Instructor: Daphne C. Harris, PhD
Office: Matthews Hall 322DB
Phone: 940-565-2070
Email: daphne.harris@unt.edu
Office Hours: T/Th 10 – 1
Mailbox: Department of Educational Psychology, Matthews Hall 306

TEXT:
Not Required: (suggested)

COURSE DESCRIPTION
Analysis of programs, personnel policies, facility administration and related topics for teachers and administrators who work with children, youth and families.

Prerequisite(s): HDFS 3123.

COURSE PURPOSE
The purpose of this course is to help students understand the complexities of leading, administrating, and implementing effective programs aimed at improving the lives of children, youth and families. This course will use an effectiveness-based approach to program planning in order to highlight the necessity of a researched understanding of social problems, populations in need, and human services. Through the course you will learn about conducting a needs assessment, designing, implementing, and measuring effective programs. We will also explore the management and leadership of human service programs, particularly those centered on children, youth and families. You will identify your leadership style and gain an understanding of self-management, team management, and organizational management. This is a senior level course that will require personal reflection, critical thinking, analysis, and evaluation. These critical thinking skills are necessary for anyone to be successful not only in this course, but as administrators and leaders in the field of human services.

COURSE OBJECTIVES
After successfully completing this course you should have the knowledge, skill, and ability to:
1. Identify effective and ineffective programs aimed at serving children, youth, and families.
2. Use theory and an effectiveness-based approach to plan, implement, and evaluate programs designed for children, youth, and families.
3. Identify contemporary issues in human service program planning, administration and leadership.
4. Identify your leadership and management style.
5. Pinpoint the knowledge, skills, and abilities required to be an effective leader of an effective program and meet community needs through service provision.
6. Develop a sense of social responsibility in programs for children, youth, and families.
7. Demonstrate the ability to incorporate theory and research into the program planning process and the administration of programs.

COURSE ACTIVITIES AND ASSIGNMENTS

American Psychological Association (APA) Format & APA Quiz (25 pts):
The APA module on Canvas has links to resources on how to do APA. Please review these resources and take the quiz. All assignments should be written in APA 7th edition format. This includes:

2. Double-spaced body of text,
3. Title page when applicable (centered – the title of the assignment, full name, and university),
4. Headings (when appropriate - there are five levels),
5. In-text citations (Jensen & Arnett, 2020),
6. Reference page (including the textbook when cited).

Class Activities and Discussions (200 pts):
For this course, discussion and critical thinking are essential elements. You get to express your ideas and views about specific topics through discussion. Discussions for this course will center on topics that require you to think about situations one might encounter when serving children, youth, and families. You will be asked to apply concepts you are reading and your own experiences. You will also have activities randomly assigned throughout the semester. These are periodic in-class assignments, and some may require outside work. All Course Objectives

Program Design (200 pts):
You will develop a program for children, youth, and families. This is a major project for the course and must be completed as a group project. Groups will be randomly assigned by the course instructor. This is an example of the elements the program design may include:

Part One
- Program Description/Definition
- Population Assessment
- Problem Analysis
- Needs Assessment

Part Two
- Program Hypothesis
• Goals and Objectives
• Program Design
• Documentation and Data Collection Plan

Part Three
• Performance Measurement Plan
• Logic Model
• Program Evaluation Plan
• Organizational Chart w/job descriptions
• Program Budget

**Final Project – 200 pts**

This assignment will be detailed, completed in stages, and will be a comprehensive design to show your understanding of program design, implementation, and administration. The stages will develop as we study these topics in class. This will challenge you to examine programs not only from a “big picture” standpoint but also how the parts flow together. The final project must be uploaded to the Canvas course as a comprehensive final paper, including all the required elements of the Program Design Assignment. **All Course Objectives**

Self-Reflection Assignments: Self-reflection is a necessary skill for life-long development. Throughout the semester, we will have an assortment of activities designed to provide opportunities to develop personally and professionally. The assignments will require you to reflect on your knowledge, skills, abilities, beliefs, biases, and emotions that may enhance or limit personal and professional growth. The reflective writing assignments are designed to challenge your cultural beliefs, group memberships, and social positions within society (ascribed and earned) that may shape your perceptions, attitudes, cognitive processes, and actions when it comes to children, youth, and families. At the end of the semester, all these assignments will be combined and submitted in the form of a portfolio. More details will be provided in class and with each individual assignment. **Course Objectives 3, 4, 5, 6 and 7**

