ADMINISTRATION OF SOCIAL WELFARE AGENCIES
SOWK 8570 | 3 credit hours

Spring Semester 2020
Class Meetings: Mondays, 4:00–6:00 P.M., 126 CPACS

Instructor: Professor C.J. Washington (Dr. Washington; She | Her | Hers)
Office: 206 CPACS
Office Phone: 402.554.2792
Email: cjwashington@unomaha.edu

NOTE: Students should contact the instructor via email rather than by phone. Email messages will be responded to within 24 hours, excluding weekends, holidays, and breaks.

Office Hours: Tuesdays, 1:00–3:00 P.M. or by appointment
Online Office Hours: Wednesdays, 6:30–8:00 P.M. or by appointment

Department: Grace Abbott School of Social Work
Main Office: 206 CPACS
Dept. Phone: 402.554.2972

COURSE INFORMATION
Description
This course focuses on the knowledge and skills needed by administrative leaders of social welfare agencies. Students will learn about resource issues, including grant writing, fundraising, budgeting, and financial management. Acknowledging political contexts and shaping organizational culture will also be covered. In addition, they will learn about personnel and managerial issues related to collaboration, human relations, governing/advisory boards, and strategic planning.

Rationale/Overview
Many social workers will become administrative leaders of public and private social welfare agencies. In this course, students will gain skills and knowledge to lead organizations effectively. Through the lens of writing a grant proposal as well as other assignments, students will demonstrate skills in showing the need for a program, proposing or expanding a program, writing an evaluation plan, and making administrative plans. Students will also learn about financial management, including understanding and preparing a budget. Students will learn about personnel and managerial issues related to collaboration, human relations, governing/advisory boards, and strategic planning in
diverse racial and socioeconomic contexts. Also presented will be various management theories, including a discussion of approaches to how organizations can ethically approach various social issues, considering the context and the program’s level of development.

Course Objectives/Student Learning Outcomes
1. Discuss management theories and personnel and managerial issues related to human relations, including the coordination of volunteers, within an ethical and legal context.
2. Explore the role of organizational structures for nonprofit and public social service agencies, including their place within the broader “system of care.”
3. Discuss strategies to form and maintain effective collaborations and partnerships.
4. Identify resource development challenges and opportunities in social welfare agencies, including grant writing, fundraising, budgeting, and financial management.
5. Explain the legislative and political contexts, including the effects of power and authority, which influence social welfare agencies.
6. Consider how to shape organizational culture to maximize the efficiency and effectiveness of social welfare agencies that serve diverse populations (i.e., as demographically comprised by race, ethnicity, national origin, age, gender, sexual orientation, ability, socioeconomic status, class, and religion/spirituality).
7. Identify ways to foster healthy relationships with advisory/governing boards.
8. Describe strategic planning approaches and continuous quality improvement processes.

REQUIRED TEXT(S)/SUPPLEMENTAL MATERIALS

Required Text(s)

COURSE STRUCTURE/FORMAT
Lecture, discussion, experiential learning experiences, video and Internet resources, and guest presentations.

