



Winter 2021 COURSE SYLLABUS

COURSE INFORMATION SOCW 618 Advanced Administrative Practice: Administrative and Leadership Skills (3)
Meets on alternate Sundays at 9:00am-11:50am in DH 2220

PREREQUISITE(S)/ COREQUISITE (S): Acceptance into Advanced Standing, or completion of Foundation curriculum.

INSTRUCTOR (S) **Name:** Laura Racovita, PhD, MSW
 Office: Daniells Hall # 2205
 Office Hours: As posted. Other times available by appointment.
 Office Phone: 423/236-2638
 E-mail: racovita@southern.edu

ONLINE LEARNING

The eClass URL is <http://eclass.e.southern.edu>. For technical support, contact the eClass Help Desk at 423.236.2086 or by e-mail at eclasshelp@southern.edu. Students should use *Google Chrome* as their browser to access eClass with the greatest ease (<https://www.google.com/intl/en/chrome/browser/>).

REQUIRED TEXTS

None. Readings and additional materials are available in e-Class.

COURSE DESCRIPTION

This course provides students with organizational, management and human resources knowledge, as well as with supervisory skills necessary for social work and human services leadership positions.

PROGRAM COMPETENCIES AND LEARNING OUTCOMES

Upon completion of this course, students will:

<i>Competency</i>	<i>Learning outcomes</i>
Competency 1: Demonstrate ethical and professional behavior.	1A - Develop a practice framework for analysis of complex environments, that is ethical, value-grounded, and evidenced-based 1D - Demonstrate professional oral and written communication skills
Competency 2: Engage diversity and difference in practice.	2A - Develop and implement strategies that strive to eradicate discrimination in any form 2B - Implement evidence-based and culturally-informed strategies with diverse populations
Competency 3: Advance human rights and social, economic, and environmental justice.	3A - Demonstrate leadership in advocating for human rights, social, economic and environmental justice
Competency 4: Engage in practice-informed research and research-informed practice.	4A - Engage in a review of contemporary best practices
Competency 6: Engage with individuals, families, groups, organizations, and communities.	6B - Engage with systems utilizing evidence-based practice strategies
Competency 8: Intervene with individuals, families, groups, organizations, and communities.	8B - Integrate macro level evidence-based strategies with organizations and/or communities

SOCIAL WORK CORE VALUES & THEIR BIBLICAL FOUNDATION FOR FAITH & LEARNING

Social Work Core Values (NASW, IFSW)	Biblical Foundation
Service	Matthew 25:31-45; Luke 10:25-37
Social justice	Jeremiah 22:3; Micah 6:7-9; Isaiah 58:6
The importance of human relationships	Matthew 5: 23-24; Matthew 22:37-39; Mark 12:31
The dignity and worth of the person	Isaiah 49:14-16; Matthew 10:31; Romans 12:9-13; Romans 15:7

Integrity

1 Chronicles 29:17; 1 Timothy 3:9

Competency

Proverbs 3:5 Matthew 7:7; Matthew 25:13-30; 2 Timothy 2:15; 2 Corinthians 3:5

Human rights

Genesis 1:27; Proverbs 22:2; Proverbs 31:8-9; Exodus 22:21; Leviticus 19:33-34; Galatians 3:28; James 2:1-4;

COURSE DIVERSITY ELEMENTS: gender identity, race, sex, class, disability, ethnicity, culture, immigration status, color, political ideology.

COURSE DIFFERENCE ELEMENTS: socio-economic status, poverty, oppression, marginalization, alienation, privilege, power, acclaim.

STUDENT'S COMMITMENT LEVEL FOR SUCCESS: In order to be successful in this course, it is helpful to understand the level of commitment that is expected of graduate students from the School of Social Work. Each credit hour represents a weekly expectation of one "in-class" hour and a minimum of two additional coursework hours. Because this is a 3-credit course, you can anticipate that you will spend a minimum of 9 hours completing the required coursework each week. **Organize your time wisely!!!**

LEARNING ACTIVITIES

Class Participation, Professionalism & Attendance: See School of Social Work attendance policy. Points are awarded for attendance and participation in F2F meetings, and in the online environment. Polite and professional communication is expected, with correct written content, free of mistakes, shorthand, or "txt" language.

