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From: Keva M. Miller
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Re: Interim Program Review Report in Response to Final Report Recommendations

Overview of School of Social Work and Criminal Justice Changes since Program Review

During the initial 2015-2016 Program Review, the School of Social Work and Criminal Justice (SSWCJ) was a program option that consisted of three-degree programs, Bachelor of Arts in Criminal Justice (BACJ), Bachelor of Arts in Social Welfare (BASW), and Master of Social Work (MSW). The Program was led by a director and did not have program chairs. In 2019, the University of Washington recognized the School of Social Work and Criminal Justice as a freestanding school led by a dean, at which point an interim dean was named and program chairs established to lead the three-degree programs. The inaugural Dean of the School of Social Work and Criminal Justice was hired and began her tenure on August 1, 2021. The Dean's interdisciplinary scholarly expertise and contributions are in social work and criminal justice.

Graduate School Council Recommendations

The Graduate School Council recommended reaffirming continuing status for the BACJ, BASW, and MSW degree programs. In addition, the Council recommended that the then program submit an interim report in 5 years to address progress made in the following areas: 1) faculty shared governance and 2) a framework that reflects more effective communication between social work and criminal justice faculty.

Criminal Justice and Social Work Shared Governance

Since the last review period, the School of Social Work and Criminal Justice has prioritized addressing school climate to develop trust across the criminal justice and social work disciplines. While there remain areas for improvement, faculty and staff have expressed there are visible positive strides, felt climate improvements, and increased trust between disciplines. Leadership expectations, styles, personnel changes, and structural adjustments have contributed to a greater sense of shared governance and trust across the SSWCJ. For example, throughout the 2021-2022

academic year the Dean changed structures, processes, and personnel responsibilities and expectations to create greater shared decision-making and leadership. While many of the changes are beyond the scope of this report, the structural and personnel changes seek to address inclusivity, equity, transparency, and shared participation and responsibility for the SSWCJ governance and performance.

There are numerous shared spaces in which each discipline is represented and voiced opinion is reflected in decision-making. Opportunities for the two disciplines' constituents to have participation and representation extend beyond faculty and include staff, students, and community partners. Primary areas for shared spaces include the SSWCJ:

1. Leadership Team
2. Faculty Council
3. All-School Meetings
4. Equity and Inclusion Committee
5. Scholarship Committee
6. 2020–2021 Dean Search Committee
7. 2021–2022 Social Work Faculty Search Committee
8. 2022–2023 Criminal Justice Faculty Search Committee
9. Dean's Advisory Board (criminal justice and social work community representatives)
10. Dean's Student Advisory Council (unique to the UWT campus)

The team, committee, council, board, and all-school meetings prioritize opportunities for members to inform how budget, curriculum, and numerous other policies, procedures, and processes are implemented and reflect on how they impact programs including the faculty, staff, students, administrators, and communities associated with each program. Members discuss how cross-disciplinary opportunities can enhance the overall functioning of the School. The SSWCJ leadership, including the Dean and Program Chairs, make concerted efforts to identify how decisions benefit each program and the School as well as unintended consequences of the implementation of program-specific and/or school-wide procedural or process decisions.

The Program Review identified differences in training and faculty rank distribution across the social work and criminal justice disciplines. The identified concern was uncertainty over promotion and tenure criteria. In 2015–2016, the criminal justice faculty were all pre-tenure. The criminal justice faculty now consist of four faculty at the rank of Associate Professor, one Associate Teaching Professor, two Assistant Professors, and one Assistant Teaching Professor who is also the CJ Program Chair. The SSWCJ will lose one Associate Professor and Assistant Teaching Professor in fall 2022. The Dean requested and was granted funding in the SSWCJ's FY2023 budget to search for two tenured faculty lines at either rank of Associate Professor or Professor. The current composition of the criminal justice faculty is closer to our ideal. The decision to hire at the senior ranks is, in part, to ensure that tenure and promotion criteria are governed by faculty with criminal justice expertise, who understand peer institutions' expectations for tenure and promotion. Moreover, increased numbers of senior criminal justice faculty provide more equitable post-tenure/promotion criminal justice leadership at the program, school, and university levels.

