

**COURSE TITLE/SECTION:** SOCW 7319 (18147) Administrative Practice in Social Work

**TIME:** Mondays 1:00pm – 4:00pm

**FACULTY:** Aabha Brown, LMSW

**OFFICE HOURS:** By appointment SW413

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**\*\*This course syllabus may be amended per the instructor's direction at any point during the semester to enhance learning\*\***

### I. Course

#### A. Catalog Description

Develop knowledge and skills necessary for administrative practice in social work.

#### B. Purpose

This course is designed to provide the student with an understanding of how social agencies function as organizational entities, and to introduce a number of skills required for effective social work practice within organizations. This course is built on the assumption that social workers at all levels of service provision need to understand and practice administrative skills to insure clients receive needed services. It also recognizes that a number of graduate social workers will over the course of their careers move from direct practice to a variety of administrative roles; and that social workers, particularly those in community-based and rural settings, will need a range of administrative skills as well as clinical skills.

### II. Course Objectives

Upon completion of this course, students will be able to:

- 1) Demonstrate skills in administrative planning processes, including goal formulation, program planning, implementation, monitoring, and evaluation with particular emphasis on programming and advocacy for vulnerable populations.
- 2) Analyze critical factors for successful fund development and marketing of human services programs.
- 3) Analyze the role of advocacy in administrative practice.
- 4) Apply core principles and processes of developing and managing a diverse and inclusive workforce, including recruitment, selection, hiring, developing, managing, performance assessment and termination.
- 5) Apply principles and processes of financial management for non-profit organizations with an emphasis on developing accountable and open systems.

- 6) Demonstrate understanding of strategic, operational, and ethical use of information technology as a tool for managing human services organizations.

### III. Course Content

This course will include the following topical (content) areas:

1. Theories and concepts of organization and management practice
2. Leadership, professional development and advocacy
3. Ethical considerations and dilemmas in nonprofit and government settings
4. Systems perspective for organizational analysis
5. Program planning and development, monitoring, and program evaluation
6. Financial management, grant procurement, and fundraising
7. Public relations, marketing, communications and media.
8. Developing and managing human resources and diversity management

### IV. Course Structure

This course will be conducted as a highly interactive seminar. **Active participation in class is a significant component of the course and is essential to learning.** The content will be delivered utilizing a variety of teaching and learning techniques which may include: lectures, in-class group discussions, and group activities.

### V. Textbooks

#### Required Text:

Hansen-Turton, T & Torres, N. (2014). *Social innovation and impact in non-profit leadership*. New York, NY: Springer Publishing Company, LLC.

Hardina, D., Middleton, J., Montana, S. & Simpson, R. A. (2007). *An empowering approach to managing social service organizations*. New York, NY: Springer Publishing Company, LLC.

Rath, Tom. (2007). *Strengths finder 2.0*. New York: Gallup Press.

Additional Required Readings as posted on Blackboard or sent via email.

### VI. Course Requirements

#### A. Reading Assignments

The course outline found below details the anticipated progress of the course and weekly assigned readings have been selected to prepare

students to take full advantage of the class time. Readings will be discussed in class and will inform coursework. Reading ahead of class is imperative to success in this course. Reading quizzes may be administered at the discretion of the instructor with or without prior notice.

**B. Written Assignments (Reflective Essays – 20 points, Defining Success – 15 points)**

Effective and articulate writing is a requirement for success in administrative practice. Students will write reflective essays after conducting a Strengths Finder assessment as well as develop definitions of success for their career. The specifics of these assignments will be discussed in class.

**C. Group Assignments (Design Update- 15 points & Presentation – 30 points)**

Students will break into groups and work in teams on various in-class exercises. Teams will develop outcome measures, program designs, accountability structures and pitches for their “organization”. Details will be discussed in class.

**D. Participation & Attendance (20 points)**

The success of this course is completely dependent on the interest, investment, and contributions of its members; therefore, attendance and participation are essential. Much of the course work will take place during class in teams. **Students will forfeit 3 points on their final grade per missed 3-hour class.** In the case of a crisis/emergency, contact Professor Brown to discuss options. Optional extra credit assignments may be offered to off-set point deduction when instructor is notified of the absence in advance. Extra credit for emergency situations will be decided on a case by case basis.

**E. Late Assignments**

Submission of a late assignment is unacceptable. Late assignments will only be considered for acceptance IF: 1) the student has significant reasons why the assignment must be late; 2) with the understanding late submission of an assignment will generally result in lowering the earned grade; and 3) only with prior notification and approval of the Instructor

**VII. Evaluation and Grading**

The following standard grading scale has been adopted for all courses taught in the college. Please use this scale to assign final course letter grades.

A =	96-100% of the points	C+ =	76-79.9%
A- =	92-95.9%	C =	72-75.9%
B+=	88-91.9%	C- =	68-71.9%
B =	84-87.9%	D =	64-67.9%
B- =	80-83.9%	F =	Below 64%

**VIII. Policy on grades of I (Incomplete):**

The grade of "I" (Incomplete) is a conditional and temporary grade given when students are either **(a)** passing a course or **(b)** still have a reasonable chance of passing in the judgment of the instructor but, for non-academic reasons beyond their control have not completed a relatively small part of all requirements. Students are responsible for informing the instructor immediately of the reasons for not submitting an assignment on time or not taking an examination. Students must contact the instructor of the course in which they receive an "I" grade to make arrangements to complete the course requirements. Students should be instructed not to re-register for the same course in a following semester in order to complete the incomplete requirements.

