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COLLEGE OF SOCIAL WORK  
AND CRIMINAL JUSTICE

Florida Atlantic University

# ***TURNING COMMITMENT INTO TRANSFORMATION***

Five-Year Strategic Plan (2021-2026)



## VISION STATEMENT

We strive for a more just, resilient, and equitable society that honors the dignity and worth of every person across our one human race.

Our partnership between social work and criminal justice enables us to reimagine our professions, address a wide spectrum of societal needs, and champion systemic change through teaching, research, scholarship, and service.

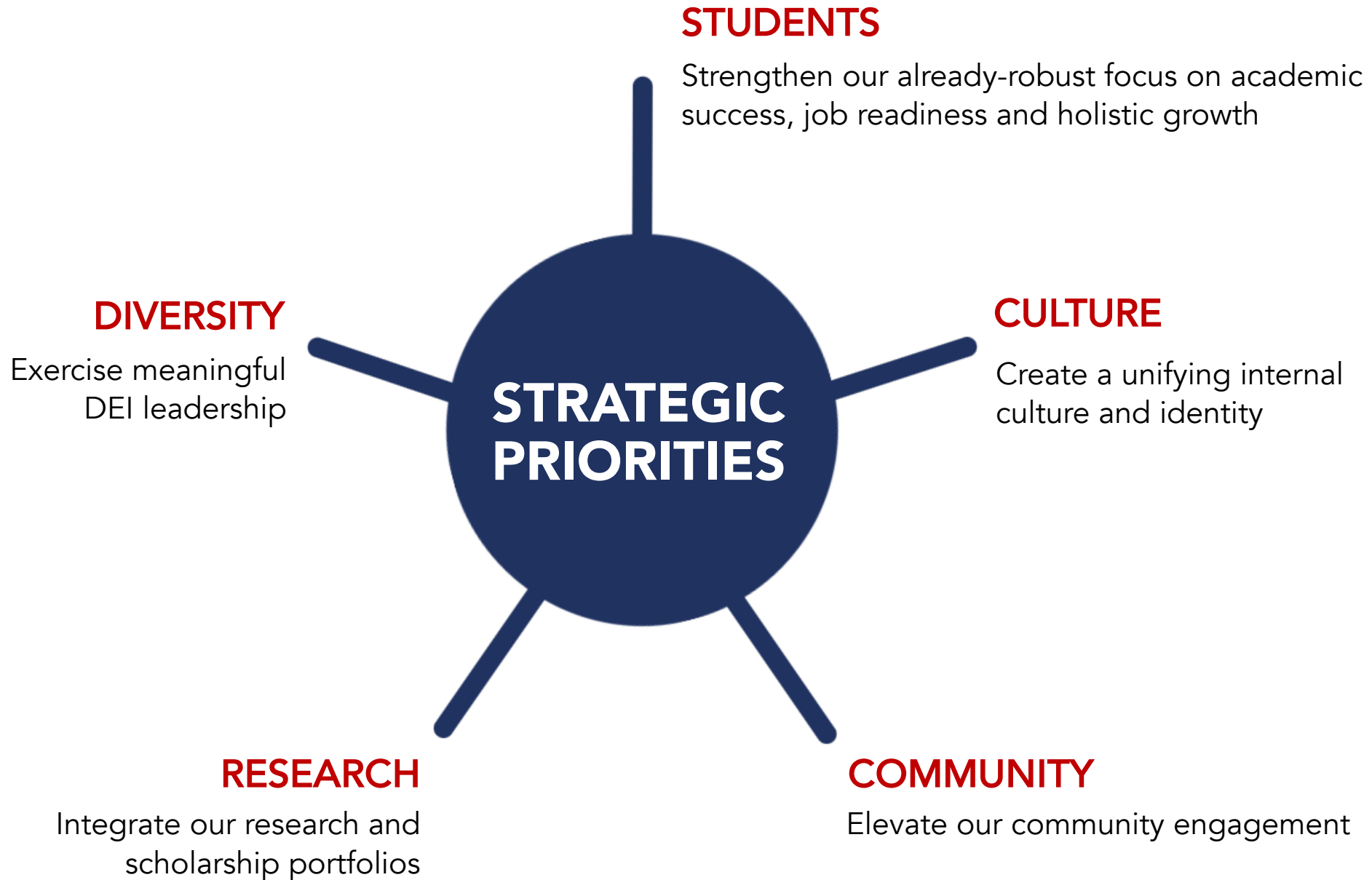
This call to action inspires us as change-makers, innovators, and scholars to serve the public good by working across our professions and deeply within our communities to achieve meaningful and measurable impact.



