Course Information

TIME:  Wednesdays 2:00 PM - 4:50 PM  
ROOM:  TWU, Arts and Sciences Building (ASB) 302  
PREREQUISITES:  NONE  
INSTRUCTOR:  Dr. Huei-Wern Shen  
OFFICE:  Chilton Hall 390B  
OFFICE HOURS:  By Appointment  
E-MAIL:  hwshen@unt.edu

Course Description

This course covers administration, leadership, and management across a variety of human service settings with an emphasis on managing competing and limited resources. It examines organizational theory as well as knowledge and skills for effective administration and management in social work including planning, supervision, developing agency policy and procedure, working with boards, budgeting, fund raising, and grant writing.

Course Objectives

| Core Competency | COURSE OBJECTIVES  
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<th>By the end of this course students will be able to:</th>
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| Demonstrate Ethical and Professional Behavior (Specialist Competency 1)* | 1. Demonstrate application of core values, ethical standards across multiple settings and client populations.  
2. Apply use of decision making frameworks to make critical ethical decisions to complex case situations. |
Engage in Policy Practice (EPAS C5) | 3. Develop and advocate for just policies and are capable of influencing local, state, and national policies through political advocacy.
4. Work to enhance access to resources and opportunities, promote social, economic, and environmental justice, and ensure human and civil rights through policy practice.
5. Work with constituencies to develop coalitions capable of addressing policy issues.

* Council on Social Work Education Educational Policy and Accreditation Standards (EPAS) Social Work Core Competencies

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<th>Course format &amp; Role of Students</th>
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<tr>
<td>Course content will be covered through various formats including readings, quizzes, exercises/assignments, lectures and discussions. Handouts will be provided in class where appropriate.</td>
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Students are expected to attend class and be on time, complete the readings, come to class prepared and complete all assignments on time. Students are encouraged to ask questions, share experiences and participate actively in class discussions. Any problems with attendance, meeting deadlines or completing assignments should be discussed promptly with the instructor.

<table>
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<tr>
<th>JMSW Program Course Related Policies</th>
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<tr>
<td>Attendance and Late Work Policy</td>
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<td>Attendance and professionalism are vital in social work education. You are expected to attend all classes, seminar meetings, faculty appointments and other obligations, and to come to class on time. Many courses use small group collaboration and roleplaying methods that require your presence and participation during class for optimal learning. Professors rely on your timely presence to effectively implement these experiential methods and enhance the learning environment for everyone.</td>
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If you must miss a class, Please notify the professor in advance that you will be absent. It is your responsibility to collect notes from a classmate and/or handouts/powerpoints from Canvas. Absences may be excused based on:
1) a major event/illness that is life disrupting and clearly outside of your control, or
2) an illness that renders you incapable of participating or that is infectious and thus risks causing harm to your fellow students and professor if you participate.

The professor reserves the right to deduct points from your final point total for multiple (more than one) absences, late arrival, and/or leaving early. It is the policy of the Joint Social Work Program that upon obtaining three misses from any course (excused or unexcused) you will earn a failing grade for the semester. You will not be able to advance in your field practicum or other parts of the JMSW Program until you retake the course due to minimum grade and GPA requirements.
In fairness to students who do complete assignments on time, those who turn papers in late will have significant points deducted unless a legitimate reason for the tardiness has been discussed with the instructor prior to the due date.

**Late assignment policy:** Assignments are due at the time and date, and in the manner, specified in the assignment or project. Unless otherwise noted, an assignment or paper is always due at the start of the class (which is **2:00pm**). An assignment is considered one day late if it is submitted at 2:00:01 pm. If an assignment or project is one (1) class-day late, the grade value will decrease one letter grade from the original value (from B+ to B); if two (2) class-days late, two letter graded will be decreased from original value (B+ to B-); if three (3) class-days late, three letter grades will be decreased from original value (B+ to C+); if more than (3) class-days late, your paper will not be graded (a letter grade F will be granted). In extenuating circumstances students may be given an extension. Foreseeable problems should be discussed with the instructor BEFORE the assignment due date, not after. All course assignments must be completed before a grade is issued.

