



## 2010-2013

### MISSION STATEMENT

To promote the quality, effectiveness and image of the social work profession and to promote social change and social justice in order to improve the well being of all residents of California.

### PROCESS

The Program Committee, chaired by the First Vice President, is responsible for overseeing the development of the Chapter's Strategic Plan and its implementation. The Committee reviews the National Program Priorities set by the Delegate Assembly and receives input from Chapter committees, leaders and members. The 2005 Social Work Congress Imperatives have also been reviewed for this plan.

### PROGRAM AREAS

The Strategic Plan encompasses the following program areas:

Professional Development  
Membership and Organizational Services  
Legislative and Political Action



## Program Goals

### Professional Development Program Goal

To assure a qualified and culturally competent social work labor force by expanding their skills and knowledge in social work practice. To assure high standards of social work practice by promoting professional and ethical social work practice.

### Membership & Organizational Services Program Goal

To strengthen and unify the social work profession through recruitment and retention of members and by encouraging and facilitating participation of members in association activities *including NASW leadership* and meeting the needs and interests of regions, local units and individual members.

### Legislative and Political Action Program Goal

To promote the influence of social work values in policy decision making through the increased participation and strengthened ability of social workers in legislative and political arenas and by social and professional action.



# NASW CALIFORNIA CHAPTER STRATEGIC PLAN

## Professional Development

### Program Outcomes And Objectives

**Outcome 1:** Social workers learn social work practice skills and knowledge for traditional and new roles in a continually changing environment.

#### **Objectives:**

- a. Offer three classes per year reflecting new trends in practice skills and social work roles or settings.
- b. Offer three classes per year in collaboration with NASW-CA councils, reflecting special interest areas.
- c. Offer high quality skill and special interest courses that attendees rank at least 4 on scale of 1-5, where 5 is the highest.
- d. Implement two strategies per year to more successfully market existing classes as professional development for BSWs, non licensed MSWs and DSWs/PhDs.
- e. Annually, increase the number of non-licensed and non license applicant social workers who take NASW CA courses as evidenced by course attendance records with 2009 as the base year.

**Outcome 2:** Social workers learn to be more effective, culturally competent, and increase their knowledge about professional ethics and market value.

#### **Objectives:**

- a. Offer three advanced “Law and Ethics” classes per year for experienced social workers or those who have taken prior classes.
- b. Offer three classes per year focused on improving social workers’ cultural competence and one class per year on marketing the value of social workers.



# NASW CALIFORNIA CHAPTER STRATEGIC PLAN

## Professional Development

### Program Outcomes And Objectives

- c. Offer high quality courses that participants rate at 4 on a scale of 1-5, with 5 being the highest.
- d. Coordinate annually with a school in Latin America to offer a Spanish language and cultural program specifically for social workers at least annually.

**Outcome 3:** Social workers have more continuing education content to choose from, and more avenues for obtaining the highest quality continuing education and professional development courses at competitive prices along with exemplary customer service.

#### Objectives:

- a. Expand the online and home study programs content by 20% per year over the base year 2009.
- b. Enhance the technical sophistication of the online continuing education Program by developing “interactive” learning software by January 2011.
- c. Continue to develop the online registration systems each year, giving Internet users increased ability to register and pay online for more chapter classes and events.

**Outcome 4:** Generate sufficient funds to update and expand existing continuing education programs and create new continuing education programs.

#### Objectives:

- a. Implement two new strategies per year to expand marketing of the Online programs nationwide.
- b. Maintain at least 10% revenue over expenses for all continuing education programs.



NASW CALIFORNIA CHAPTER STRATEGIC PLAN  
Professional Development  
**Program Outcomes And Objectives**

**Outcome 5:** The practice of ethical social work is supported.

**Objectives:**

- a. *Chapter staff in conjunction with the National Ethics Office provide responsive consultation to social workers on ethical values and conduct by responding to all ethics calls within one business day.*
- b. *The Chapter provide high quality continuing education on ethics as measured by participant evaluations that rank courses at least 4 on a scale of 1-5, with 5 being the highest through at least four classes annually and its online CE program.*
- c. *Chapter staff and volunteers in conjunction with the National Ethics Office process complaints regarding ethical issues within the guidelines of the NASW Professional Review program.*

**Outcome 6:** Employers receive information on the value of appointing and hiring professional social workers and efforts to declassify or reclassify social work positions are diminished.