Group Participation: Each group is expected to meet as often as agreed upon in order to deliver the highest quality assignments. Group meetings can be completed in person, or in a virtual environment.

Readings: In each module there is a list of readings assigned for that module. In order to successfully complete this course, you should complete all readings as assigned, and complete the reading comments as instructed.

Online discussions: This is an interactive class requiring active learning techniques. In order to maximize your learning, online participation is required. Students will have online class discussions in eClass or in Padlet, based on selected topics that will be graded. Both quality and quantity of participation will be evaluated. The discussion will help reinforce the materials covered in class and out of class reading. All posts should reflect college level writing skills and also reflect the student's

preparation time. Guidelines for online posts can be found on eClass.

Course Evaluation: Completing the course evaluations is part of being a professional. Please remember to complete your evaluations in a timely manner. The instructor is open to constructive feedback, to know what worked and what did not, and your opinion on how things can be improved. Your feedback is taken seriously and is used to continuously improve the course, instructional methods, and the program. Comments such as "I didn't like anything" or "It was a waste of time" are not considered constructive feedback and cannot be taken under consideration for improvement. Please be thoughtful and professional.

Assignment 1 - New Organization Business Brief/Summary: In your chosen group, brainstorm and complete the "New Organization" form provided in E-class. You will choose your organization's name, mission, vision, service offerings, and 2-3 goals. You will also describe the organizational chart and projected positions you might expect in your organization, as well as the population you will serve.

Assignment 2 – Human Resources Plan: Develop a human resources plan for your program, which includes how many staff and volunteers you will need, and how you will address diversity. Present a brief job description for each main function (must present at least three functions). Include a plan to keep your volunteers and staff involved and motivated: any activities, rewards, or staff development plans as well as staff and volunteer evaluation plans.

Assignment 3 – Marketing Campaign Plan: Develop a marketing plan, including a campaign name, slogan, and any marketing materials you might use (letterhead, brochures, T-shirt logos, designs, buttons, etc.). Be creative!

Assignment 4 – Fundraising Campaign Plan: Develop a fundraising campaign plan and supporting documents by using the SMART goals format (use template provided). Present three (3) SMART goals using three (3) types of fundraising activities, with at least 2-3 strategies each. In addition, develop a Case for Support letter and attach it to your Plan.

Assignment 5 – Organizational Policy and the Legal Environment: Describe a policy that directly affects your organization, the services you provide, or your target population. Develop four organizational policies specific to your organization.

Assignment 6 – Budget and Budget Narrative: Create a budget for the organization you propose and justify your line items in a budget narrative.

Assignment 7 – New Organization Proposal, Final paper: For your complete organizational proposal you will compile/synthesize all the component assignments submitted throughout the semester into one paper. A complete and detailed list of items to be included, as well as a grading rubric can be found in E-class.

New Organization Proposal Presentation: Each group will take present their new organization and lessons learned in a 10

minutes recorded video presentation. Students will watch all the group recordings, and will submit evaluations; if a student does not submit an evaluation, they will lose the associated points. Grading rubric is available in eClass.

EVALUATION: *The final grade will be based on the following:*

Attendance, Participation & Professionalism (Includes Group Meeting Minutes)	6%
Online Discussion Questions Posts	10%
New Organization Brief /Summary	6%
Budget	8%
Fundraising Campaign Plan	10%
Marketing Campaign Plan	10%
Human Resources Plan	10%
Organizational Policy	10%
*New Organization Proposal Final paper	20%
New Organization Proposal Presentation	8%
Course Evaluation	2%
TOTAL WEIGHTS:	100%

* *These designated assignments are considered portfolio products. To receive portfolio credit, each portfolio product must be uploaded to your Social Work Portfolio Site by the deadline date and time. See e-class for more directions on how to create and manage your social work portfolio site.*

----- ALL WORK MUST BE TYPED. NO HANDWRITTEN WORK WILL BE ACCEPTED. -----

GRADING SCALE: Grades will be based on a percentage of the total possible points.

100 – 94: A	76 – 74: C
93 – 90: A-	73 – 70: C-
89 – 87: B+	69 – 67: D+
86 – 84: B	66 – 64: D
83 – 80: B-	62 – 60: D-
79 – 77: C+	59 and below: F

No grade below C is acceptable for core social work courses.