**HOW DO I FIGURE MY GRADE?**

**Grading Scale:** This is a point-based grading system. Grades will be decided based on points accumulated from the above assignments. Your final grade will be converted to percentages and will follow the traditional grading scale below. (This is all tracked in the grade book on Canvas)

*This is an approximation. The number of assignments and points may vary slightly and are subject to change. If changes are made, you will be informed, and it will be reflected on Canvas. The grading scale will not change (A-F)*

<table>
<thead>
<tr>
<th>Letter Grade</th>
<th>Range</th>
<th>Letter Grade</th>
<th>Range</th>
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<tbody>
<tr>
<td>A</td>
<td>90-100 %</td>
<td>D</td>
<td>60-69%</td>
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<tr>
<td>B</td>
<td>80-89%</td>
<td>F</td>
<td>0-59%</td>
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<td>C</td>
<td>70-79%</td>
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</table>
Only percentage equal to or greater than 0.5% will be rounded up (e.g., 79.5% will be rounded up; 79.4% will not)

Here is how your grade will be calculated:

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Total Points</th>
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<tbody>
<tr>
<td>Class Activities &amp; Assignments</td>
<td>200</td>
</tr>
<tr>
<td>Reflective Exercises</td>
<td>200</td>
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<tr>
<td>Program Design Project</td>
<td>200</td>
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<tr>
<td>APA Quiz</td>
<td>25</td>
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Total Points Possible 625 points
Extra Credit Points (added to final points)

Final Grade

COURSE CALENDAR AND ASSIGNMENTS
Students are required to keep up with all course assignments and requirements. All assignments MUST be submitted in class or through the designated submission links within the corresponding modules on the Canvas course. Assignments are due by 11:59 pm on Sundays. I recommend that you work ahead of schedule.

<table>
<thead>
<tr>
<th>COURSE READINGS AND ASSIGNMENTS</th>
<th>Week</th>
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<tbody>
<tr>
<td>Week 1 - Introduction to the Course, First Week of Class</td>
<td>8/29-9/4</td>
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<tr>
<td>o Review of Syllabus and Group Placement</td>
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<tr>
<td>o Cultural Competence and Cultural Humility</td>
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<tr>
<td>o Reflective Exercise</td>
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<tr>
<td>MODULE 1: ASSESSING CURRENT PRACTICES</td>
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<tr>
<td>Week 2 – Contemporary Issues in Human Services</td>
<td>9/5-9/11</td>
</tr>
<tr>
<td>o Class Lectures/Activities Chapter 1</td>
<td></td>
</tr>
<tr>
<td>MODULE 2: PROBLEM ANALYSIS/NEEDS ASSESSMENT</td>
<td></td>
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<tr>
<td>Week 3</td>
<td>9/12-9/18</td>
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<tr>
<td>Week</td>
<td>Class Lectures/Activities</td>
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<tr>
<td>4</td>
<td>Chapter 2 and 3</td>
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<tr>
<td></td>
<td>GROUP PROJECT: Preliminary Data Due</td>
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<tr>
<td>5</td>
<td>Chapter 4</td>
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<td>6</td>
<td>Chapter 5</td>
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<td></td>
<td>Reflective Exercise</td>
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<tr>
<td>7</td>
<td>Chapter 6 and 7</td>
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<tr>
<td>8</td>
<td>Chapter 8</td>
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<tr>
<td>9</td>
<td>Chapter 9</td>
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<tr>
<td></td>
<td>Reflective Exercise</td>
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<tr>
<td>10</td>
<td>Chapter 10 and 11</td>
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<tr>
<td>11</td>
<td>Chapter 12 and 13</td>
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<td></td>
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<tr>
<td>13</td>
<td>Fall Holiday</td>
</tr>
</tbody>
</table>