**Objectives:**

1. *Chapter staff and volunteers provide employers with information on professional social work standards, the “Code of Ethics” and the value of hiring professional social workers at events where NASW CA exhibits.*
2. *Chapter staff and volunteers encourage employers who advertise in the “NASW CA News” or “NASW Jobs Link” to specify in their ads that applicants with social work degrees are required or preferred, with the goal of half of the ads having such language.*



**NASW CALIFORNIA CHAPTER STRATEGIC PLAN**  
**Membership and Organizational Services**  
**Program Outcomes and Objectives**

**Outcome 1:** The Chapter’s membership is expanded, diversified and retained.

**Objectives:**

- a. Utilizing June 30, 2009 as the base line, while retaining at least 85% of the existing membership, annually develop a minimum of two strategies to increase membership in the following categories :

Category	Increase Target	Target Date
BSW professionals	2%	June 2013
BSW students	3%	June 2013
MSW students	3%	June 2013
MSW professionals	3%	June 2013
Doctoral students	2%	June 2013

- b. Utilizing June 30, 2009 as a baseline, annually develop two strategies that focus on recruiting and retaining new professionals (those who are social work students or have graduated within the last seven years).
- c. Annually develop at least one strategy to highlight and support those social workers with a BSW.
- d. Utilizing June 30, 2009 as a baseline, consistently exceed the NASW national affirmative action goals of a membership with 16% people of color.
- e. Annually review and revise the Chapter’s Diversity Plan to ensure the strategies for reaching and engaging social workers of color are appropriate and successful.
- f. Beginning July 1, 2010, ensure that a minimum of 25% of the Chapter’s volunteer leadership represent diverse groups.

Adopted Board of Directors 4/10/2010



# NASW CALIFORNIA CHAPTER STRATEGIC PLAN

## Membership and Organizational Services

### **Program Outcomes and Objectives**

**Outcome 2:** Provide technical and non-technical support for region, unit and council activities that encourage and maintain membership goals.

**Objectives:**

- a. Based on the Chapter's budget, provide funding to regions as well as financial support through the staff accountant.
- b. Based on the Chapter's budget, provide funding to councils who hold a minimum of one publicized event per year.
- c. Publish reports from the regions, units, and councils in the *California News* and run regular "Volunteer Highlight" articles to showcase individual leaders and outstanding members.
- d. Highlight and regularly update critical information related to regions, units, and councils on the Chapter's website.
- e. Support region, unit and council events and meetings through the twice monthly email blast – Cal Swift.
- f. Upon request, provide timely and ongoing staff support and consultation to volunteer leaders.
- g. Upon request, provide technical assistance with processing payment for region, unit, or council event registrations.
- h. In coordination with regions, units and/or councils, Chapter staff will offer workshops on licensing, job search, membership benefits and services, event planning, legislative affairs, the Social Work Reinvestment Initiative, the CA Public Education Campaign, and other topics.



# NASW CALIFORNIA CHAPTER STRATEGIC PLAN

## Membership and Organizational Services

### Program Outcomes and Objectives

**Outcome 3:** The Chapter will develop and foster relationships with allied professional, civic, labor and government organizations.

**Objectives:**

- a. *Chapter staff* will participate in the Deans and Directors of Social Work Schools meetings (a) to better assess their needs and goals, (b) to foster more collaborations, and (c) to promote the Chapter's goals through disseminating information about programs and events.
- b. *Chapter staff* will participate in the CALSWEC meetings (a) to foster collaborations, (b) to encourage membership, and (c) to promote the Chapter's goals through disseminating information about programs and events.
- c. *Chapter staff* will participate in the Board of Behavioral Sciences meetings to build and maintain important collaborations and partnerships.
- d. *Chapter staff and/or volunteer leadership* annually participate in 75% of social work school orientations and 25% of graduation activities.
- e. *Chapter staff and/or volunteer leadership* annually participate in a minimum of 15 Lobby Days marketing presentations in coordination with the Director of Government Relations.
- f. *Chapter staff* annually offer all social work schools letters of congratulations for new graduates along with a certificate summarizing the *NASW Code of Ethics*.
- g. *Chapter staff and/or volunteer leadership* annually in a minimum of three social work career or field fairs sponsored by schools of social work.
- h. *Chapter staff and/or volunteer leadership* annually collaborate with a minimum of six social work organizations (including organizations that promote the Chapter's Diversity Plan goals *as well as labor unions*) through shared events including exhibiting and/or sponsorships.
- i. *Chapter staff and/or volunteer leadership* annually seek new partnerships with social work or related agencies and organizations to enhance services and increase public relations.