TENTATIVE COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Session/Date</th>
<th>Topic</th>
<th>Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Session 1 [date]</td>
<td>Introduction to the course and review syllabus Lecture: Administration of organizations</td>
<td>Read: Ch. 1-3 (Worth) and Ch. 2 (Coley)</td>
</tr>
<tr>
<td>Session 2 [date]</td>
<td>Lecture: Public and private sectors, types of organizations, management and leadership theories, organizational culture, and ethics</td>
<td>Read: Ch. 15 (Worth, and Ch. 1 and 3-5 (Coley)</td>
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<tr>
<td>Session/Date</td>
<td>Topic</td>
<td>Assignment</td>
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<tr>
<td>Session 4 [date]</td>
<td>Lecture: Writing the need statement, program development, strategic planning, goal setting, and capacity building</td>
<td>Read: Ch. 7 (Worth) and Ch. 6-8 (Coley)</td>
</tr>
<tr>
<td>Session 5 [date]</td>
<td>Lecture: Writing a timeline, collaborations and partnerships, and logic models</td>
<td>Read: Ch. 8 (Worth) and Ch. 9 (Coley) Management theory paper</td>
</tr>
<tr>
<td>Session 6 [date]</td>
<td>Lecture: Governance – CEOs, executive leadership, and boards</td>
<td>Read: Ch. 4-5 (Worth) Letter of intent</td>
</tr>
<tr>
<td>Session 7 [date]</td>
<td>Lecture: HR – hiring, supervising, terminations, legal, diversity, staff and volunteers, and ethics</td>
<td>Read: Ch. 4, 5, and 9 (Worth)</td>
</tr>
<tr>
<td>Session 8 [date]</td>
<td>Lecture: Financial management – budgets, reports, and fundraising</td>
<td>Read: Ch. 12-14 (6) (Worth) and Ch. 10 (Coley) Grant proposal (part I)</td>
</tr>
<tr>
<td>Session 9 [date]</td>
<td>Lecture: Financial management – budgets, reports, and fundraising (cont.)</td>
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<tr>
<td>Session 10 [date]</td>
<td>Lecture: Risk management – legal, technology, and safety</td>
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<tr>
<td>Session 11 [date]</td>
<td>Lecture: Evaluation</td>
<td>Read: Ch. 6 (Worth) Quiz</td>
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<tr>
<td>Session 12 [date]</td>
<td>Lecture: Marketing, communications, branding, advocacy and lobbying, technology (websites, social media, and ethics)</td>
<td>Read: Ch. 10 and 11 (Worth)</td>
</tr>
<tr>
<td>Session 13 [date]</td>
<td>Lecture: Effective meetings, accountability, continuous quality improvement/evaluation, and entrepreneurship</td>
<td>Read: Ch. 7 and 16 (Worth) Grant proposal (part II) Budget and justification – HR, marketing/technology, and evaluation</td>
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<tr>
<td>Session 14 [date]</td>
<td>Administrator interview</td>
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**IMPORTANT DATES**

Last day to drop a course (via MavLink) and receive a 100% refund January 19, 2020

Last day to withdraw from a course (via MavLink) with a grade of “W” April 3, 2020

**NOTE:** This syllabus is written as an expectation of class topics, learning activities, and expected learning outcomes. However, the instructor reserves the right to make changes in this schedule that may result in enhanced or more effective learning for students. These modifications will not substantially change the intent or objectives of this course.
ASSESSMENTS (ACTIVITIES, ASSIGNMENTS, AND EXAMS)

Management Theory Paper (1)  
One management theory paper worth 60 points.

Grant Proposal (2)  
Two grant proposals (part I and part II) worth 100 points each.

Grant Proposal (1)  
One grant proposal final draft worth 20 points.

Quiz (1)  
One quiz worth 40 points.

Administrator Interview (1)  
One administrator interview worth 60 points.

Attendance and Participation  
20 points (total)

400 points (total)

GRADING SCALE

<table>
<thead>
<tr>
<th>Percent</th>
<th>Final Grade</th>
<th>Quality Points</th>
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</thead>
<tbody>
<tr>
<td>98–100%</td>
<td>A+</td>
<td>4.00</td>
</tr>
<tr>
<td>94–97.9%</td>
<td>A</td>
<td>4.00</td>
</tr>
<tr>
<td>91–93.9%</td>
<td>A-</td>
<td>3.67</td>
</tr>
<tr>
<td>88–90.9%</td>
<td>B+</td>
<td>3.33</td>
</tr>
<tr>
<td>84–87.9%</td>
<td>B</td>
<td>3.00</td>
</tr>
<tr>
<td>81–83.9%</td>
<td>B-</td>
<td>2.67</td>
</tr>
<tr>
<td>78–80.9%</td>
<td>C+</td>
<td>2.33</td>
</tr>
<tr>
<td>77–77.9%</td>
<td>C</td>
<td>2.00</td>
</tr>
<tr>
<td>71–73.9%</td>
<td>C-</td>
<td>1.67</td>
</tr>
<tr>
<td>68–70.9%</td>
<td>D+</td>
<td>1.33</td>
</tr>
<tr>
<td>64–67.9%</td>
<td>D</td>
<td>1.00</td>
</tr>
<tr>
<td>61–63.9%</td>
<td>D-</td>
<td>0.67</td>
</tr>
<tr>
<td>Below 60.9%</td>
<td>F</td>
<td>0.00</td>
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WRITING GUIDELINES

Students should make sure that writing assignments are free of grammar, punctuation, and spelling errors. Papers should adhere to the most recent citation style outlined by the American Psychological Association (APA).
PLAGIARISM STATEMENT
In this course, students will submit written work by making use of information and ideas found in print or online sources. Whenever material from another writer is used, it is important that students quote or paraphrase appropriately and cite the source.