SOUTHERN ADVENTIST UNIVERSITY DISABILITY STATEMENT

In keeping with university policy, any student with a disability who needs academic accommodations should contact Disability Support Services at 423.236.2574 or Lynn Wood Hall, room 137, to arrange a confidential appointment with the Disability Services Coordinator before or during the first week of classes. (Students who request accommodations after the third week of the semester might not complete the process in time to receive accommodations for that semester.) Legally, no retroactive accommodations can be provided. For more details, visit the Disability Support Services website at www.southern.edu/disabilitysupport.

Accommodations for disabilities are available only as recommended by Disability Support Services. Students whose accommodations are approved will be provided confidential letters, which students should review and discuss with their professors in relation to particular course requirements.

SCHOOL OF SOCIAL WORK POLICIES:

Southern Adventist University and the MSW program faculty have developed a set of policies to ensure effective communication and enhance understanding of academic benchmarks for our students. These policies are also designed to encourage and deepen professionalism, an essential competency for excellence in social work practice.

A. General Course Policies

All students enrolled in the MSW Program in the School of Social Work are expected to demonstrate the following professional and academic behaviors:

- Students are expected to complete all online assignments in a timely manner and arrive prepared for class discussion;
- Students are expected to actively participate in e-class and class discussions and cohort projects. Those who disrupt the class (talk/whispering, clowning, etc.) or over-participate (monopolize or dominate) in discussions on a regular basis should expect to be penalized in the same manner as those who under-participate;
- Students are expected to assess personal and educational needs and interact with the professor as necessary. Do not wait until late in the semester to ask for assistance!
- Students are expected to adhere to the *NASW Code of Ethics* in all aspects of course work and participation.

B. "Participation" (formerly Attendance): Altered temporarily due to COVID-19

Southern's hybrid MSW program holds a measured balance of online and face-to-face (F2F) in person or virtual interactions that comprise "class time." The program's F2F class sessions are taught through an intensive, skill-based approach. Because of this

engagement model of instruction, students must participate/attend each F2F sessions scheduled; however, **please do not come to school if you are not feeling well!** Success in the graduate program depends on consistent presence and engagement with the course content, classmates, and the instructor. This includes consistent participation. To maximize student success in the MSW program, this Attendance/Participation Policy has been developed by the School of Social Work faculty, modified to meet CDC recommendations, as well as accommodate for online learners.

1. The MSW program provides the schedule for F2F classes several months in advance of classes.
2. Students are expected to regularly attend all their course related meetings. However, **please stay at home if you feel unwell.** If you are unwell, please **notify your professor immediately**, if possible within 24 hours– there is no penalty for this! You are NOT required to present a medical excuse at this time (this may change throughout the semester as COVID-19 related issue change).
3. Students may only sign in for themselves, whether online or in-person. Signing in for another students is considered an ethical violation that may lead to dismissal from the program.
4. Students **are responsible for completing the missed work**, including work assigned in lieu of face to face meeting times.
5. Missing more than 30 minutes of a meeting (in person or virtual) is considered an absence under this policy. Three times of being late or leaving early (each less than 30 minutes) also accrues to one absence. Please refer to item above #3 & 4 for exceptions.
6. There are two types of absences: emergency/excused and unexcused. An absence is considered “excused” under very limited emergency circumstances, which include documented death in the immediate family, or documented illness of self or a dependent child. All other absences are considered unexcused.
7. For all absences, either emergency/excused or unexcused, students need to alert the professor to the situation preferably in advance of class.
8. If a student has an unexcused absence which is indicated **by a lack of communication** with the instructor, the point total towards the final grade for the course will be reduced by 5%.
9. A student who receives an F (unexcused) as a final grade for the course, and will be required to repeat the course, is financially responsible for the course charges the next time it is offered.
10. If a student falls behind with the class requirements then he/she will receive an Incomplete/Incomplete in Progress for the class is at the discretion of the professor on a case-by-case basis.
- 11. Communication with your instructor is key to your success in the course.**

C. Late Assignment Policy

The MSW program at Southern is a competency-based and evidence-based academic program. As such, students in the MSW program are required to complete and/or remediate any unsatisfactory work until they meet or exceed program standards for all of the required competencies, as defined by their respective practice behaviors. In this learning environment, students are expected to complete all required assignments *prior* to advancing to their next coursework. This policy delineates the MSW program's standards and processes associated with the late submission of course assignments.