## MISSION STATEMENT

We inspire and prepare criminal justice and social work leaders, scholars, practitioners, clinicians, and policymakers to enact positive change. Our distinguished faculty integrate theory with community-centered, evidence-based practices. In doing so, they collaborate with our students, staff, and community partners to help:

- develop ethical, culturally competent, and innovative professionals who analyze, implement, and evaluate criminal justice and social welfare policies, practices, and technology;
- address discriminatory systems and processes;
- provide direct services to vulnerable and marginalized populations; and
- promote just and equitable outcomes for individuals, families, and communities in South Florida and beyond.





# CULTURE: Create a Unifying Internal Culture & Identity

- Develop and cohere an internal identity, culture, and shared experience. Bolster pride in our college, our professions, and our tangible community impact.
- Live, inspire, and communicate a social work/criminal justice partnership that establishes the college as a leadership vanguard that can bridge and reimagine both professions. Highlight areas in which the professions already productively interact.
- This is the only time there will be a first time to design an organizational culture with purpose and intentionality. It is a foundational initiative.



# CULTURE: Create a Unifying Internal Culture & Identity

## ACTION ITEM A:

Create an Organizational Culture Framework and Refine an Internal Communications Plan

Signals that culture, internal identity, and internal communication matter, and being strategic and intentional about developing them is central to achieving the 5 strategic priorities

- 1) Develop a Culture Plan
- 2) Refine our Internal Communications Plan and Practices

A1 Owner = College/School Leadership, Everyone | Timeframe: Start in Spring 2022 and Ongoing

A2 Owner = Communications Office | Timeframe: Work is Underway



# CULTURE: Create a Unifying Internal Culture & Identity

## **ACTION ITEM B:**

### Develop our Faculty and Staff

They are the cornerstones of our organizational culture. In that spirit, career development and mentoring for faculty and staff are essential and warrant serving as an action item in this first strategic priority.

- 1) Create Shared Standards and Best Practices
- 2) Encourage Mentoring

Owner = College/School Leadership, Faculty | Timeframe: Start in Spring 2022 and Ongoing



# CULTURE: Create a Unifying Internal Culture & Identity

## ACTION ITEM C:

### Complete Strategic Plans for Each School

Develop strategic plans for each of the schools that support (and are drawn from) this overarching college plan and are aligned with it. Recognize as well, however, the unique and singular priorities, identities, cultures, and contributions of the criminal justice and social work schools and communities.

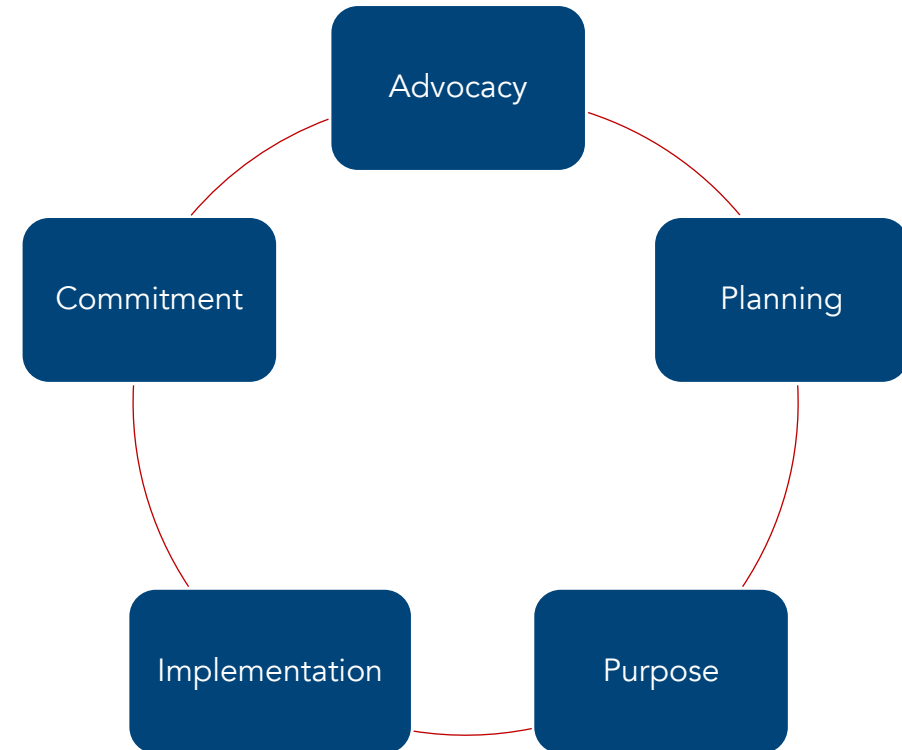
Owner = School Directors | Timeframe: Start in Spring 2022 and Complete by Fall 2022





