



November 30, 2020

Full-Time Departmental Teaching Staff
Jill Duerr Berrick, *Undergraduate Committee Chair*
Paul Sterzing, *MSW Committee Chair*
Anu Manchikanti Gómez, *Doctoral Committee Chair*

Re: School of Social Welfare Comprehensive Review Charge: Reimagining Instructional Workload and Budgetary Alignment

Dear Colleagues,

As an academic institution committed to elevating equity across society, now more than ever, the School of Social Welfare (SSW) is core to UC Berkeley's steadfast mission to teaching, research, and public service. We are proud that our programs continue to rank in the highest percentile nationally and globally, preparing students to serve the diverse and many needs of our community skillfully and knowledgeably. The conditions of our time present the SSW with a unique opportunity to innovate at the nexus of research and practice.

In support of SSW's continued excellence, we charge the existing Undergraduate, MSW, and Doctoral faculty-led committees to explore and make specific recommendations about how to best secure the strongest future for our School. We make no assumptions about what the answers may be, and so want to take a comprehensive look at what we do and how we do it. We do not assume that the continuation of existing practices is necessarily a bad thing, nor do we assume that innovative approaches are suspect. The issues must be approached in a spirit of open inquiry. Through a *collective* and *collaborative* approach, we need to understand what our priorities are now and what they should be for the future in service of the needs of our students and of society. This is an opportunity to design a sustainable future together; and, in doing so, demonstrate new modes of progressive leadership and innovation in Social Work.

In view of SSW's accreditation and academic program review, we ask that you explore the following in relation to each committee's ongoing work and develop a comprehensive set of recommendations to us, keeping in mind the value of complementary knowledge generation and application:

- **Refinement of Admissions Procedures**
 - Clarify roles and responsibilities for admissions review
 - Explicate criteria for selecting students to refine rubric and its anchors
 - Define and develop indicators of successful admissions outcomes
- **Opportunities for Streamlining and Enhancing Curriculum**
 - Consider:
 - *What do our students need to know to be effective and distinctive in their Social Work careers 5 - 10 years from now?*
 - *What is necessary to secure the strongest legacy for our School?*


- *Which research priorities have the highest potential to uplift vulnerable populations and improve the quality of public services in their communities?*
- Develop short and long-term strategies to orient our curriculum and pedagogy toward excellence, relevance, and rigor
- Identify areas for instructional staffing and workload optimization
- Beyond conventional curricular assessment, define and develop additional key indicators of curricular success
- **New or Complementary Programs**
 - Generate ideas that include (but may not be limited to) the following:
 - Self-Supporting Graduate Professional Degree Programs (SSGPDP)
 - Mutually-beneficial partnerships with other units (e.g., GSPP, SPH, Law, GSE, CDSS)
 - Continuing Education Offerings
- **External Relations**
 - Propose strategies to promote greater synergy between the School's research, curriculum, and community-based practice
 - Identify opportunities to collectively enhance the reputation and visibility of the School's excellence
 - Define and develop indicators of effective faculty engagement in the School's external relations

We request that you develop *at least* three near, medium, and long-term recommendations for each of the four categories above by **April 2, 2021**, as they will support the School in its upcoming academic program review and CSWE accreditation, as well as its financial planning for FY2021-22 and beyond.

Recognizing the significance and challenge of the work ahead, the School will be supported by some members of the EVCP's Academic Finance Reform Initiative project team including Andrea Lambert, Chris Stanich, Andy Kraus, and Katrina Koski, as well as by Dana Kowalski, Assistant Dean for Administration and Finance, and an external reviewer from the University of Washington, David Takeuchi, School of Social Work Associate Dean for Faculty Excellence. Additionally, support will be available on an as-needed basis from the Academic Personnel Office and Office of Planning and Analysis given their experience with campus data, particularly in relation to enrollment, finance, and strategic planning.

Thank you in advance for your time, effort, and contributions to this important initiative. We look forward to working with you to ensure that the School of Social Welfare has a prominent and sustainable future.

Sincerely,



A. Paul Alivisatos
Executive Vice Chancellor and Provost

Linda M. Burton

Linda M. Burton
Dean of the School of Social Welfare

cc: Andrea Lambert, Chief of Staff to the Provost
Andy Kraus, Academic Finance Reform Initiative Project Manager
Benjamin E. Hermalin, Vice Provost for the Faculty
Bob Teague, Assistant Dean, Admissions and Student Services
Chris Stanich, Associate Vice Chancellor, Financial Planning and Analysis
Dana Kowalski, Assistant Dean, Administration and Finance
David Takeuchi, Associate Dean for Faculty Excellence, University of Washington SSW
Katrina Koski, Academic Finance Reform Initiative Project Manager
Susan Stone, Associate Dean, Academic Affairs
Veronica Alexander, Assistant Dean, Development and External Relations