**MODULE 3: PLANNING, DESIGNING, AND TRACKING THE INTERVENTION**

**Week 6**
- GROUP PROJECT: Part One Due

**Week 7**
- Class Lectures/Activities Chapter 6 and 7

**Week 8**
- Class Lectures/Activities Chapter 8

**Week 9 (Semester Midpoint)**
- Class Lectures/Activities Chapter 9
- Reflective Exercise

**MODULE 4: FUNDING: CALCULATING THE VALUE AND COST OF THE INTERVENTION**

**Week 10**
- GROUP PROJECT: Part Two Due

**Week 11**
- Class Lectures/Activities Chapter 10 and 11

**Week 12**
- Class Lectures/Activities Chapter 12 and 13 in DMP

**Week 13**
- Fall Holiday
COURSE POLICIES AND UNIVERSITY REQUIREMENTS

Syllabus and Schedule Changes: Should the need arise; due dates may be delayed, benefiting the student by the instructor. This syllabus is a tentative plan, and I reserve the right to change it at any time, with proper communication of all changes.

Grades: Grades are figured according to the policies laid out in the syllabus. This course is based on a point system and will be converted to a percentage grade.

Late work: This is a senior level class. I will not accept late work. You need to ensure you are keeping up with your work and turning it in on time. If you do not turn your assignments in on time, you will receive a zero for that assignment. If you need an excused absence, then you need to contact me for authorization to submit your assignment. If you do your work in advance this should not be an issue. Please do not ask me otherwise.

Submission of Assignments - All assignments will be submitted on Canvas or in class. Canvas assignments should be submitted prior to the due date to avoid any technical issues that may arise. Employment, time management, and computer problems are examples of excuses that are not valid. Follow instructions on LEARN and/or call the student helpline if a technical problem arises. A windstorm and lack of electric power is an example of a verifiable excuse for lack of computer access. However, there are free access computer labs available on campus and in libraries in communities.

All written assignments should be professional in appearance. Your work is expected to be at the level of a professional in the field and well edited. Written work should be spelling, grammar, and typographical error free. Points will be deducted for any assignment not meeting these expectations. Be sure to follow the formatting guidelines provided for each assignment in this course.

COMMUNICATIONS POLICY:
- Check for announcements often
- Contact your instructor (by email) for questions about the course that cannot be answered by reading the syllabus or LEARN (i.e., requirements, assignments, exams, or grades).
- During the week you will receive a response to questions within 24 hours. On the weekends, expect to wait 48 hours for a response.
- Course questions may be posted in the General Discussion Board as students often have the same questions. Please do not include “technical” questions.

ATTENDANCE AND PARTICIPATION
It is my expectation that you come to class regularly. This has a direct correlation on how well you perform in the course. I expect students to come to class prepared and capable of adding to the intellectual discourse during class.

ACADEMIC DISHONESTY
Students caught cheating or plagiarizing will receive a "0" for that particular assignment or exam. Additionally, the incident will be reported to the Dean of Students, who may impose further penalties. According to the UNT catalog, the term "cheating" includes, but is not limited to: a. use of any unauthorized assistance in taking quizzes, tests, or examinations; b. dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; c. the acquisition, without permission, of tests or other academic material belonging to a faculty or staff member of the university; d. dual submission of a paper or project, or resubmission of a paper or project to a different class without express permission from the instructor(s); or e. any other act designed to give a student an unfair advantage.

The term "plagiarism" includes but is not limited to: a. the knowing or negligent use by paraphrase or direct quotation of the published or unpublished work of another person without full and clear acknowledgment; and b. the knowing or negligent unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials.

The course is designed in learning modules. Each module contains all the necessary information about the course objectives, including readings, assignments, and videos. When all else fails, What Should Students Do First?
When you log in to Canvas, you will see a menu bar on the left-hand side of the course. There is a variety of information located here. Please begin by reading the course introduction and syllabus in its entirety. Due dates are firm but will be adjusted if needed.

SCHOLARLY EXPECTATIONS
All works submitted for credit must be original works created by the scholar uniquely for the class. It is considered inappropriate and unethical to duplicate a single work for multiple classes.

RESOURCES
Links to Academic Support Services, such as Office of Disability Accommodation, Counseling and Testing Services, UNT Libraries, Online Tutoring, UNT Writing Lab and Math Tutor Lab can be located within Canvas on the “Academic Support” tab.

