5,000-\$7,000	2021-22 Academic Year	Director, COHS Development Staff	

Faculty and Research

Goal 1: Attract and retain faculty with specific areas of expertise to fully support programming options.

Measures:

Year 1

Hired 2 faculty members-one clinical and one tenure track faculty who expand the diversity of the Social Work faculty.

Year 5

Objective 1: Increase recruitment of diverse tenure track Ph.D. faculty to expand research.				
Strategy	Budget	Timeline	Responsibility	Status
Specific plan to support and retain faculty of color.	-0-	2021-22 Academic Year	Executive Committee	
Recruit researcher/PhD with experience in Latinx community.	Recruitment TT \$15,000-\$20,000 Salary and benefits \$100,000	Recruit 2019-20 Academic Year, Start 2020-21 Academic Year	Faculty Search Committee	In progress as one preferred criterion of currently faculty search
Recruit for expertise in macro practice.	Recruitment TT \$15,000-\$20,000 Salary and benefits \$100,000	Recruit 2021-22 Academic Year, Start 2022-23 Academic Year	Faculty Search Committee	

Objective 2: Increase recruitment of diverse clinical faculty to support programming.				
Strategy	Budget	Timeline	Responsibility	Status
Recruit clinical faculty member	Clinical faculty recruitment \$2,000 Salary and benefits \$100,000	Fall 2019. Start Spring 2020	Faculty Search Committee	In progress
Evaluate student demographics and needs when recruiting.	TBD	2020-21 Academic Year	Director in cooperation with Executive Committee and Faculty	

Goal 2: Increase the capacity of faculty to engage in research and evaluation.

Measures:

Year 1

Workload and research production are linked with a plan and procedure in place for evaluation.

Year 5

Increased research products: peer reviewed publications and conference presentations.

Objective 1: Assess faculty workload and implement reductions to increase capacity for research.				
Strategy	Budget	Timeline	Responsibility	Status
Course workload reduction for highly productive faculty	Course reduction for TT faculty approx. \$40,000 (About \$3600 per course)		Director	



Objective 2: invest in resources to reduce workload including, but not limited to, graduate assistants and professional staff to deal with finances and IRB, etc.				
Strategy	Budget	Timeline	Responsibility	Status
Add additional graduate assistantships.	Each ½ time GA = \$11,351			
Hire professional staff to support research and evaluation.	\$70,000-\$80,000			

Goal 3: Enhance faculty research to have a broad social work focus.

Measures:

Year 1

Assessment of diverse expertise of recruited faculty.

Year 5

Funding for endowed professorships.

Objective 1: Recruit faculty with expertise in these areas.				
Strategy	Budget	Timeline	Responsibility	Status
Ensure representation of child welfare, homelessness/housing, and severe and persistent mental illness.	Recruitment Tenure Track \$15,000-\$20,000 Salary and benefits \$100,000	Recruit 2019-20 Academic Year, Start 2020-21 Academic Year	Director and Faculty Search Committee	Part of current faculty search



Strategy	Budget	Timeline	Responsibility	Status
Fundraise to create endowed professorships.	3 levels of endowed professorships: \$3 million, \$1.5 million, \$500,000 +		Director and COHS Development Staff	

Community Partnerships and Interprofessional Collaboration

Goal 1: Expand partnerships and collaboration.

Measures:

Year 1

- Develop protocol for identifying students at risk before and during semester.
- All syllabi and orientations include information about student supports and resource centers.

Year 5

- Number of centers partnered.

Objective 1: Provide educational opportunities for community professionals.				
Strategy	Budget	Timeline	Responsibility	Status
Field trainings and professional development training for community professionals (CEU offerings).	\$1,500-\$5000 per event; \$5,000 total per year	2019-20 Academic Year, ongoing	Field Education Director and Committee	Implemented one event Fall 2019, Annual Field Instructor training and appreciation luncheon
Sponsor/co-sponsor professional development events.	\$1,500-\$5000 per event; \$10,000 total per year	March 2020	Director, COHS Development Officer	See above, Annual Alumni CEU event



Strategy	Budget	Timeline	Responsibility	Status
Consider building and offering online learning opportunities open to professionals	Could be profit generating; startup costs could be \$30,000-\$40,000 if part of a new position.	2021-22 Academic Year	Executive Committee, Extended Studies Partnership	
Objective 2: Partner with community agencies to expand opportunities and become training centers for students.				
Strategy	Budget	Timeline	Responsibility	Status
Develop stipends to work with community agencies.	\$6000-\$8000 per student	2022-23 Academic Year	Field Education Director and COHS Development Director	
Objective 3: Partner with existing resource centers on campus.				
Strategy	Budget	Timeline	Responsibility	Status
Include more information about existing resources/centers in all SOSW syllabi and orientations.	-0-	Fall 2020, ongoing	Curriculum Committee	
Develop system for identifying at risk students who would benefit from campus resource centers.	?	2021-2022 Academic Year	Executive Committee, Administrative Staff, faculty	



Strategy	Budget	Timeline	Responsibility	Status
Develop communications emails letting students know about campus resource centers.		Fall 2020	Executive Committee and Administrative Staff	
Communicate information on webpage and social media.		Summer 2020	Director and Administrative Staff	



Goal 2: Increase the visibility of the School of Social Work, its faculty and students.

Measures:

Year 1

Increase in number of applicants to degree programs.

