THE INSTITUTE FOR CLINICAL SOCIAL WORK

PSYCHODYNAMIC GRADUATE STUDIES

The Institute for Clinical Social Work

STRATEGIC PLAN, 2022-2025

Forward Together with Purpose

Introduction

Since our founding in 1981, for over forty years, the Institute for Clinical Social Work's graduate programs, continuing education workshops, and community partnerships have impacted generations of individuals in communities across the nation. The Institute for Clinical Social Work is the only independent graduate school in the country to focus primarily on psychodynamic graduate training.

The college has maintained a rigorous graduate program by having highly qualified faculty. All members of the faculty are currently working as full-time practitioners. In addition to highly qualified faculty, the learning environment at the Institute for Clinical Social Work is intimate.

Cohorts for both the PhD in clinical social work and MA in clinical counseling and psychotherapy remain small. Small cohort sizes ensure that all students receive personal attention in the classroom and outside of the classroom with access to ongoing consultations and mentoring. Most graduates report that they are highly satisfied in their careers and are working in diverse settings as community agency leaders, directors in mental health care centers, therapists in private practice, leaders in government, government, consultants and supervisors, counselors and educators in both secondary and post-secondary education.

This strategic plan consist of three strategic pillars: Maintaining a Dynamic Academic Enterprise, Developing a Compelling Brand, and Positioning for Growth.

Mission

Core Values

Vision

The mission of the Institute for Clinical Social Work, an institution of higher education, is to prepare scholars and practitioners to advance the knowledge and quality of practice in the fields of clinical social work and counseling and to serve diverse communities through professional and academic contributions.

In keeping with our roots in social work and our commitment to social justice, we develop psychodynamically informed professionals who recognize and celebrate diversity, practice compassionately, and have the knowledge and skills to empower people to lead meaningful lives.

As a highly-respected institute, to become well-known for diverse and accessible psychodynamic educational programming.

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THREE STRATEGIC PILLARS

Strategic Pillar One Maintaining a Dynamic Academic Enterprise

Strategic Pillar Two Creating a Compelling Brand

Strategic Pillar Three Positioning the Institution for Growth

Dynamic Academic Enterprise

- Learning Embedded in Community
- Diversify our Community & Increase Access
- Strengthening the ICSW Faculty Team
- Future-Focused Instructional Design & Support

Compelling Brand

- The Destination for Psychodynamic-Inspired Programs
- Targeted Marketing
- Digital Presence of Our Unique Value Proposition
- Internal Exploration of Institutional Identity

Positioning for Growth

- Smooth Enrollment Pathways for All Learners
- Technology Enables & Growth Partners
- Optimized Processes for Admissions & Operations
- Partnerships to Drive Enrollment

Strategic Pillar 1.0

Dynamic Academic Enterprise

1.1 Learning Embedded within Community

1.1a Goal to explore research and scholarly program components Curricular

Action Step(s):
- Pilot a teaching course
- Review summer courses
- PhD program review

Responsible Area(s)/Person(s): Academic Affairs, Academic Dean, Curriculum Committee, Faculty

1.1b Goal to explore program development

Action Step(s):
- Market Survey & Data collection on possible academic/certificate programs
- Program review

Responsible Area(s)/Person(s): President, Academic Affairs, Faculty, Marketing Firm

1.1c Goal to create and integrate social justice opportunities into programs

Action Step(s):
- Review of Field Placements
- Review of Diverse Experiences in the Classroom
- Engaging Community Partnerships
- Program Review
- Continuing Education

Responsible Area/Person(s): President, DEI Taskforce, Director of MA Program, Continuing Education Committee

1.1d Goal to increase student engagement

Action Step(s):
- Develop a student advisory committee
- Explore ideas with students through focus groups
- Explore what other students are doing
- Identify ways to incentivize students

Responsible Area/Person(s): Registrar & Director of Academic Services/Director of Admissions & Enrollment

1.1e Goal to increase campus Communications
Action Step(s):

- Identify a committee and goals
- Pilot an institutional newsletter

Responsible Area(s)/Person(s): Director of the MA Program

Strategic Pillar 1.0

Dynamic Academic Enterprise

1.2. Diversifying Community & Increasing Access

1.2a Goal to develop a well-rounded, curriculum with diverse authorship and critical perspectives, that prepares students at the MA level for contemporary practice and PhD students for advanced clinical contemporary practice and scholarly contributions in diverse settings
Action Step(s):
- MA Program Review
- MA Program Implementation
- PhD Program review

Responsible Area/Person(s): Academic Dean, Director of MA Program, Curriculum Committee