<table>
<thead>
<tr>
<th>UNT Portal:</th>
<th><a href="http://my.unt.edu">http://my.unt.edu</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>UNT Canvas Student Resources/Technical Support</td>
<td><a href="http://www.unt.edu/helpdesk/">http://www.unt.edu/helpdesk/</a></td>
</tr>
<tr>
<td>UNT Library Information for Off-Campus Users</td>
<td><a href="http://www.library.unt.edu/services/facilities-and-systems/campus-access">http://www.library.unt.edu/services/facilities-and-systems/campus-access</a></td>
</tr>
<tr>
<td>Course Library Page</td>
<td><a href="http://guides.library.unt.edu/dfst3423">http://guides.library.unt.edu/dfst3423</a></td>
</tr>
<tr>
<td>UNT Computing and Information Technology Center</td>
<td><a href="http://citc.unt.edu/services-solutions/students">http://citc.unt.edu/services-solutions/students</a></td>
</tr>
<tr>
<td>UNT Academic Resources for Students</td>
<td><a href="http://www.unt.edu/academics.htm">http://www.unt.edu/academics.htm</a></td>
</tr>
<tr>
<td>Computer Labs</td>
<td>College of Education General Access Lab</td>
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<tr>
<td></td>
<td>Matthews Hall Room 309</td>
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<td></td>
<td><a href="https://www.coe.unt.edu/student-computer-lab">https://www.coe.unt.edu/student-computer-lab</a></td>
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<tr>
<td></td>
<td>General access computer lab information (including locations and hours of operation) can be located at: <a href="http://www.gacl.unt.edu/">http://www.gacl.unt.edu/</a></td>
</tr>
</tbody>
</table>

Readings Assignments
Reading assignments and on-line materials are provided for your convenience to help you understand the material at a deeper level. Read all material thoroughly.

Due Dates
Due dates for all assignments are Sunday by 11:59 PM

Tools Used in the Course
- Announcements: Weekly announcements will be posted to allow students the opportunity to see what will be done in the week to come.
- Email / Messages: Main mode of communication between the student and the instructor.
- Discussions: Individual and whole group methods of communication about the course content.

Interaction with Instructor Statement
There are two primary methods of communication for this course. If you have a personal concern or question, please use email to contact me at daphne.harris@unt.edu Students should expect to have all assignments graded within two weeks of the due date. Please avoid the use of texting language when sending emails. Writing should be at a college level.

Assignment Policy
The due dates for all assignments may be found on the course calendar and each module. This calendar is subject to change to benefit you the student. Assignments should be saved as .DOC or .RTF files for access. If you cannot save as a .doc or .rtf then you may save as a .pdf. Please do not submit assignments via email.

Classroom Citizenship
The following information provides you with expectations about course etiquette. Etiquette is the expectations of appropriate behavior and interaction while in this course.

1. The first thing we all need to remember is that we are all humans. Please treat everyone with the same dignity and respect you would want. Your comments should not be personal attacks in nature but constructive comments to support learning. Asking questions is an important part of this process.

2. Respect the learning process. Many of the assignments you will have in the course require you to collaborate with others. If you are not participating, you are preventing others from participating fully.

3. Be clear and concise in your assignments/posts. Make sure you are answering the question and responding with a thoughtful response.

4. Language should be used at the collegiate level. In posts, avoid the use of texting language. Keep this professional.

5. Make sure your comments/posts add something to the conversation. We do not want to just say what someone else has said. We want to hear your original thoughts.

6. Ask yourself, “How can you add value to the discussion?”

7. No flaming. In a debate, be open-minded and respect the person’s opinion. Back up your own opinion with proof to support your case. Do not resort to name-calling, inflammatory remarks, or tantrums.

8. Respect the diversity of the course membership. We are all from different backgrounds. Be careful not to make judgments about others or their situation.

If we follow these rules, we can build a community of learners that feel safe and confident to express their thoughts.

Incomplete
An incomplete will only be granted in extenuating circumstances. “I did not have time” is not an extenuating circumstance. **You must be passing in order to be considered and there must be a verifiable medical situation or other excuse that is documented.** The student must initiate the request and must complete the required University paperwork. Just because the instructor
allows the incomplete does not mean it will be approved. It has to be approved by the department head and dean.