## DIVERSITY: Exercise Meaningful DEI Leadership

- Become a living example of authentic DEI leadership within the college, FAU, and our communities
- Develop and implement a robust, actionable DEI plan





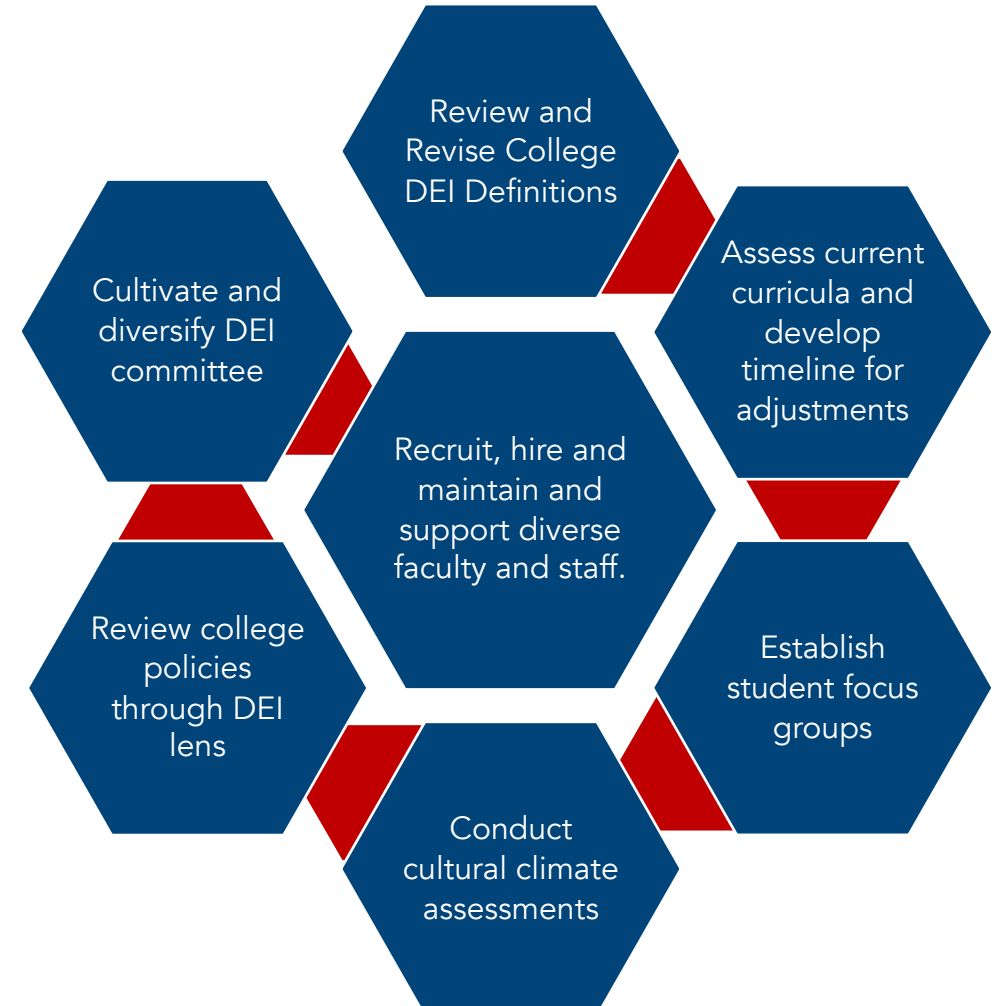
# DIVERSITY: Exercise Meaningful DEI Leadership

