



University of Central Florida
School of Social Work

SOW 6383.0001 – Social Work Administration

Instructor:	Lawrence L. Martin, MSW, MBA, PhD	Term:	Spring 2009
Office Phone:	407-823-5731	Class Day:	Tuesdays
Office Location:	Doctoral Program in Public Affairs IST Building Room 114 3280 Progress Drive	Meeting Time:	6:30-9:20pm
Office Hours:	5:00-6:00 pm Tuesday Other times by appointments	Class Location:	PSY 204
		Credit Hours:	3
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COURSE DESCRIPTION

This is an introductory course to the subject of social work administration.

THE UCF CREED

Integrity, scholarship, community, creativity, and excellence are the core values that guide our conduct, performance, and decisions.

Integrity: I will practice and defend academic and personal honesty.

Scholarship: I will cherish and honor learning as a fundamental purpose of my membership in the UCF community.

Community: I will promote an open and supportive campus environment by respecting the rights and contributions of every individual.

Creativity: I will use my talents to enrich the human experience.

Excellence: I will strive toward the highest standards of performance in any endeavor I undertake.

POLICIES

In addition to the information below, the student should become familiar with School of Social Work Student Handbook and The Golden Rule Handbook for UCF Students. All policies included in these handbooks apply to this class.

Modification of Syllabus

This syllabus may be modified at the discretion of the instructor. Changes will be discussed with students in class and/or via email. It is the student's responsibility to ensure that the student's email address is current in eCommunity.

Cell phones, pagers and recorders

- Students are asked to turn off cell phones and beepers during class sessions.
- Permission to audiotape a class meeting(s) must be obtained from the instructor in advance.
- While the use of laptops is convenient for students to take class notes, it is expected that students WILL NOT engage in other laptop activities during class time that may include: internet activities, reading and responding to email, balancing a checkbook, etc. If this should occur, the instructor reserves the right to request that the student not use a laptop during class.

Classroom Decorum

- Side conversations are discouraged because they distract the class.
- The instructor expects students to respect the culture, values, beliefs and rights of their classmates. During class sessions, alternate points of view are encouraged and should be received by others with respect. Students should feel free to express their opinions and to refer to relevant personal situations without fear of disapproval or disrespect; however, the classroom is not the place where students should indulge in personal venting or support seeking.

Attendance and Participation

Student attendance and participation are integral parts of this course. Students are expected to attend each class, arrive on time, and remain for the duration of the class. Students are also expected to assume responsibility for their own learning and to actively involve themselves in class discussions and exercises. Students must be prepared for class (i.e., complete readings and other assignments *prior* to class). Make-up exams are not given **ONLY** in extreme circumstances. These circumstances include exceptional health EMERGENCIES (that require that the student bring in medical documentation), and the make up exam will be an essay exam. Out-of-town vacations, trips, mild illness (such as a cold), and other similar circumstances do not qualify as extreme. The instructor reserves the option to provide a make up exam in hers or his absence.

Students who miss three (3) or more absences regardless of the reason may have their final grade lowered by one letter grade. The only exception to this is if the student has a **documented** extraordinary circumstance (student hospitalization; severe illness; death in the family; car accident) preventing the student from coming to class. In that case, the student must present written documentation to the instructor.

Attendance during Finals Week: It is University policy that all classes **MUST** meet during the scheduled final exam session.

Written Assignments

Effective written communication skills are essential to professional social work practice. Thus, students are expected to present their ideas clearly and properly and to adhere to accepted standards of writing. *Grammar, punctuation, and spelling are to be correct in all written materials submitted and will be considered in grading written assignments.*

All written assignments must be typed in a 12-font print, and all margins must be one inch. The cover page of a paper is not considered a page of text. Work not conforming to these standards or demonstrating serious deficiencies in common English usage may be returned with out a grade. When references are required, they must be in the APA documentation style.