At least 5 postings in Boise State Update or local newspapers about social work faculty, staff and/or students.

Year 5

Qualified applicants exceed seats available.

U.S. News and World Report Rankings move to a higher level (2019 ranked at #77 (tie)).

Objective 1: Expand mass media delivery including print, internet and broadcast presence.				
Strategy	Budget	Timeline	Responsibility	Status
Advertise on radio, internet and print.	\$25,000 per year	2019-20 Academic Year, ongoing	Director in cooperation with Marketing and Communications, Management Assistant	Implemented in prior academic year and continuing
Focus field-social media posts about good work students and agencies are doing.	-0-	2019-20 Academic Year, ongoing	Management Assistant in cooperation with Field Education Department	



Objective 2: Expand the marketing strategy and implement the marketing plan.				
Strategy	Budget	Timeline	Responsibility	Status
Consider outreach to rural communities.	Included in marketing budget for advertising.	2019-20 Academic Year, ongoing	Director and Site Coordinators with Marketing and Communications	Outreach to Coeur d'Alene and Twin Falls is ongoing. eCampus markets online programs.
Community event presence led by students. (e.g.: Treefort-Social Justice Fort, PRIDE)	\$1500 per event; \$5000 total	Summer 2020	OSSW, Phi Alpha, with their Advisors, Director	

Goal 3: Expand research and evaluation, related to faculty areas of expertise, within the community and nationally.

Measures:

Year 1

Policy developed that incentivizes research.

Year 5

Increased number of agency-based research and evaluation projects.

Objective 1: Systematize identification of research and evaluation opportunities.				
Strategy	Budget	Timeline	Responsibility	Status
Develop partnerships the facilitate the development of research and/or evaluation activities.	-0-	?	Individual research faculty	
Develop policy and practices to incentivize research. (e.g. F & A sharing)	Course buyout \$3,000 per faculty member for 3 credit courses	2020-21 Academic Year	Director & Personnel Committee	Existing incentive is the FIPP



Objective 2: Address gaps in opportunity identification.				
Strategy	Budget	Timeline	Responsibility	Status
Obtain grants and funding opportunities information from COHS research office.	-0-	2019-20 Academic Year	Faculty identifies interest areas with COHS research office	Some faculty have done this
Objective 3: Market to and connect with the local community and beyond.				
Strategy	Budget	Timeline	Responsibility	Status
Support conference attendance.	25 @ \$2,000 each \$50,000	2020-21 Academic Year	Director	Current support is \$1,500 per year, raise to \$2,00 per year
Explore interdisciplinary interprofessional options.	-0-		Individual faculty	

Internal Organizational Focus

Goal 1: Define and implement the shared governance structure and decision-making processes.

Measures:

Year 1

- Policies aligned with other School, College and University governance documents.
- Policies that reflect social work values of diversity and inclusion.
- Shared governance policy defined and implemented.

Objective 1: Develop a shared governance structure (policy) with the School that is approved by faculty.				
Strategy	Budget	Timeline	Responsibility	Status
Determine that School Governance policy follows university policy and faculty constitution.	-0-	Fall 2019	Director and faculty/staff	Proposed policy under consideration.



Goal 2: Optimize our organizational structure.

Measures:

Year 1

Organizational structure has been reviewed and assessed.

Year 5

Organizational structure is stable and consistent.

Objective 1: Define roles for current positions in the organizational structure.				
Strategy	Budget	Timeline	Responsibility	Status
Share, review, adjust, share.	-0-	2019-20 Academic Year	Executive Committee, Faculty and Staff	
Determine need for Associate Director.	-0-	Spring 2020	Executive Committee	

Goal 3: Develop and implement policies and procedures to increase efficiency and effectiveness.

Measures:

Year 1

Identify missing policies and procedures.

Year 3

Create an ongoing system to maintain policies.

Year 5

Policy review process staggered for complete review every 5 years.

Objective 1: Refresh current policy document to streamline School operations.				
Strategy	Budget	Timeline	Responsibility	Status
Organize and update current policies.	-0-	2019-20 Academic Year	Director and Faculty	
Identify policies that may exist but are not in current policy document.	-0-	2019-20 Academic Year	Long serving faculty with historical memory	Initiated in 2018-19 Academic Year
Develop policy to update policies.	-0-	2019-20 Academic Year	Director	

Goal 4: Define strategic direction of the school in alignment with the university and COHS strategic direction.

Measures:

Year 1

Develop the five-year strategic plan.

Years 2-5

Implement the strategic plan.

Provide dashboard updates on progress three times per year.

Annually update the plan to remain current.

Objective 1: Develop and implement five-year strategic plan.				
Strategy	Budget	Timeline	Responsibility	Status
Define vision, mission, values, guiding principles, goals, objectives, strategies, and budgets to develop a five-year plan.	\$20,000 to hire consultant	2018-19 Academic Year, Fall 2019	Director and Executive Committee, Staff, Subgroup	Complete October 2019
Communicate high level strategy internally and externally.	-0-	November 2019 internally, Spring 2020 externally	Director, Marketing and Communications	
Monitor plan implementation, review progress and provide updates.	-0-	August, January & May annually	Director and Executive Committee	Determine review frequency. Dashboard.



Strategy	Budget	Timeline	Responsibility	Status
Update plan.		Annually beginning Spring 2021	Director and Executive Committee, Staff, Subgroup	