



COUNCIL ON SOCIAL WORK EDUCATION

**Report of the President and Chief Executive Officer
Submitted to the Council on Social Work Education Board of Directors
March 2019**

CSWE's Strategic Plan, [Vision 2020: Strengthening the Profession through Research, Education, and Career Advancement](#), provides direction for the Council's initiatives and activities. This report is written to align those initiatives and activities with each of the key six goals. In addition, the Executive Committee approved specific goals within each of the strategic goals for the President/CEO for the 2018-19 year. This year's annual goals are listed immediately following the respective Strategic Plan goal:

Strategic Goal 1: Strengthen the position of social work within higher education, the national political environment, and in the perceptions of the general public.

2018-19 Goal: Conduct phase II of the Social Work Workforce Study.

Strategic Goal 2: Strengthen social work through identification and dissemination of emerging technology and innovative models, pedagogies, and practices.

2018-19 Goal: Support social work program and faculty in Interprofessional Education.

Strategic Goal 3: Ensure the quality and sustainability of social work education through accreditation of baccalaureate and master's degree programs, research, and responsive faculty development.

2018-19 Goal: Establish accreditation standards and processes for practice doctorates.

2018-19 Goal: Develop new modules for the SocialWorkCAS – doctoral application and create template for post-masters' fellowship opportunities.

Strategic Goal 4: Develop partnerships with organizations, agencies, corporations, and foundations both within social work and those external to social work to enhance collaboration on issues critical to social work education.

2018-19 Goal: Facilitate and provide leadership for the National Academies of Sciences, Engineering and Medicine Consensus Study.

Strategic Goal 5: Promote the preparation of social work graduates who can practice effectively in an increasingly diverse and global practice environment.

2018-19 Goal: *Oversee the implementation of Diversity Center strategic plan.*

Strategic Goal 6: Develop and maintain a healthy, viable organization by ensuring effective management, strong leadership, diversity of the staff, and open communication among the staff, Board of Directors, Commissions, Councils and other governance and programmatic entities.

2018-19 Goal: *Engage members in a strategic planning process for the next CSWE strategic plan.*

2018-19 Goal: *Strengthen the relationship between the CSWE staff and the Board of Directors.*

This report reflects progress and achievements in relation to each of the strategic goals that have occurred since November 2018, as well as a summary of progress to date on this year's specific goals. The Division reports included in the Board Book provide further detail and highlight additional initiatives in support of the goals.

Strategic Goal 1: Strengthen the position of social work within higher education, the national political environment, and in the perceptions of the general public.

2018-19 goal: *Conduct phase II of the Social Work Workforce Study.*

With the endorsement of the Board of Directors, CSWE provided the lion's share of the funding and all of the staff support for the second phase of the Social Work Workforce Study. The 2018 survey included 53 MSW programs with 1,410 responses and 49 BSW programs with 312 responses, a significant increase in participation from the 2017 survey. Our consultant, the George Washington University Health Workforce Institute, has completed the report and it is currently undergoing copyediting and design work. The report is scheduled to be released this spring. Late breaking results were presented to the Board and to membership at a session at APM in November, titled, *When Graduates Go to Work: Insights on the Survey of 2018 Social Work Graduates*.

In addition to the main report, our consultant is analyzing and preparing program-specific reports and data briefs. Programs with more than 20 respondents to the 2018 survey will receive a program-specific report that will compare their respondents to regional, national and other benchmarks. In addition, data briefs will explore specific topics of interests to social work education. The first three briefs will focus on the following topics: online vs. in person graduates; job market demand indicators; and variations by race and ethnicity.

CSWE will host a webinar on March 27, 2019 to present the findings of the survey through the CSWEducation Connections series. Through the webinar, we hope to increase member knowledge and participation in the survey and use the findings to guide the future direction of social work education.

CSWE and NASW committed to sharing equal partial funding for an additional round of the survey in 2019 and recruitment will begin this spring. A key component of the 2019 contract is developing a plan for financial sustainability of the Social Work Workforce Study.

Activities to advance this strategic goal more broadly lies primarily within the CSWE Public Policy Initiative (PPI) [see full report from Lewis-Burke Associates], a ten-year partnership that has established CSWE as the leading voice in social work education. The core of our advocacy efforts continues to be focused on issues in higher education (including accreditation), student aid, workforce development and social work research (a focus that has gained strength since our formal agreement with SSWR, initiated in 2016). In the current political environment, we have also felt the need to speak to broader issues that social work educators and the education community are concerned with, namely social justice issues.