## ACTION ITEM:

Bolster Existing Efforts and Initiate New Ones

A1 Owner = College/School Leadership,  
DEI Committee, Faculty

Timeframe: Work is Underway and Ongoing





## RESEARCH: Integrate Our Research and Scholarship Portfolios

- Grow research and scholarship where we already excel and deliver meaningful impact.
- Recognize that schools lead the college's research and scholarship efforts.
- Focus on multidisciplinary, cross-school research and scholarship.
- Extend our cross-disciplinary collaboration.
- Understand that research serves as a powerful tool championing systemic change.
- Heighten the role and visibility of technology.
- Demonstrate alignment with the university's strategic planning pillars and platforms.



## RESEARCH: Integrate Our Research and Scholarship Portfolios

### ACTION ITEM A:

Develop a Shared Understanding of the College's Current Research Portfolio

### ACTION ITEM B:

Choose Research/Scholarship Pillars and Deepen our Entrepreneurial Mindset

### ACTION ITEM C:

Identify Opportunities to Collaborate Within FAU and Beyond the University

Owner = Associate Dean of Research, Faculty

Timeframe A: Start in Spring 2022 and Complete in Spring 2023

Timeframe B: Complete in Fall 2023

Timeframe C: Start in Fall 2023 and Ongoing



## **STUDENTS:** Strengthen our *Already-Robust Focus on Academic Success, Job Readiness, and Holistic Growth*

- Continue focusing on the holistic development of our students as ethical, engaged, and enlightened citizens.
- Ensure that students receive practical, market-ready, stimulating education.
- Constantly reinforce the infrastructure of available support.



## **STUDENTS:** Strengthen our Already-Robust Focus on Academic Success, Job Readiness, and Holistic Growth

### **ACTION ITEM A:**

Enhance Service-Learning Opportunities

### **ACTION ITEM B:**

Initiate Opportunities to Integrate Social Work and Criminal Justice Teaching

### **ACTION ITEM C:**

Develop and Launch the First Cross-School Certificate Program

Owner = Faculty, Advising and Professional Development Coordinators

Timeframe A: Start in Spring 2022 and Ongoing



## COMMUNITY: Elevate our Community Engagement

- Strengthen further our well-earned reputation for effective community engagement.
- As with research and scholarship, recognize that each of our schools leads the college's community engagement efforts.
- Highlight the effectiveness of our community-centered, evidence-driven engagement and the impact of our community-based participatory research, teaching, and service.
- Consider naming a community engagement liaison with a "big picture" view of developing and coordinating this portfolio.
- Focus on how the college wants to be seen and known in our communities and among other institutions.
- Demonstrate alignment with the university's strategic planning pillars and platforms.



## COMMUNITY: Elevate our Community Engagement

### ACTION ITEM A:

Create a College Advisory Board

### ACTION ITEM B:

Assess and Understand the College's Current Engagement Portfolio

### ACTION ITEM C:

Choose Engagement Pillars

Owner = Field Experience Coordinators, Faculty

Timeframe A: Underway and Ongoing

Timeframe B: Start in Fall 2022, Complete in Fall 2023

Timeframe C: Complete in Spring 2024





**STEP 1: PLANNING**



**STEP 2: ACTION & ACCOUNTABILITY**

## STRATEGIC MOBILIZATION: ITEMS, OWNERS & TIMEFRAME

Create Working Groups for Each Strategic Priority

- determine key metrics, milestones and target completion dates
- identify, assign and ensure timely deliverables
- establish mechanism for sharing reports with college faculty, staff and leadership teams (frequency, best forums, etc.)
- account for and build from work already underway (e.g. DEI Committee activities, research webpage going live as medium for integrating research and scholarship portfolios, etc.)



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