The grade of "I" must be changed by fulfillment of course requirements within one year of the date awarded or it will be changed automatically to an "F" (or to a "U" [Unsatisfactory] in S/U graded courses). The instructor may require a time period of less than one year to fulfill course requirements, and the grade may be changed by the instructor at any time to reflect work completed in the course. The grade of "I" may not be changed to a grade of **W**.

#### **IX. Policy on academic dishonesty and plagiarism**

Students are expected to demonstrate and maintain a professional standard of writing in all courses, do one's own work, give credit for the ideas of others, and provide proper citation of source materials. Any student who plagiarizes any part of a paper or assignment or engages in any form of academic dishonesty will receive an "I" for the class with a recommendation that a grade of F be assigned, subsequent to a College hearing, in accordance with the University policy on academic dishonesty. Other actions may also be recommended and/or taken by the College to suspend or expel a student who engages in academic dishonesty.

All presentations, papers and written assignments must be fully and properly referenced using APA style format (or as approved by the instructor), with credit given to the authors whose ideas you have used. If you are using direct quotes from a specific author (or authors), you must set the quote in quotation marks or use an indented quotation form. For all direct quotes, you must include the page number(s) in your text or references. Any time that you use more than four or five consecutive words taken from another author, you must clearly indicate that this is a direct quotation. Please consult the current APA manual for further information.

Academic dishonesty includes using any other person's work and representing it as your own. This includes (but is not limited to) using graded papers from students who have previously taken this course as the basis for your work. It also includes, but is not limited to submitting the same paper to more than one class. It also includes securing another person to complete any required activities, assignments, quizzes, papers, or exams in an online course, or in any on-line environment. If you have any specific questions about plagiarism or academic dishonesty, please raise these questions in class or make an appointment to see the instructor. This statement is consistent with the University Policy on Academic Dishonesty that can be found in your UH Student Handbook.

## X. Course Schedule and Reading Assignments

WEEK	DATE	READING	DISCUSSION TOPIC	ASSIGNMENT DUE
1	8/24/2015	Hardina Ch. 1 & 4 Turton Ch. 1	Welcome to Administrative Practice	
2	8/31/2015	Hardina Chs. 2, 3 & 7	Understanding the Sector	
3	9/7/2015	LABOR DAY HOLIDAY		
4	9/14/2015	Strengths Finder Report Hardina Ch. 8	Leading the Sector	Strengths Finder Essays
5	9/21/2015	Turton Chs. 3 & 4	Beginning with the End in Mind	
6	9/28/2015	Hardina Chs. 8 & 10 Turton Chs. 5 & 6	Anatomy of an Organization	Defining Personal Success
7	10/5/2015	Hardina Ch. 6 HCD Article	Designing Change	
8	10/12/2015	NO CLASS: GROUP WORK TIME		
9	10/19/2015	Turton Ch. 8	Designing Change	Design Update
10	10/26/2015	Hardina Ch. 12 Turton Chs. 2 & 10	Funding Change	
11	11/2/2015	Hardina Ch. 14 Turton Ch. 11 Heath Intro	Storytelling for Change	
12	11/9/2015	Turton Ch. 13 Hardina Ch. 11	Advocating for Change	
13	11/16/2015		Design Showcase (3 groups)	Presentations
14	11/23/2015		Design Showcase (3 groups)	Presentations
15	11/30/2015		Reflections on Administrative Practice	

**XI. Bibliography**

The class bibliography will be published on Blackboard throughout the semester along with recommended readings from Professor Brown.

**XII. Americans with Disabilities Statement**

Whenever possible, and in accordance with 504/ADA guidelines, the University of Houston will attempt to provide reasonable academic accommodations to students who request and require them. Please call 713-743-5400 for more assistance. Instructors may not provide accommodations without supporting documentation from the UH Center for Students with Disabilities.

**XIII. Addenda**

**Classroom Conduct:** Respect and confidentiality are cornerstones of the social work profession. These values create a safe space for honest, critical and diverse dialogue. The classroom is a great opportunity to practice these skills to create a richer learning environment for the students and Instructor. The subject matter in this course is complicated and can be controversial. Mutual respect for peers and the instructor is necessary to create an atmosphere of open dialogue, critical thinking and collaboration. *Disrespect will not be tolerated in the classroom and a student may be asked to leave if they are disrupting the ability of others to learn.*

**Cell Phones and Electronic Devices:** Students are asked to turn off/silence/place in vibrate mode all cell phones and electronic devices during class. Laptops and tablets may be used to take notes only.

**\*\*THIS COURSE SYLLABUS MAY BE AMENDED PER THE INSTRUCTOR'S DISCRETION AT ANY POINT DURING THE SEMESTER TO ENHANCE LEARNING\*\***