The CSWE PPI was on Capitol Hill to mark the start of the 116th Congress. The first day of a new Congress is usually a busy one and was especially so this year, as Republican control of the U.S. House of Representatives came to an end. The day was marked by the swearing-in of all U.S. representatives and new and re-elected senators. Many congressional offices hosted open houses for the public to come and meet staff and congressional representatives. The CSWE PPI took the opportunity to meet with several congressional social work champions, including Representatives Barbara Lee (D-CA), G. K. Butterfield (D-NC), and Katherine Clark (D-MA), and Senator Debbie Stabenow (D-MN). CSWE and the National Association of Social Workers also provided a joint welcome letter to members of Congress. The letter notes the importance of social work and social work education to addressing many of the challenges facing the United States and encourages members to consider joining the Social Work Caucus.

Finally, the “principle documents” that have been created over the last few years are currently being reviewed and updated. These working documents have been written to inform policymakers about CSWE and the role of social work in addressing a number of issues. Topics of our current principle documents include:

- [Role of Social Work Education in School Safety and Gun Violence Prevention](#)
- [Social Work: A Vital Workforce to Address the Opioid Crisis](#)
- [Ensuring Quality and Accessibility: CSWE Principles for a Higher Education Act Reauthorization](#)
- [Ensuring Access to Care and Protecting Underserved and Vulnerable Populations: Principles for Health-Care Public Policy](#)
- [CSWE Principles for Accreditation in the Reauthorization of Higher Education Act](#)
- [The Role of Social Work in Interprofessional Education](#)
- [The Impact of Social Work Research Principles for Public Policy](#)

The Communications and Marketing Department has worked to “refresh” the Advocacy and Policy pages of our website in a much more attractive and user-friendly layout.

The collaboration with the SSWR (through an MOU to cover costs) has been strengthened this year with SSWR participation in our monthly meetings and setting of strategic priorities. I presented to the SSWR Board in January to update them of our activities and seek feedback.

CSWE and SSWR have discussed developing a forum to assist doctoral students with translating their dissertation research into policy. This will be done in collaboration with GADE. We are also planning a Congressional Briefing following the release of the NASEM report that will focus on the role of social work in addressing social determinants of health.

Strategic Goal 2: Strengthen social work through identification and dissemination of emerging technology and innovative models, pedagogies, and practices.

2018-19 goal: Support social work program and faculty in Interprofessional Education.



An interprofessional education summit was held as a post-conference offering at the 2018 Annual Program. Over 100 faculty and participated in the summit to discuss ways to advance interprofessional team-based practice and education. Feedback to this

event was overwhelmingly positive.

Since CSWE was asked to join the IPEC Institutes Planning Committee, there has been a noticeable uptick in social work speakers and attendees in the IPEC trainings. Jo Ann Regan has become a very valuable member of this committee. The IPEC Interprofessional Deans Leadership Program was modified to engage leaders in IPE beyond the deans, and I was happy to welcome six social work leaders to the Winter cohort of the Interprofessional Leadership Development Program. Finally, I was elected to the IPEC Board of Directors in February as a “member at large”. This is the first board position outside of the six founding professions that the IPEC board has created.

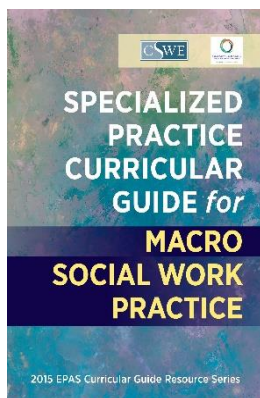
Activities in support of this strategic goal more broadly mostly reside in the Division of Education; see the Division report for details of the numerous educational initiatives in progress or being planned for the near future.

We have recently been approached by the New York Community Trust to apply for an additional round of funding to support the CSWE Policy Practice in Field Initiative. This was quite unexpected and speaks to the Trust’s confidence and approval of our Initiative over the last few years. We will be following up on this after we are able to hire a research associate in the Department of Educational Initiatives and Research.

New York Community Trust also connected us with the National Council for Behavioral Health and invited a collaborative grant proposal focusing on strengthening the preparation of social workers to address the opiate crisis. We are working with the National Council to submit this proposal, which will include \$450,000 in student scholarships. This initiative will add to a

portfolio of products and trainings being developed to strengthen the teaching about substance use disorders.

We are very pleased that two new curriculum guides have been added to the [Curricular Guide Resource Series](#). CSWE partnered with the Special Commission to Advance Macro Practice in Social Work and the Network for Social Work Management) to produce a [Macro Social Work Practice Guide](#). The guide on [Licensure and Regulation](#), in partnership with the Association of Social Work Boards and the NASW Assurance Services, has also been published.