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<th>Academic Integrity</th>
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<td>Academic dishonesty is a serious offense that may lead to probation, suspension, or expulsion. One form of academic dishonesty is plagiarism—the use of an author's ideas, statements, or approaches without crediting the source. Academic dishonesty also includes such acts as cheating by copying information from another student's examination, take-home test, or laboratory manual.</td>
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Specific details and descriptions of TWU’s Policies on Academic Dishonesty Procedures and students’ right to appeal are available at [https://servicecenter.twu.edu/TDClient/KB/ArticleDet?ID=24426](https://servicecenter.twu.edu/TDClient/KB/ArticleDet?ID=24426).

Specific details and description of UNT’s Policy on Student Standards of Academic Integrity (18.1.16) and students’ right to appeal are available at [https://policy.unt.edu/policydesc/student-standards-academic-integrity- 18-1-16](https://policy.unt.edu/policydesc/student-standards-academic-integrity- 18-1-16).

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<th>Americans with Disabilities Act Accommodation Policy</th>
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<td>In accordance with university policies and state and federal regulations, TWU &amp; UNT are committed to full academic access for all qualified students, including those with disabilities. To this end, all academic units are willing to make reasonable and appropriate adjustments to the classroom environment and the teaching, testing, or learning methodologies in order to facilitate equality of educational access for persons with disabilities. Students seeking accommodation must first register with the TWU Disability Services for Students (DSS) if their home base is TWU or the Office of Disability Accommodation (ODA) if their home base is UNT to verify their eligibility. If a disability is verified, DSS or ODA will provide the student with an accommodation letter to be hand delivered to the instructor to begin a private discussion regarding the student’s specific needs in the course.</td>
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<th>Campus Carry &amp; Concealed Handguns</th>
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<td>In accordance with state law and TWU and UNT policies, students who are licensed may carry a concealed handgun on campus premises except in locations and at any function, event, and program prohibited by law or by this policy. Students may learn more about TWU’s concealed handgun policy at</td>
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### Sexual Discrimination, Harassment, & Assault

TWU & UNT are committed to providing an environment free of all forms of discrimination and sexual harassment, including sexual assault, sexual exploitation, domestic violence, dating violence, and stalking. If you (or someone you know) has experienced or experiences any of these acts of aggression, please know that you are not alone. The federal Title IX law makes it clear that violence and harassment based on sex and gender are Civil Rights offenses. Both TWU & UNT have staff members trained to support you in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, helping with legal protective orders, and more.

### COVID Related Statement

#### Face Coverings

UNT encourages everyone to wear a face covering when indoors, regardless of vaccination status, to protect yourself and others from COVID infection, as recommended by current CDC guidelines. Face covering guidelines could change based on community health conditions.

#### Attendance

Students are expected to attend class meetings regularly and to abide by the attendance policy established for the course. It is important that you communicate with the professor and the instructional team prior to being absent, so you, the professor, and the instructional team can discuss and mitigate the impact of the absence on your attainment of course learning goals. Please inform the professor and instructional team if you are unable to attend class meetings because you are ill, in mindfulness of the health and safety of everyone in our community.

If you are experiencing any symptoms of COVID-19 (https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html) please seek medical attention from the Student Health and Wellness Center (940-565-2333 or askSHWC@unt.edu) or your health care provider PRIOR to coming to campus. UNT also requires you to contact the UNT COVID Team at COVID@unt.edu for guidance on actions to take due to symptoms, pending or positive test results, or potential exposure.

#### Course Materials for Remote Instruction

Remote instruction may be necessary if community health conditions change or you need to self-isolate or quarantine due to COVID-19. Students will need access to a [webcam and microphone – faculty member to include what other basic equipment is needed] to participate in fully remote portions of the class. Additional required classroom materials for remote learning include: [list specific software, supplies, equipment or system requirements needed for the course]. Information on how to be successful in a remote learning environment can be found at https://online.unt.edu/learn
### Textbooks

**Required Text**

### Attendance Policies

Attendance and participation are the responsibility of each student and is expected. Excessive absences will result in a failing grade for the course. Arriving late to class disrupts lectures, discussions and small group work, and so do whispered conversations, cell phones and internet browsing or e-mail checking during class. **Disrespectful behaviors such as being late to class regularly, creating distractions with conversations with classmates, texting/e-chatting, emailing, or electronic devices (e.g. phone, laptop, tablet) sounds frequently, the instructor will reduce your final grade by up to 5 percentage points.**

### Assignments

1. **Brief Theory Presentation (5%, due 9/8) [C4, 6, 8]:** 5-minute group presentation on assigned theory(ies). Your group presentation will cover key concepts of the theory(ies) that you are assigned. Outside information is encouraged but not required.
   - Carefully review the content of theory(ies) that your group is assigned.
   - Highlight key points of the theory(ies) and present them to your classmates (please put together your presentation with powerpoint and upload it on Canvas. I will gather all your powerpoint slides and merge them into one file for your future references.)