Adopted Board of Directors 4/10/2010



# NASW CALIFORNIA CHAPTER STRATEGIC PLAN

## Membership and Organizational Services

### Program Outcomes and Objectives

**Outcome 4:** The Chapter's communications and public education programs are regularly assessed and improved.

#### **Objectives:**

- a. Annually publish the *CA News* in digit format and develop two new strategies each year to ensure the goals of the newsletter are met (i.e. to recruit and retain members, continually educate members regarding NASW services and benefits, encourage participation in programs and events, highlight the latest social work approaches, showcase volunteers and members, etc).
- b. Annually develop two new strategies to improve the Chapter's website and to keep pace with new technologies that appeal to new professionals.
- c. Annually develop two new strategies to effectively utilize new social networking tools such as Facebook, Twitter, LinkedIn, etc to better market programs, services, and events to new professionals.
- d. Annually develop two new strategies to effectively utilize technology (websites, email blasts, etc) to recruit more individuals to the profession.
- e. At least once a year, through the website and newsletter, showcase social work pioneers and innovators by supporting and marketing (a) the Social Work Hall of Distinction event and (b) the Annual Social Work Awards event, both held during the Annual Conference.
- f. In collaboration with regions, units, and councils and schools of social work, annually develop, implement, and evaluate a Public Education Campaign project that has a potential of reaching at least a million listeners and/or commuters within a specified timeframe.
- g. Continue annually the Public Service Announcement (PSA) radio campaign through regions, units, and councils utilizing existing professionally created PSAs in English and Spanish.
- h. Respond to all member inquiries within one business day and, upon request, make information and materials accessible to members with special needs.

Adopted Board of Directors 4/10/2010



# NASW CALIFORNIA CHAPTER STRATEGIC PLAN

## Legislative And Political Action

### **Program Outcomes and Objectives**

**Outcome 1:** Social work values are reflected in public policies and programs.

**Objectives:**

- a. Develop and publicize an annual legislative agenda that prioritizes areas of concern to social workers and their clients.
- b. Review and recommend for action pertinent legislation and regulations within the framework of the legislative agenda.
- c. Review the state budget and recommend action on budget items in areas of concern to social workers and their clients.
- d. Prepare issue papers, letters, testimony, talking points, legislative language, comments and other communications on proposed legislation, budget items, and regulations.
- e. Recruit social workers, clients and others to provide expert testimony and other forms of communication on areas of concern.
- f. Publish a report card of legislative success annually.
- g. Educate the general public about social work policies through various means of communication including press releases, news articles (op-ed), letters to the editor and media interviews.

**Outcome 2:** Social workers are educated and engaged in political action, including legislative advocacy, and grassroots networks and actions.

**Objectives:**

- a. Plan and implement an annual NASW-CA Legislative Lobby Days program.
- b. Lobby Day participants rate the program at least 4 on a scale of 1-5, with 5 as the highest.



## NASW CALIFORNIA CHAPTER STRATEGIC PLAN

### Legislative and Political Action

### **Program Outcomes and Objectives**

- c. Develop and maintain an electronic legislative alert system.
- d. NASW CA members participate in coalitions of organizations and other stakeholders of at least 4 key practice or target population areas (e.g. children, aging, mental health, health) to jointly advocate for issues of mutual concern.
- e. Present to at least two California schools of social work per year on increasing the number of students in macro level policy field placements.

**Outcome 3:** Social workers and others who support social work values and policies are elected and appointed to public office at federal, state and local levels.

#### **Objectives:**

- a. Identify, recruit and support social worker candidates for elected and appointed public offices
- b. Encourage and increase contributions to CAL PACE (NASW CA's political action committee)
- c. Encourage and support social worker participation in political and campaign activities for candidates and ballot initiatives.
- d. Increase in the number of social workers and pro-social work candidates in elected and appointed offices.