**ACCEPTABLE STUDENT BEHAVIOR**
Student behavior that interferes with an instructor’s ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Dean of Students to consider whether the student’s conduct violated the Code of Student Conduct. The university's expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at [http://deanofstudents.unt.edu](http://deanofstudents.unt.edu).

**ACCESS TO INFORMATION – EAGLE CONNECT**
Your access point for business and academic services at UNT occurs at [http://www.my.unt.edu](http://www.my.unt.edu). All official communication from the university will be delivered to your Eagle Connect account. For more information, please visit the website that explains Eagle Connect and how to forward your e-mail: [http://eagleconnect.unt.edu/](http://eagleconnect.unt.edu/).

**ADA STATEMENT**
The University of North Texas makes reasonable academic accommodation for students with disabilities. Students seeking accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. If a disability is verified, the ODA will provide you with an accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course. You may request accommodations at any time, however, ODA notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet with each faculty member prior to implementation in each class. For additional information see the Office of Disability Accommodation website at [http://disability.unt.edu](http://disability.unt.edu). You may also contact them by phone at (940) 565-4323.

**EMERGENCY NOTIFICATION & PROCEDURES**
UNT uses a system called Eagle Alert to quickly notify you with critical information in the event of an emergency (i.e., severe weather, campus closing, and health and public safety emergencies like chemical spills, fires, or violence). The system sends voice messages (and text messages upon permission) to the phones of all active faculty, staff, and students. Please make certain to update your phone numbers at [http://www.my.unt.edu](http://www.my.unt.edu). Some helpful emergency preparedness actions include: 1) know the evacuation routes and severe weather shelter areas in the buildings where your classes are held, 2) determine how you will contact family and friends if phones are temporarily unavailable, and 3) identify where you will go if you need to evacuate the Denton area suddenly. In the event of a university closure, please refer to Canvasfor contingency plans for covering course materials.

**RETENTION OF STUDENT RECORDS**
Student records pertaining to this course are maintained in a secure location by the instructor of record. All records such as exams, answer sheets (with keys), and written papers submitted during the duration of the course are kept for at least one calendar year after course completion. Course work completed via the Canvas online system, including grading information and comments, is also stored in a safe electronic environment for one year. You have a right to view your individual record; however, information about your records will not be divulged to other individuals without the proper written consent. You are encouraged to review the Public Information Policy and the Family Educational Rights and Privacy Act (FERPA) laws and the university’s policy in accordance with those mandates at the following link: http://essc.unt.edu/registrar/ferpa.html.

SUCCEED AT UNT
UNT endeavors to offer you a high-quality education and to provide a supportive environment to help you learn and grown. And, as a faculty member, I am committed to helping you be successful as a student. Here’s how to succeed at UNT: Show up. Find Support. Get advised. Be prepared. Get involved. Stay focused. To learn more about campus resources and information on how you can achieve success, go to http://success.unt.edu/.

Student Support Services (SSS)
All activities and services provided by Student Support Services (SSS) are intended to help students progress through their degree to an on-time graduation. Please refer to the website https://trio.unt.edu/sss for detailed list of services.

ADD/DROP POLICY
To drop a class login at www.myunt.edu and follow the directions:
  o November 18 is the last day to drop all courses

If you miss more than two weeks of class without documented excuses, you will be dropped from the class during the instructor's drop dates. You must be passing the class to receive a grade of W. If you fail the class due to low grades or not turning in work, you will receive a grade of WF.

POLICY ON SERVER UNAVAILABILITY OR THER TECHNICAL DIFFICULTIES
The University is committed to providing a reliable online course system to all users. However, in the event of any unexpected server outage or any unusual technical difficulty, which prevents students from completing a time sensitive assessment activity, the instructor will extend the time windows and provide an appropriate accommodation based on the situation. Students should immediately report any problems to the instructor and contact the UNT Student Help Desk: helpdesk@unt.edu or 940.565.2324. The instructor and the UNT Student Help Desk will work with the student to resolve any issues at the earliest possible time.