General:

1. Due dates/times for assignments and exams are clearly marked in the course schedule found in the syllabus and/or eClass.
2. Exemptions from the penalties for late assignments will be granted on a case by case basis (please check Attendance Policy).
3. Assignments submitted after the designated due date will be considered late and will receive 10% off the achieved score for each day the work is late, up to seven days (70%).
4. Assignments will not be accepted later than one week after the due date.

D. Policy on Academic Honesty and Integrity

The School of Social Work is dedicated to scholastic integrity. Students are expected to maintain high professional, ethical, and Christian levels of academic honesty. This policy was developed to define the academic honesty standards that apply to MSW coursework.

1. All coursework should reflect the student's own original work and cited appropriately; all other sources should be cited appropriately.
2. It is the student's responsibility to learn the proper procedures for acknowledging quoted wording, information, or ideas. Please note that "not knowing" is not an acceptable justification for work that is identified as plagiarized.
3. For all coursework, students are required to use the most recent American Psychological Association (APA) guide to formatting citing and referencing works cited.
4. Students must submit all papers to Turn-it-in for an online check of their writing. If the Turn- it-in report notes a similarity index of 30% or more, the student will need to do an immediate rework of the paper.

POLICY PROCEDURES

1. When a student engages in academic dishonesty or fails to meet appropriate citation guidelines, a meeting is called between the professor(s) and the student to discuss the incident. This meeting may result in:
 - a. Redoing the assignment
 - b. Failing the assignment without opportunity to make up points
 - c. Failing the course
2. If the incident is not resolved in the student/teacher(s) meeting, the issue will go to the MSW Leadership Team for a determination.
3. If there is a second infraction, the MSW Leadership Team will automatically review the incident and respond. In addition to the possible consequences listed above, the MSW Leadership Team may consider dismissing the student from the program.

4. The student has the right to appeal the decision of the MSW Leadership Team using the process outlined in the Academic Grievance section of the university's graduate catalog.

Disclaimer:

This syllabus is intended to give the student guidance in what may be covered during the semester and will be followed as closely as possible. However, the professor reserves the right to modify, supplement and make changes as the course needs arise.

Turnitin:

Turnitin is a company Southern Adventist University contracts with that provides resources for students and a service for professors who may need to verify the academic integrity with which papers or projects have been prepared and submitted.

E. Electronic Media Policy

The School of Social Work is committed to educationally sound uses of technology in the classroom and to preventing technology from becoming disruptive to the learning environment.

To assist in achieving these goals, the MSW program has developed the Electronic Media Policy.

1. Professors have the authority to decide their media policy for each class. This means that the professor has the authority to allow or disallow the use of cell phones, laptop computers, iPads, iPods, etc. during class time.
 - a. For this particular class, the following are some activities NOT ALLOWED during face-to-face in person or virtual meetings; however exceptions may be granted based on prior communication with the instructor:
 - Answering a phone call
 - Texting
 - Surfing the web unrelated to class work or social media
 - Watching movies or YouTube videos unrelated to class work
 - Picture-taking during class
 - Recording devices, unless pre-approved by professor, and if approved, under NO circumstance are recordings—visual or verbal—to be posted on a public website.
 - b. If during class, a phone rings, a student is sending or receiving text messages, or a laptop is on, the professor may request that the activity to cease. In this situation, the professor also reserves the right to request students to surrender the device for the duration of the class period.
 - c. Disrespect for this common courtesy may result in professionalism grade reduction.
2. When their use is allowed, students must not abuse the use of cell phones in class.
 - a. Generally, cell phones should be turned off, or place on silent mode during face-to-face meetings. For rare exceptions (emergency, parent with sick child, or similar types of situations), the phone should be put on vibrate mode. In this case, the student must inform the professor in advance, of the possibility to excuse him/herself to take an important call.
 - b. Students must NOT engage in text messaging in the classroom, unless so directed as part of a course exercise.