Students are encouraged to use the University Writing Center (UWC) for assistance in preparing written assignments. The UWC is located in MOD 608 (near the Communications Building). UWC staff may be reached at (407) 823-2197 or <http://www.uwc.ucf.edu/>.

Late Assignments

All assignments must be turned in to the instructor at the beginning of the class period or delivered to the instructor's mailbox *before class starts on the due date*. *It is the student's responsibility to see to it that her or his assignment is stamped with the date by the social work staff member who then places the assignment in the instructor's mailbox.* No assignments will be accepted by fax or email unless the instructor has given explicit prior approval. *Late assignments will lose a full letter grade for each day that they are late unless the student gained prior approval from the instructor.* No assignment will be accepted after the last day of class. It is the student's responsibility to make arrangements with the instructor regarding late assignments.

Incomplete Grades

An "Incomplete" is only recorded in exceptional circumstances and in keeping with the School and University policies. Individual arrangements must be made with the instructor for the completion of the course requirements, but in no case will the due date extend beyond the end of the following semester. Students who experience chronic medical or personal problems that prevent them from attending class regularly are encouraged to review policies relating to securing a leave of absence from their university studies.

Academic Integrity/Plagiarism

Plagiarism and Cheating of any kind on an examination, quiz, or assignment may result in an "F" for that assignment and may also lead to an "F" for the entire course and referral to the Office of Student Conduct for further action. (See the UCF Golden Rule for further information.) It is assumed that students will adhere to the

academic creed of the University and will maintain the highest standards of academic integrity. Please do not ask for your grade to be changed without just cause or to bend or break rules for one person that will not apply to everyone.

Turnitin.com

The instructor reserves the option to use (turnitin.com); an online system which can determine if work has been copied from another source. You will be expected to submit all assignments in both hard copy and electronic format. For a more detailed look at this process, please visit: <http://www.turnitin.com>.

Disability Access Statement

The University of Central Florida is committed to providing reasonable accommodations for all persons with disabilities. This syllabus is available in alternate formats upon request. Students who need accommodations must be registered with Student Disability Services, Student Resource Center Room 132, phone (407) 823-2371, TTY/TDD only phone (407) 823-2116, before requesting accommodations from the instructor. Students with disabilities who need accommodations in this course must contact the instructor at the beginning of the semester to discuss needed accommodations. No accommodations will be provided until the student has met with the instructor to request them.

COURSE LEARNING OBJECTIVES

By the end of the course, students should be able to:

1. *explain* the origins of social work administration,
2. *identify* what social work administrators do and why they do it,
3. *analyze* and/or develop organizational charts,
4. *differentiate* between the scientific management and human relations schools of organizational theory and organizational behavior,
5. *conduct* a SWOT analysis,
6. *develop* program goals and objectives,
7. *create* program output and outcome performance measures using the logic model approach,
8. *develop* a program budget and cost out a social service,
9. *understand* the fundamentals of employment law,
10. *elaborate* on the alternative delivery strategies of: contracts, grants, vouchers, co-production and use of volunteers,
11. *understand* the basics of client satisfaction surveys, and
12. *discuss* the major theories of leadership.

REQUIRED TEXTS: There are two required texts for this course:

1. Patti, R. (Ed.) (2009). *The handbook of human services management*. (2nd ed.) Thousand Oaks, CA: Sage Publications.
2. Kettner, P., Moroney, R. & L. L. Martin (2008). *Designing & managing programs: An effectiveness based Approach*. (3rd Edition) Thousand Oaks: Sage Publications.

OTHER REQUIRED READINGS:

Additionally, other course readings from journals and books are assigned (see weekly schedule).

LIBRARY RESOURCES

The UCF Libraries has a full array of paper and electronic resources available for students and their research needs.

Students will be expected to utilize UCF library resources to search library databases for required readings.