The UNO Academic Integrity policy defines plagiarism as "presenting the work of another as one's own (i.e., without proper acknowledgment of the source) and submitting academic work in whole or in part as one's own when such work has been prepared by another person or copied from another person."

Failure to cite sources appropriately is plagiarism, a serious academic offense. Plagiarized work will not be accepted. Consequences for plagiarism are up to the discretion of the instructor; they may range, for example, from rewriting all or part of a paper to a grade of F for the course. Students who plagiarize more than once are subject to disciplinary action, which may include expulsion from the university.

Students SHOULD NOT GUESS when it comes to using or citing another writer's work. Students should contact the instructor or a consultant at the UNO Writing Center with questions. Students should take a printout of the original source as well as the paper that is being written to the consultation.

ACADEMIC INTEGRITY POLICY
The maintenance of academic honesty and integrity is a vital concern of the University community. Any student found responsible for violating the policy on Academic Integrity shall be subject to both academic and disciplinary sanctions. Violations of the policy on Academic Integrity include, but are not limited to, the following: cheating, fabrication and falsification, plagiarism, abuse of academic materials and/or equipment, complicity in academic dishonesty, falsifying grade reports, and/or misrepresentation to avoid academic work. More information about these areas and the procedures addressing academic integrity is available from the Office of Academic and Student Affairs (EAB 202 | 402.554.2262).

CLASSROOM EXPECTATIONS
Students are expected to arrive on time to class meetings. Students should come to class well prepared, meaning readings and other assignments have been completed. Students are expected to be respectful of their classmates and the instructor. Distracting and/or disrespectful behaviors will not be tolerated.

CELL PHONES, MOBILE DEVICES, AND LAPTOPS
Students are welcome to use cell phones, mobile devices, and/or laptops in class provided they are used for academic purposes such as note taking, accessing course materials, or researching course concepts and their use does not disrupt fellow classmates. Please silence devices if at all possible. A student who receives a phone call or text, should step outside the classroom to respond. DO NOT take pictures or video during class.
TECHNOLOGY REQUIREMENTS
Students will be expected to have access to a computer frequently, as all writing assignments used will be typed out and not handwritten. The software students use to write assignments is irrelevant, as long as the writing guidelines outlined in this syllabus are followed. It is recommended that students have access to a computer weekly. Public computers are available on the UNO campus. Consult Information Technology Services and the Criss Library, for more information on equipment locations and availability.

TECHNICAL SUPPORT
Technical support for common university systems, including Canvas and email, is available from Information Technology Services technical support located in Eppley Administration Building (EAB) 104.

ACCESSIBILITY ACCOMMODATIONS
Reasonable accommodations are provided for students who are registered with Accessibility Services Center (ASC) and make their requests sufficiently in advance. For more information, contact ASC (Location: 104 H&K, Phone: 402.554.2872, Email: unoaccessibility@unomaha.edu)

CRISS LIBRARY
UNO’s Criss Library offers a wide variety of resources that support student learning. Subject specialist librarians have in-depth knowledge of researching within specific disciplines and can provide guidance for a specific area of study. Students are encouraged to explore customized resources featured on the Criss Library website.

EMERGENCY PREPAREDNESS
The University of Nebraska at Omaha is prepared for a wide range of emergencies. Students should familiarize themselves with procedures and assistance available on UNO’s emergency information page. If travel to campus is not feasible due to a declared emergency, a combination of Canvas, teleconferencing, and other technologies will be used to facilitate academic continuity. Students will be notified of procedures through Canvas course site announcements and email as appropriate.

INCLEMENT WEATHER
In the event of inclement or threatening weather, students should use his/her best judgment regarding travel to and from campus. Students who are not able to attend class due to adverse weather conditions, should contact the instructor as soon as possible. Similarly, if the instructor is unable to reach the class location, students will be notified of any cancellation or change as soon as possible (by approximately 1 hour before class starts and by posting an announcement in Canvas). Students who cannot get to class because of weather conditions, will be provided allowances relative to attendance policies as well as any scheduled tests, quizzes, or other assessments.
PREFERRED NAME AND PREFERRED GENDER PRONOUNS
Professional courtesy and sensitivity are especially important with respect to individuals and topics dealing with differences of race, culture, religion, politics, sexual orientation, gender, gender variance, and nationalities. Class rosters are provided to the instructor with the student’s legal name. The instructor will gladly honor a student’s request to be addressed by an alternate name or gender pronoun. Please advise the instructor of this preference early in the semester so that instructor records may be changed appropriately.