- c. Students who create disturbance with ringing cell phones or text messaging will be warned if the behavior continues.
3. Any audio or video taping during class must have the permission of the professor. In cases where permission is given to record, the information recorded is for the sole use of educational purpose for that specific class therefore prohibited from being distributed, published or posted to any public website and/or social media outlets. No technology activities are allowed that violate laws, such as those related to intellectual property rights or copyrights, invasions of privacy, or sexual harassment. Examples of this may include using a camera phone to videotape, or taking inappropriate photos without the subject's permission.

F. Incomplete Grade Policy

The Incomplete Grade Policy applies to a situation in which a student has not been able to complete a major course assignment because of extenuating and compelling circumstances. A grade of incomplete (I), under this policy, may be granted to a student only if it can be demonstrated that it would be unfair to hold the student to the normal time limits of the course. This policy does not apply to situations normally covered under the Late Assignment Policy or the Remediation Policy.

1. It is the policy of the School of Social Work to consider granting the grade of incomplete (I) on a case-by-case basis. Emergency and/or extenuating circumstances are the usual basis for consideration.
2. Students receiving an I will be required to submit an Incomplete Contract to the professor no later than the last F2F class of the semester. Time allowed for the completion for the Incomplete Contract should not exceed more than a month after the last day of the semester in which the course was taken. Additional time to satisfy the requirements of the Incomplete Contract will be considered on a case-by-case basis.

POLICY PROCEDURES

1. To receive a grade of "I," a student must complete a Plan for an Incomplete or Remediation form. This form must be approved by the course professor and MSW Leadership Team, and signed by the MSW Program Director and the School of Social Work Dean.

POLICY FORMS

1. Plan for Incomplete or Remediation form

G. Remediation and Extension Policy

The MSW program at SAU is a competency-based learning program. As such, students in our MSW program are encouraged to remediate as needed to meet the required competencies. Issues of importance in the extension policy are outlined as follows:

COURSE/COMPETENCY REMEDIATION

MSW students who advocate/petition for additional remediation opportunity to master challenging competencies and practice behaviors will be allowed to extend their study until that same class time the next year.

Extended study can be arranged by providing a written request with details of the remediation plan prior to the last day of class. Any extended course will be given a grade of In Process (IP) with no additional tuition costs to the student. The student will be given opportunity to master remediation content during a second time attending class and/or addressing challenging components as per the previously arranged written plan with the instructor. All course expectations must be met. Any remediation work must be completed before advancing to next semester classes.

H. Progression-Retention Policy

Students are required to maintain both academic and non-academic standards to remain in the MSW program. First, the university's academic standards for retention must be met and sustained. However, even if a student's academic performance is satisfactory, it may become necessary, due to unsatisfactory professional performance, to advise a student to reconsider his/her goodness-of-fit to the field of social work. Failure to do so may result in termination from the MSW program.

1. Students in the MSW program are responsible for taking full ownership of meeting all academic and non-academic retention requirements.
2. University academic standards for retention must be met and sustained, as follows:
 - a. Students must maintain a minimum cumulative grade point average of 3.0, earning a grade below B- in no more than two courses.
 - b. Courses with an earned grade of C- or below will not be counted for credit toward the master's degree.
3. The MSW Leadership Team will evaluate students' grades and GPA at the end of each semester. If a student's academic performance does not meet the university's standards, the student will be notified via email that the MSW Leadership Team will be doing a review of his/her status in order to determine whether extenuating circumstances are present. Decisions about student retention in such instances will be made by the MSW Leadership Team on a case-by-case basis.
4. A student may be asked to withdraw from the MSW program for any of the following non-academic reasons:
 - a. Academic honesty breaches
 - b. Failing the field practicum
 - c. Failing to abide by professional values and ethics, as outlined by the NASW Code of Ethics.
5. When there is evidence that a student is not meeting the professionalism standards outlined in program policy, the student will be notified via email that the MSW Leadership Team will be doing a review of his/her status in order to determine whether the student may be retained in the program. Decisions about student retention in such instances will be made by the MSW Leadership Team on a case-by-case basis.

POLICY PROCEDURES

1. In general, faculty will provide ongoing professional feedback for professionalism breaches, offering students opportunities to make corrective behaviors, prior to termination from the MSW program; however, any professional ethics breach could result in immediate termination from the program.
2. Challenges to program termination decisions will follow the Grievance Policy.