1.2b Goal to increase student scholarships
Action Step(s):
- Identify donors
- Explore tuition discounting

Responsible Area/Person(s): Vice President for Business, Finance, and Operations

1.2c Goal to increase partnerships with diverse Institutions
Goal to develop partnerships with
Action Step(s):
- Identify a panel of diverse institutions (Historically Black Colleges & Universities, Minority Serving Institutions, Hispanic Serving Institutions, Tribal Universities)
- Explore expanding the Pathways Program

Responsible Area/Person(s): President, Director of Admissions & Enrollment

1.2d Goal to explore partnerships
Action Step(s):
- Identify partner institutions for dual degree programs and certifications

Responsible Area/Person(s): Academic Affairs, Director of MA Program

1.2e Goal to formalize electronic referral system
Action Step(s):
- Students explore this opportunity

Responsible Area/Person(s): Academic Affairs, Dean of Students

1.2f Goal to increase faculty diversification
Action Step(s):
- Recruit from diverse areas
- Increase diversity of speakers to guest lecture

Responsible Area/Person(s): Faculty Advisory Committee, Academic Dean, Human Resources

Strategic Pillar 1.0

Dynamic Academic Enterprise

1.3 Strengthening Faculty Experiences

1.3a Goal to increase training & workshops to support faculty and student learning
Action Step(s):
- Identify areas that faculty need support, utilize community surveys

Responsible Area(s)/Person(s): Academic Dean, Director of MA Program, Director of Institutional Research

1.3b Goal to explore faculty roles
Action Step(s):
- Explore current faculty nomenclature
- Identify different types of faculty roles (e.g. instructor, visiting professors, guests lecturers)

Responsible Area(s)/Person(s): Faculty Advisory Committee, Academic Dean

1.3c Goal to develop a robust faculty onboarding process
Action Step(s):
- Onboarding packet,
- Review of academic approach
- Review of technology needed for onboarding
- Develop onboarding of each program separately

Responsible Area(s)/Person(s): Academic Dean/Director of MA Program/Director of Student & Academic Affairs

1.3d Goal to expand faculty recruitment nationally
Action Step(s):
- Advertising positions

Responsible Area(s)/Person(s): Academic Dean, Faculty Advisory Council, Human Resources

1.3e Goal to develop faculty descriptions
Action Step(s):
- Review similar descriptions
- Write descriptions

Responsible Area(s)/Person(s): Academic Dean, Faculty Advisory Council

1.3f Goal to deepen faculty engagement & inclusiveness
Action Step(s):
- Review Faculty Handbook & Contracts

Responsible Area(s)/Person(s): Academic Dean, Faculty Advisory Council

Strategic Pillar 1.0

Dynamic Academic Enterprise

1.4 Future Focused Instructional Design & Support

1.4a Goal to expand online modalities that supports distance students in the 21st century
Action Step(s):
- Exploratory Committee to review online applications

Responsible Area(s)/Person(s): Registrar & Director of Academic Services, Web Team

1.4b Goal to develop an instructional design training program
Action Step(s):
- Identify recommendations
- Pilot a plan

Responsible Area(s)/Person(s): Director of MA Program

Strategic Pillar 2.0

Creating a Compelling Brand

2.1 Goal to be known as the Destination for Psychodynamic Graduate Program

Action Step(s):
- Internal exploration of institutional identity
- Identify campus champions
- Expand Videos with testimonies (faculty, student, alumni)
- Cycle of climate and destination surveys
- Expand digital presence of unique value proposition

Responsible Area(s)/Person(s): President, Director of Admissions & Enrollment, Marketing Team, Director of Institutional Research

2.2 Goal to engage in targeted marketing
Action Step(s):

- Making brand clear to external audience
- Review all aspects of brand (logo, name, marketing images)
- Increase marketing efforts and advertisements (e-brochures/print)

Responsible Area(s)/Person(s): President, Board, Director of Admissions & Enrollment, Marketing

Strategic Pillar 3.0

Positioning for Growth

Strategic Pillar 3.0 – Positioning for Growth

3.1 Goal to expand opportunities for enrollment pathways
Action Step(s):
- Develop partnerships with undergraduate institutions

Responsible Area(s)/Person(s): Director of Admissions & Enrollment

3.2 Goal to identify technology enablers and growth partners
Action Step(s):
- Explore different recruiting and enrollment technologies

Responsible Area(s)/Person(s): Director of Admissions & Enrollment, Marketing, Web Team

3.3 Goal to optimize processes for admissions and operations to increase enrollment infrastructure
Action Step(s):
- Recruitment at national meetings

Responsible Area(s)/Person(s): Director of Admissions & Enrollment

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