WRITING CENTER
The UNO Writing Center offers free one-on-one consultations with trained consultants to all students, faculty, and staff. Their goal is to help writers improve their writing skills and confidence in all types of writing, in all subject areas, and at all stages of the writing process. For more information about their hours and locations or to schedule an appointment, go to unomaha.edu/writingcenter or visit their main location in Arts and Sciences Hall (ASH) 150.

SPEECH CENTER
The UNO Speech Center provides free consulting and coaching services to all UNO students, faculty, and staff in preparing oral presentations. The Speech Center Consulting Room can help students with presentation preparation, outlining, effective delivery techniques, along with any other presentational needs. Speech consulting will help at any stage in the speech-making process. For more information, visit the UNO Speech Center in Arts and Sciences Hall (ASH) 183 and 185.

STUDENT SAFETY
A variety of resources are available to support student safety and security. Students have experienced or are experiencing a difficult personal situation, should consult the resources available through the Division of Student Success.

OUTCOMES MAP AND STUDENT LEARNING OUTCOMES (SLOs)
Council on Social Work Education (CSWE) Competencies
The student learning outcomes for this course are built upon the following nine social work core competencies set forth by the CSWE’s 2015 Educational Polices and Accreditation Standards (EPAS) which is required for all accredited social work programs.

1. Demonstrate ethical and professional behavior.
2. Engage diversity and difference in practice.
3. Advance human rights and social, economic, and environmental justice.
4. Engage in practice-informed research and research-informed practice.
5. Engage in policy practice.
6. Engage with individuals, families, groups, organizations, and communities.
7. Assess individuals, families, groups, organizations, and communities.
8. Intervene with individuals, families, groups, organizations and communities.
9. Evaluate practice with individuals, families, groups, organizations, and communities.

This map is intended to show how course topics, content, and activities align to the student learning outcomes outlined above. Course objectives are italicized to distinguish them from the core competencies set forth by the CSWE’s 2015 EPAS.
<table>
<thead>
<tr>
<th>Course Objective/Student Learning Outcome</th>
<th>EPAS Competency</th>
<th>Assignment</th>
<th>Dimension*</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Discuss management theories and personnel and managerial issues related to human relations, including the coordination of volunteers, within an ethical and legal context.</td>
<td>5</td>
<td>Management theory paper</td>
<td>K, V, and CAP</td>
</tr>
<tr>
<td>2. Explore the role of organizational structures for nonprofit and public social service agencies, including their place within the broader “system of care.”</td>
<td>6</td>
<td>Interview paper</td>
<td>V and CAP</td>
</tr>
<tr>
<td>3. Discuss strategies to form and maintain effective collaborations and partnerships.</td>
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<td>CAP</td>
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<td>4. Identify resource development challenges and opportunities in social welfare agencies, including grant writing, fundraising, budgeting, and financial management.</td>
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<td>Grant proposal</td>
<td>S</td>
</tr>
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<td>5. Explain the legislative and political contexts, including the effects of power and authority, which influence social welfare agencies.</td>
<td>5</td>
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<td>6. Consider how to shape organizational culture to maximize the efficiency and effectiveness of social welfare agencies that serve diverse populations (i.e., as demographically comprised by race, ethnicity, national origin, age, gender, sexual orientation, ability, socioeconomic status, class, and religion/spirituality).</td>
<td>1</td>
<td>Interview paper and management theory paper</td>
<td>V and CAP</td>
</tr>
<tr>
<td>7. Identify ways to foster healthy relationships with advisory/governing boards.</td>
<td>6</td>
<td>Interview paper</td>
<td>V and CAP</td>
</tr>
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<td>8. Describe strategic planning approaches and continuous quality improvement processes.</td>
<td>9</td>
<td>Grant proposal</td>
<td>S</td>
</tr>
</tbody>
</table>

*Dimensions Key:
- K = Knowledge
- S = Skills
- V = Value
- CAP = Cognitive and Affective Processing
REFERENCES AND SUPPLEMENTAL MATERIALS

References

Classic References
Journals
Administration in Social Work
Human Service Organizations: Management, Leadership & Governance

Websites