The reviewers also identified differences in training and faculty rank distribution, which have led to an inability to meet student demand for interdisciplinary instruction. This concern remains; however, the SSWCJ has made strides to rectify the concern. There are increased cross-disciplinary options for students that are taught by social work and criminal justice faculty with requisite expertise and competencies in substantive CJ and SW courses. The SSWCJ has hired three social work Assistant Professors with scholarly expertise that either is cross-disciplinary or has the potential to positively supplement the CJ curriculum. It is anticipated that the criminal justice program will benefit from the new faculty hires' expertise.

Social Work and Criminal Justice Faculty Communication

Program reviewers identified a need for improved criminal justice and social work communication. Reviewers also found that it was unclear whether communication between the criminal justice and social work faculty produced mutual understanding of fundamental concepts in the areas of social justice, law enforcement, and service delivery. As noted in the Program Review Response, many of these issues were being addressed prior to and during the review period. Specifically, the SSWCJ was engaged in processes that included identification for greater communication between social work and criminal justice faculty, some of which are outlined above, as established practices that have been a reinforced value of the inaugural Dean. The SSWCJ's organizational structure supports the collaborative work of faculty and staff and addresses the complex but essential need for a shared identity that also honors the uniqueness of each discipline. The Leadership Team has representation of social work and criminal justice faculty of various ranks, staff, and student voices. While the Director of Field Education and Director of Child Welfare Training and Advancement Program are situated in the social work programs, their appointments to the Leadership Team are an example of how the SSWCJ is moving away from excluding voices and elevating key constituents as instrumental participants of the Team.

All-school meetings are structured to provide cross-discipline information. The School's Faculty Council, which is inclusive of faculty from both disciplines and all ranks, has a key role in communicating program and faculty needs and concerns with the Dean and discipline leadership. The cross-disciplinary Faculty Council continues to work in collaboration to articulate recommendations to the Dean concerning merit review criteria and promotion and tenure guidelines. The voting faculty from both disciplines are provided equal opportunities to comment and influence merit review and promotion and tenure guidelines, which provides dialogue for how the reviews and guidelines influence each discipline. This structure also provides inclusivity and respect for each discipline's scholarly expectations.

The Dean meets with individual faculty, standing committees (e.g., Equity and Inclusion Committee, Faculty Council), and programs to discuss matters concerning inclusivity of diverse voices, including greater communication between programs and respect for each's contributions. In addition to standing committees, the Dean has developed opportunities for faculty and staff across disciplines to work alongside one another to create greater synergy, understanding, and communication (e.g., writing retreat; diversity, equity, and inclusion trainings). The Equity and Inclusion Committee has worked with the Dean to bring in a diversity, equity, and inclusion (DEI) trainer to discuss divisions amongst programs and faculty ranks. Historically, criminal

justice faculty had a disparate representation of pre-tenure/pre-promotion faculty as identified in the program reviewers' report. The inaugural Dean has communicated a vision for a shared identity that includes equity and inclusion across programs, disciplines, and faculty ranks. The Dean, faculty, and staff have also expressed the need for a collective understanding of social justice and how both disciplines have a shared understanding and articulation through actions, behaviors, and curricular offerings.

Goals and Priorities

As the School moves forward there are a few identified goals and priorities that are planned for the 2022-2023 academic year that will continue the SSWCJ's trajectory toward a more inclusive unit with a shared identity. The planned goals and priorities are:

1. Futurist Workshop – contract with a nationally renowned futurist to launch administrative leaders, faculty, students, staff, alums, and community partners from both disciplines for collective visioning of the school's future. The workshop is intended as a precursor to strategic planning.
2. Strategic Planning – contract with a strategic planning facilitator with degrees in criminal justice (JD) and social work (MSW, PhD) to usher the SSWCJ into a year-long strategic planning process. Administrative leaders, faculty, staff, students, alums, and community partners from both disciplines will participate. The goal will be to create a plan for 1-year, 3-year, and 5-year goals, priorities, and metrics.
3. Faculty Hires – hire two post-tenure criminal justice faculty at either the Associate Professor or Professor rank.
4. E&I – continue E&I work that focuses on historical and continued tensions between the two disciplines among other areas/forms of inequities across the SSWCJ.
5. Shared Spaces – continued support from the Dean to create shared spaces for cross-disciplinary and cross-program leadership, transparency, and communication. Continued Dean Office's sponsorship for collaborative opportunities and partnerships in terms of curricular designs, scholarly pursuits, and resource allocation.