Strategic Goal 3: Ensure the quality and sustainability of social work education through accreditation of baccalaureate and master’s degree programs, research, and responsive faculty development.

2018-19 goal: *Establish accreditation standards and processes for practice doctorates.*

The process of establishing accreditation standards and processes for practice doctorates is proceeding according to the established [timeline](#).

The public comment period for feedback on the first draft of the practice doctorate accreditation standards was opened in November and closed on December 31, 2018. On December 31, 2018, I received a letter from the leadership of NADD requesting that this period be extended, to further discuss the draft, but also larger issues about the impact and financing of DSW programs on social work education programs and the marketplace. In order to accommodate this request and keep the process moving, CSWE will be launching a second feedback website for public review, comment and feedback and there will be presentations of Draft 2 of the standards at upcoming BPD, NADD and GADE meetings this spring.

One of the primary concerns that has been raised relates to the impact of DSW programs (and graduates) on the regional accrediting bodies’ qualifications for faculty to teach. To address these concerns, CSWE offered a webinar with regional accrediting body representatives and posted the following [Guidance to Programs related to Faculty Qualifications and Regional Accreditation](#) on our website. This document was developed to assist programs to better understand the issues and offer support.

2018-19 goal: Develop new modules for the SocialWorkCAS – doctoral application and create template for post-masters’ fellowship opportunities.

While there was interest among doctoral programs to establish a module in our centralized application service, this has not moved forward to date. Attention has been paid, instead, to the orientation and engagement of new partners in the current SocialWorkCAS cycle.

There has been good progress on creating a process to recognize post-masters’ fellowship opportunities. Understanding the needs of organizations offering post-master’s fellowship opportunities necessarily preceded developing the application system. It is expected that this will move forward in the near future.

In addition to curricular materials and webinars, a number of activities to advance Strategic Goal



3 relates to the growth of faculty development programs. These programs include the Teaching Institute for Early Career Faculty, the Leadership Institute, the Leadership Scholars Programs, the Field Education Institute, the

Interprofessional Education Summit, and plans to engage a third cohort in the Program Director Academy this summer.

Strategic Goal 4: Develop partnerships with organizations, agencies, corporations, and foundations both within social work and those external to social work to enhance collaboration on issues critical to social work education.

2018-19 Goal: Facilitate and provide leadership for the National Academies of Sciences, Engineering and Medicine Consensus Study.

The consensus study by the National Academy of Sciences, Engineering and Medicine (NASEM) is ongoing and the predicted release of the report on [Integrating Social Needs Care into the Delivery of Health Care](#) is either late summer or early fall. I continue to be on monthly calls to brainstorm how to disseminate the report and position ourselves to be poised to act on the recommendations. As was mentioned earlier, one action will be a Congressional Briefing in partnership with SSWR shortly after the report’s release.

Other activities that advance Goal 4 relate to the deepening and broadening of our external relationships. CSWE is often sought out to represent social work and social work education in interprofessional settings, and the list of partnerships has grown considerably. Some of these include:

- The National Collaboration to Improve the Clinical Learning Environment (NCICLE). I have joined the Steering Committee of NCICLE to lend a social work lens to discussions and supports for all health professions to create interprofessional learning environments.



- CSWE is now a member of two forums at The National Academies of Sciences, Engineering and Medicine, Health Division.
 - We have been members of the [Global Forum on Innovation in Health Professional Education](#) for five years. The Global Forum brings together stakeholders from multiple nations and professions to network, discuss and illuminate issues within health professional education. I joined a group of Global Forum colleagues in writing a piece on [Utilizing a Systems and Design Thinking Approach for Improving Well-Being within Health Professions' Education and Health Care](#) that was published in January.
 - CSWE was asked to join a new forum that has been developed focused on Mental Health and Substance Use Disorders. It's first meeting was held on 2/19/2019, and sponsors include:

Centers for Disease Control and Prevention (CDC)
 Centers for Medicare & Medicaid Services (CMS)
 Health Resources & Services Administration (HRSA)
 National Institute of Mental Health (NIMH)
 National Institute on Alcohol Abuse and Alcoholism (NIAAA)
 NIH Office of Behavioral and Social Sciences (OBSSR)
 Substance Abuse and Mental Health Services Administration (SAMHSA)
 Department of Veterans Affairs (VA)
 Alkermes Pharmaceutical
 American Psychiatric Nurses Association
 Association for Behavioral Health & Wellness
 National Association of Addiction Treatment Providers
 Otsuka America Pharmaceutical