2. **Supervision Philosophy (30%, due 10/13 by 5:00pm) [C1]:** Based upon both theory and practice, students will write a paper outlining their social work supervision philosophy. The philosophy should incorporate a discussion of the social work values and ethics as implemented in supervision. Detailed instructions will be provided in class.

3. **Fundraising Proposal (55%) [C5]**

   **Step 1. Agency Profile -- Individual (15%, due 9/29 by 2:00pm).** This is an individual assignment. In this assignment, you will document the background information with an emphasis on the various funding streams supporting either your field agency or a specific department within your field agency. If you are not currently in the field placement, you may use either your last field placement or a place of employment.

   **Step 2. Fundraising Plan Presentation (15%, due 11/17).** This is a group assignment. You will work with your group to pick an agency from the Step 1 assignments. Your group will work on a fundraising plan for the agency and/or a specific event in that agency. Your group will prepare a powerpoint presentation to share your fundraising plan to the class.

   **Step 3. Fundraising Plan Paper (25%, due 12/1 by 5:00pm).** Your group will put your fundraising plan in writing. This assignment is expected to be written as a real project that can be submitted to the agency for future fundraising event.
4. Class Participation (10%). Class participation is essential in this master's level class. You cannot participate if you do not come to the class. Class participation is composed of three evaluative dimensions: quantity (including class attendance), quality, and accountability. Quantitatively, it is not acceptable if students do not contribute at all. It is also not desired that students try to ask or answer every question, give all the examples, provide inordinate support to classmates, nor be a class discussion monopolizer. It is desirable that all students be given the opportunity to participate by asking questions, offering examples when called for, and supply evidence of personal awareness of concepts germane to class discussion. Students are expected to be adult learners; listening actively and being respectful in comments and action.

Grading Criteria for Assignments

Effective practice and generalist social work requires good writing skills to communicate information accurately and concisely to others. For this reason, writing assignments will be evaluated both for the content presented and for the clarity of that presentation. The grade for a paper will be based on the following criteria:

1. Presentation and Appearance
   - Neatness
   - Correct grammar
   - Spelling
   - Punctuation
   - Correct usage of APA style: The American Psychological Association's style manual should be followed for all written assignments when applicable.
   - All papers should be typed, double-spaced and paginated.

2. Organization
   - Structure and format of the paper
   - Logical sequencing and continuity of ideas
   - Clarity of expression
   - Conciseness

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<th>Final score</th>
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<td>A</td>
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<td>80-89.9</td>
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10/13 (Supervisor Philosophy paper due by 5pm)
Week 8  [Individual] Work on the Supervisor Philosophy paper

10/20
Week 9  Fund Development & Grantwriting
Readings  Hoefer & Watson: Chapter 9

10/27
Week 10  [Group] Meet with professor for Fundraising Proposal
(sign up in the previous class)

11/3
Week 11  Advocacy
Readings  Hoefer & Watson: Chapter 14

11/10
Week 12  Putting the Pieces Together
Creating Presentations and Posters
Readings  Hoefer & Watson: Chapter 15

11/17 (Step 2 Fundraising Plan Presentation due)
Week 13  Presentations of Fundraising Plan (participation required)

11/24
Week 14  Happy Thanksgiving!

12/1 (Step 3 Fundraising Plan Paper due by 5:00pm)
Week 15  Final Fundraising Plan Paper
Other Online Resources

Writing Support
- TWU Write Site
- UNT Writing Center
- U.S. Government - Literacy and Plain Language

Purdue Online Writing Lab
- APA 7th Edition General Format
- Avoiding Plagiarism

More APA Supports
- APA Style Guidelines

Netiquette or network etiquette
- UNR Netiquette
- Cal State Netiquette Examples