I. Graduation Policy

There are a number of processes that must be addressed prior to an MSW student being cleared for graduation. Students who are preparing to graduate have the responsibility to carry out all of the needed steps in a timely manner so that they do not experience any delay to their degree completion. This Graduation Policy was developed to outline the details of the required steps prior to graduation.

In order to be considered eligible for graduation clearance, students must complete the following requirements:

1. Submission of the online Graduation Contract form (see Policy Procedures section below)
2. Successful completion all MSW coursework requirements in accordance with university academic standards (see the Student Retention Policy or the SAU graduate catalog for details)
3. Successful defense of the MSW portfolio (see the Portfolio Defense Policy for details)

POLICY PROCEDURES

1. Complete and submit the university’s Graduation Contract form available online at southern.edu/records.
2. Communicate with the MSW program office in the School of Social Work (maw@southern.edu) to verify graduation eligibility.

The Professor reserves the right to amend the syllabus and course schedule to best meet the learning needs of the class.

Course Schedule
SOCW 618 – Advanced Administrative Practice: Administrative and Leadership Skills
Winter 2021

ASSIGNMENTS DUE DATES:

All **original posts** are due on the first **Sunday** of a full Module, or on Wednesday of a short module, by **11:55pm**
 All discussion post **replies** are due on the **Sunday** of the F2F class, by **9:00am**, unless otherwise noted.
Assignments are due on the date/time noted.

DATES	LEARNING ACTIVITIES	LEARNING PRODUCTS (* Portfolio Products)
MODULE#1 <i>January 10-17</i>	<i>The social work manager and the nonprofit sector</i> Required readings available in E-class	DQ #1 Group Members Selection DUE JAN 13!
F2F CLASS 1 <i>Sunday, January 17</i>	Topic Review Class discussions Group-based applications	

DATES	LEARNING ACTIVITIES	LEARNING PRODUCTS (* Portfolio Products)
<u>MODULE#2</u> Jan 18-31	<i>Managing human resources & Volunteer management</i> Required readings available in E-class	DQ #2 Assignment #1: New Organization Brief
F2F CLASS 2 <i>Sunday, January 31</i>	Topic Review Class discussions Group-based applications	
<u>MODULE#3</u> Feb 1 - 14	<i>Marketing, branding and public relations</i> Required readings available in E-class	DQ #3 Assignment #2: Human resources plan
F2F CLASS 3 <i>Sunday, February 14</i>	Topic Review Class discussions Group-based applications	
<u>MODULE#4</u> Feb 15-28	<i>Resources development and management</i> Required readings available in E-class	DQ #4 Assignment #3: Marketing campaign plan
F2F CLASS 4: <i>Sunday, February 28</i>	Topic Review Class discussions Group-based applications	
<u>MODULE#5</u> Mar 1 - 14	<i>Legal aspects in nonprofit organizations</i> Required readings available in E-class	DQ #5 Assignment #4: Fundraising campaign plan and Case for Support Letter
F2F CLASS 5: <i>Sunday, March 14</i>	Topic Review Class discussions Group-based applications	
<u>MODULE#6</u> March 15 - 28	<i>Budgeting and financial analysis</i> Required readings available in E-class	DQ #6 Assignment #5: Organizational policy and the legal environment
F2F CLASS 6: <i>Sunday, March 28</i>	Topic Review Class discussions Group-based applications	
<u>MODULE#7</u> March 29 - April 11	<i>Ethics in social work administration & Strategic planning</i> Required readings available in E-class	DQ #7 Assignment #6: Budget

DATES	LEARNING ACTIVITIES	LEARNING PRODUCTS (* Portfolio Products)
F2F CLASS 7 <i>Sunday, April 11</i>	Topic Review Class discussions Group-based applications	
MODULE#8 April 12 – 25	Board Development & Community engagement Required readings available in E-class	Assignment #7: Final paper Group presentations recordings
F2F CLASS 8: <i>Sunday, April 25</i>	Final meetings per group requests.	Group Presentations Recordings due April 25 Presentation evaluations are due April 28
Syllabus Policy: <i>The professor reserves the right to alter assignments and/or contents of this syllabus. Students will be given appropriate notice of any changes.</i>		