- Previously mentioned are the ways in which CSWE is now a more integral part of the Interprofessional Education Collaborative.
- Stacey Borasky represents the CSWE Commission on Accreditation on the [Health Professions Accreditors Collaborative](#) (HPAC). She was an author on an HPAC [guidance document](#) for programs to advance interprofessional education for collaborative practice. This was released to the public in February.
- CSWE is making application to join the Washington Higher Education Secretariat (WHES). WHES is coordinated by the office of the President of the American Council on Education and is composed of chief executives from approximately 50 associations,

each of which serves a significant sector or function in postsecondary education. The primary purposes of the Secretariat are to provide a forum for association chief executives to consider strategic issues; to review trends/challenges confronting higher education and to develop responses; and to learn from colleagues and external experts. Some members of WHES include:

American Association of Colleges for Teacher Education

American Association of Colleges of Nursing

American Association of Community Colleges

American Association of State Colleges and Universities

American Association of University Professors

American Dental Education Association

American Indian Higher Education Consortium

Association of American Law Schools

Association of American Medical Colleges

Association of Community College Trustees

Association of Governing Boards of Universities and Colleges

Council for Higher Education Accreditation

Council of Graduate Schools

EDUCAUSE

Hispanic Association of Colleges and Universities

- I serve on the Advisory board of the Mental Health Technology Transfer Center Network Coordinating Office (MHTTC NCO). The MHTTC NCO will facilitate the acceleration of mental health evidence-based practice adoption and implementation and support the development of a workforce prepared to better serve individuals and families needing mental health services.

CSWE continues to prioritize our relationships with our sister social work organizations through the Leadership Forum and the Leadership Roundtable. Members of the CSWE staff and leadership are frequent presenters and participants at these organizations' conferences and meetings. For example, I give an annual address at the Association of Baccalaureate Social Work Program Directors conference. This year, the focus will be on the future of social work, as gleaned from the Futures Task Force report, the Workforce Study, and early thoughts about the National Academies Consensus Report.

Strategic Goal 5: Promote the preparation of social work graduates who can practice effectively in an increasingly diverse and global practice environment.

2018-19 Goal: Oversee the implementation of Diversity Center strategic plan.

The rebranding of the Center was launched at the APM. It's new logo and website:



With assistance and direction from its advisory committee, the Center established strategic priorities that include increasing visibility of the Center, developing a pool of subject matter experts, increasing representation of social work scholars from historically marginalized groups, and grow and diversify resources. An example of one effort to advance these priorities is the establishment of a monthly Educator Resource.



This most recent resource focused on how to use the podcast *Doin' The Work: Frontline Stories of Social Change* to teach about diversity and social and economic justice. The podcast features interviews with social workers and those in related fields, educators, and activists about their work and personal stories of how they got into this work. Some of topics that are highlighted include advocacy, community organizing, community violence, community-based research, race, immigration, incarceration, reproductive justice, substance use, mental health, disability, trauma, and self-care.

Exemplary activities to advance Goal 5 have included grant-making through the Katherine Kendall Institute to advance global social work education, and the ongoing support of master's and doctoral students through the Minority Fellowship Program (MFP). MFP continues to be CSWE's signature program to support the diversity of practitioners and scholars through its Master's and Doctoral Fellows programs. Having been awarded additional money in the most recent application process, we have increased the number of fellows we support. The upcoming training for the master's-level students will focus on preparing students for the workforce. Larke Huang from SAMHSA and David Paterson Silver Wolf from the Brown School will join them to talk about substance abuse issues and practice. Under the leadership of Dr. Nguyen, and in collaboration with our Public Policy Initiative, this training will also include a new dimension to advocacy, as the fellows will go to the Hill to educate their members of Congress about the MFP and their experiences.

I represented the US social work programs at the meeting of the Board of Directors of the International Association of Schools of Social Work in Tokyo in January and participated in a panel with other members of the Capacity Building Committee to discuss how to “glocalize” the social work curriculum. CSWE also serves as the regional global observatory to collect evidence of social work education and practice in the North American and Caribbean region to support the [Global Agenda for Social Work and Social Development](#). CSWE is a sponsor of the upcoming Social Work Day at the United Nations, and through the Katherine A. Kendall Institute (KAKI), will host a faculty roundtable to discuss ways to advance international social work in the US schools of social work.

Strategic Goal 6: Develop and maintain a healthy, viable organization by ensuring effective management, strong leadership, diversity of the staff, and open communication among the

staff, Board of Directors, Commissions, Councils and other governance and programmatic entities.

2018-19 Goal: Engage members in a strategic planning process for the next CSWE strategic plan.