The following web sites which can help students find information, navigate through databases and learn how to use the library:

1. Library Instruction sessions - <http://library.ucf.edu/Reference/Instruction>
2. Library Research Tutorials - <http://library.ucf.edu/Reference/Instruction/LIToursTutorials.asp>

3. Streaming videos - <http://library.ucf.edu/Reference/Videos/Default.asp>
4. Research Guides - <http://library.ucf.edu/Reference/Guides/>
5. Ask a Librarian service - <http://library.ucf.edu/Ask/>
6. Consult with the librarian familiar with Social Work—Mr. Hal Mendolsohn

In addition to paper copies of books and journals, UCF students have the ability to access a vast selection of journals and books in electronic format while on or off campus. The web address to the library's catalog is <http://library.ucf.edu/>. The Ask A Librarian service provides students the ability to contact a library professional either by phone, on-line chat or email, and ask for assistance on "how to" locate, research, and obtain library materials. The web address for Ask A Librarian is <http://library.ucf.edu/Ask/>. A series of streaming videos, showing students how to search for a book or journal article, has been developed and are available at <http://library.ucf.edu/Reference/Videos/Default.asp>. Research Guides for different majors, that list books, journals, databases, and web sites have been developed and are available in electronic format at <http://library.ucf.edu/Reference/Guides/>. Another service to help students conduct library research is called Research Consultation. After a student has conducted his/her research and is in need of additional information, s/he can work with a librarian to locate material with the help of his/her expert searching capabilities. To set-up a Research Consultation, students can either come into the library and sign-up at the Reference Desk or call the library Reference Office at 407-823-5880. Finally, students are always encouraged to visit the library and ask a Reference Librarian how best to conduct one's research. If a student has a simple question on how to locate either a book or journal title, the UCF Reference Libraries are happy to provide this type of service too.

ONLINE RESOURCES

Assignment guidelines and other course handouts are available through www.webct.ucf.edu.

ASSIGNMENTS AND POINTS

Achievement of learning objectives will be measured by:

Mid-Term Examination -	15 points
Assignment No 1 - Organizational Structure	10 points
Assignment No 2 - Budgeting	15 points
Assignment No 3 - Strategic Planning	20 points
Assignment No 4 - Goal, Objective & Gantt Chart	10 points
Assignment No 5 - Performance Measurement & Logic Models	15 points
Final Examination -	15 points

TOTAL 100 points

A final course grade will be based on the total number of points accumulated by a student on the above assignments.

GRADING SCALE

A 95 – 100	B- 80 - 83	D+ 67 - 69
A- 90 – 94	C+ 77 - 79	D 64 - 66
B+ 87 – 89	C 74 - 76	D- 60 - 63
B 84 – 86	C- 70 - 73	F 59 or less

COURSE OUTLINE & SCHEDULE (All readings are required readings)

Week 1

Date: January 13
 Topic(s): “Introduction & Class Management”
 Text Readings: Patti in **Patti**, Chapter 1, pp. 3-27.

Week 2

Date: January 20
Topic(s): "A Brief History of Social Work Administration"
"What Social Work Administrators Do & Why They Do It"
Text Readings: Reisch in **Patti**, Chapter 2, pp. 29-51.
Menefee in **Patti**, Chapter 5, pp. 101-116.
Other Readings: Stivers, C. (1995). Settlement women & bureau men: Constructing a usable past for public administration. *Public Administration Review* 55 (November/December), 522-529.
L. L. Martin & K. T. Choudhury (2001). Social administration." In R. Feldman & S. Kamerman (Eds). *The Columbia University School of Social Work: A centennial celebration* (pp. 169-184) . New York: Columbia University Press, pp. 169-184.

Week 3

Date: January 27
Topic(s): "The Nature of Human Services"
"The Nature of Human Service Agencies"
Text Readings: Ginsberg & Gibelman in **Patti**, pp. 81-100.
Other Readings: Martin, L. L. (2000). Administration & management of state human service agencies. (pp. 461-482) in Gargan, J. (Ed.) *Handbook of state government administration*. New York: Marcel-Dekker.