With CSWE’s current strategic plan ending in 2020, the CSWE Strategic Planning Committee was charged with developing a new strategy to guide CSWE for the next 3 years and beyond. Outlining the potential future scenarios for social work, The Futures Task Force laid the foundation for CSWE’s traditional strategic planning process. The Futures Task Force presented “Envisioning the Futures of Social Work” at the 2018 APM in Orlando. Members of the Futures Task Force presented findings from the report and discussed implications for the future of social work and CSWE’s strategic planning process.

Using a survey of Board members and staff, and reviewing existing sources, including the Futures Task Force, the Strategic Planning Committee drafted strategic goals and objectives. This “evergreen” framework was presented to the Board at their Fall 2018 meeting for affirmation and input. The Board used breakout groups to begin brainstorming about the time-sensitive strategic outcomes that will operationalize the identified goals and objectives.

The Strategic Planning Committee hosted a session at the 2018 APM titled “Developing CSWE’s Next Strategic Plan” that provided an update on the strategic planning process and solicited feedback from members. Following APM, CSWE launched a strategic planning survey that provided members an opportunity to respond to the drafted framework and provide input on the development of the strategic outcomes. The survey was sent to all members and received 212 responses.

CSWE staff have used the survey results to draft priorities that will inform strategic outcomes, which will be shared with the Board at its spring meeting. Our consultant, Josh Mintz of Cavanaugh, Hagan, Pierson, & Mintz, will lead commissioners and the board in brainstorming possible targeted 3-year outcomes.



2018-19 Goal: Strengthen the relationship between the CSWE staff and the Board of Directors.

I am pleased that the Board agreed to recognize CSWE staff for their service to the organization at its meetings. At its fall Board meeting, employees with ten or more years of service were recognized. Although all individuals received recognition plaques at that time, the following were unable to attend the meeting, and so I am listing them here again:

Elizabeth Simon – 10-year milestone
Frank Li – 15-year milestone
Haitao Lin – 15-year milestone
Eddie Wong – 15-year milestone
Shelia Bell – 25-year milestone

In addition, I am pleased that the spring Board meeting will be an opportunity for us to thank the following individuals who have contributed five or more years of excellence service to CSWE:

Tabitha Beck
Anna Holster
Olga Jones
Arminn Leopold
Heather Marshall
Anastasia Pruitt
Sharon Reed
Jo Ann Regan

Examples of additional actions taken to support Goal 6 include:

- At the fall Board meeting, directors heard about the internal process to review our policies for employee telework and remote work options. These practices have implications for the amount of physical space needed for CSWE and will inform our decision about the upcoming sunsetting of our current office lease. The policies have been revised to provide additional flexibility for staff, important to recruitment and retainment in the metro DC area, while maintaining a commitment to face-to-face in order to support internal collaboration. This incremental change seemed a good compromise for CSWE at this time.
- The board will hear a verbal update about the progress of our integrated accreditation, membership database and website project at its spring meeting. There are more details of the project status in the report from the Division of Finance and Operations. It is expected that full implementation will be launched in late spring/early summer.
- Operationalizing the good ideas of the commissions and councils, while managing expectations, requires a delicate balance. Over the last couple of years, a couple of committees of Commissions have begun to operate similar to “full-blown” Councils, with expectations of staff support for initiatives, etc. I will be meeting with these committees and their respective Commission leadership shortly after Spring Governance to discuss

how to support the ideas without stretching staff support beyond what we can currently provide.

- The Council on the Role of Women in Social Work Education (aka the “Women’s Council”) is rightly proud of its annual Women’s Council Networking Breakfast at APM. The Breakfast has been supported in large part by a donation that has since been depleted. Social Work schools/programs have also sponsored the event, though we have witnessed a decline in financial support. CSWE staff met with the co-chairs of the Women’s Council in February to discuss different options to sustain the Breakfast, as it has become a highly valuable and important event at APM.

The research specialist position in the Department of Educational Initiatives and Research (DEIR) remains open at this time. We are currently engaging in a more targeted recruitment effort in order to attract the appropriate candidate.

After more than five years at CSWE, Adrienne Walters, program associate in DEIR, left CSWE in February to begin a new position at the Fairfax-Falls Church Community Services Board. Her contributions to the Diversity Center, the policy initiatives, and much more is greatly appreciated. We have a recruitment plan in place to bring new talent to the department.

It is customary to conclude my report with an expression of gratitude to the staff of CSWE for their dedicated service to the organization. While “customary,” it is not rote – but deeply felt. It is an honor to be able to work with such smart, dedicated and creative individuals.

Finally, I would like to thank Barbara Shank for her leadership over the last 6 years as Chair of the Board of Directors. I have learned from her and enjoyed our partnership a great deal.

Respectfully,



Darla Spence Coffey
President and Chief Executive Officer