Week 4

Date: February 3
Topic(s): "Organizational Structures"
"Organizational Cultures"
Text Readings: Glisson in **Patti**, pp. 119- 141.
Other Readings: Kettner, P. (2002). *Achieving excellence in the management of human service organizations*. Newbury Park: Sage Publications: Chapter 4 - Using structure to facilitate and support achievement of the agency mission. pp. 86-109.

Week 5

Date: February 10
Topic(s): "Open & Closed Organizational Systems"
"Organizational Theory"
"Organizational Behavior"
Text Readings: Hasenfeld in **Patti**, pp. 53-80.
Schmidt in **Patti**, pp. 411-433.

Weeks 6 & 7

Date: February 17 & 24
Topic(s): "Planning" (Needs Based Planning, Strategic Planning, Operational Planning, Goals & Objectives)
Text Readings: **Kettner, Moroney & Martin**
Chapters 1, 2, 3, 4, 5, 6 and 7, pp. 3-140.
Austin & Solomon in **Patti**, pp. 321-337
Martin in **Patti**, 339-350.

Assignment Due: Assignment No 1 "Organizational Structure" (Due February 17).

Week 8

Date: March 3
Topic: Mid-Term Examination
Readings: None

Week 9

Date: March 10
Topic(s): **SPRING BREAK**
Readings: None

Week 10

Date: March 17
Topic(s): "Performance Measurement, Outcomes & Logic Models"
Text Readings: **Kettner, Moroney & Martin**, Chapters 8 and 9, pp. 141-203.
Poertner in **Patti**, pp. 165-181.
Other Readings: L. L. Martin & P. Kettner (2009). "Logic models, human service programs & performance measures (monograph)

Week 11

Date: March 24
Topic(s): "Budgeting"
Text Readings: **Kettner, Moroney & Martin**, Chapters 10 & 11, pp. 207-249.
Ezell in **Patti**, pp. 387-408.
Assignment Due: Assignment No 2 - "Strategic Planning."

Week 12

Date: March 31
Topic(s): "Financial Management"
Text Readings: Lauffer in **Patti**, pp. 351-372.
Other Readings: L. L. Martin (2001). *Financial management for human service administrators*. Boston: Allyn & Bacon.
Chapter 12 – Government contracts & grants," pp. 161-173.
Chapter 13 – "Fund development," pp. 174-186.

Week 13

Date: April 7
Topic(s): Human Resource Management & Employment Law
Text Readings: Pecora in **Patti**, pp. 281.
Iglehart in **Patti**, pp. 295-318.
Assignment Due: Assignment No 3 – "Goals, Objectives & Gantt Chart"

Week 14

Date: April 14
Topic(s): "Community Based Care" & "Alternative Service Delivery"
"Privatization, Contracting Out, Outsourcing, Performance-Based Contracting, Vouchers, Use of Volunteers, Co-Production"
Text Readings: None
Other Readings: L. L. Martin (2001). *Designing alternative service delivery options*. Paper presented at the Guarantor Government Workshop on Alternative Service Delivery Options for Local Government, Taby, Sweden, June.
L. L. Martin (2003). Approaches to performance-based contracting for social services. Quality Improvement Center on the Privatization of Child Welfare Services, School of Social Work, University of Kentucky.
www.uky.edu/SocialWork/qicpcw/assessment/htm
Assignment Due: Assignment No 4 – "Budgeting"

Week 15

Date: April 21

Topic(s): “Monitoring & Evaluation” and “Looking to the Future”

Text Readings: **Kettner, Moroney & Martin**, Chapters 12 and 13, pp. 251-275
Bess in **Patti**, pp. 473-481.

Hoefer in **Patti**, pp. 483-501

Other Readings: National Network for Social Work Managers

www.socialworkmanager.org (browse web page).

Assignment Due: Assignment No 5 “Performance Measurement & Logic Models”

Final Examination: April 28