



TAMUC Logo

## **SWK 508.03W and .08W**

### **Social Work Supervision & Administration**

#### **COURSE SYLLABUS**

Web-based

### **INSTRUCTOR INFORMATION**

Instructor: **Rebecca Judd PhD, LMSW-IPR**  
Office Location: **Henderson 3078**  
**Virtual Office Hours**  
Office Hours: **Monday Mornings 7 – 10 a.m.**  
**Wednesday Mornings from 7 – 9 A.M.**  
**Other times by appointment**  
Office Phone: **n/a**  
Office Fax: **n/a**  
University Email Address: **Rebecca.Judd@tamuc.edu**  
Preferred Form of Communication: **email**  
Communication Response Time: **Within 2 business days**

### **Mental Health and Well-Being**

The university aims to provide students with essential knowledge and tools to understand and support mental health. As part of our commitment to your well-being, we offer access to [TELUS Health](#), a service available 24/7/365 via chat, phone, or webinar. Scan the QR code to download the app and explore the resources available for guidance and support whenever needed.



QR Code TELUS

## COURSE INFORMATION

Materials – Textbooks, Readings, Supplementary Readings

### Textbook(s) Required:

Kettner, P. M. (2013). *Excellence in human service organization management (2 ed.)*. Pearson.

American Psychological Association. (2019). *Publication manual of the American Psychological Association (7th ed.)*. <https://doi.org/10.1037/0000165-000>

### Software Required:

- D2L (in MyLeo)
- Microsoft Office

Access at: [Student Instructions to Sign Up Free for Microsoft Office](#)

### Optional Texts and/or Materials:

All MSW students must purchase the following study materials to **prepare for the Graduate Comprehensive Exam** they will take in their final semester. You must pass the exam to receive your degree. It is never too early to begin studying for the exam.

**[Comprehensive Study Guide \(Masters, Clinical, Adv. Generalist\) Version 9.0. Social Work Examination Services.](#)**

To purchase access: <https://swes.net/all-products/#:~:text=Masters%2C%20Clinical%2C%20Adv.%20Generalist>

## Course Description

This practice course provides students with theories and skills needed for direct supervision of direct practice essential workers along with middle and upper management skills in human service organizations. The course addresses relevant theories and models of supervision and administration as well as critical skills needed to perform the functions of supervision and administration.

**Prerequisites:** Students must have completed all MSW foundation curriculum requirements, been admitted to the MSW program, and be in good standing in the MSW program.

The syllabus/schedule is subject to change.

## Relationship to Other Courses

### STUDENT LEARNING OUTCOMES

The Council on Social Work Education (CSWE) requires a competency-based approach to identify and assess what students demonstrate in practice. In social work, this approach involves assessing students' ability to demonstrate the competencies identified in the educational policy. Listed below are the competencies and associated knowledge, skills, values, and cognitive and affective processes that comprise the expected outcomes for this course.

	<b>Activity/Assessment</b>	<b>Dimension</b>
<b>Competency 1:</b> Students will demonstrate ethical and professional behavior.		
Make ethical decisions by applying the standard of the NASW Code of Ethics, relevant laws and regulations, models for ethical decision-making, ethical conduct of research, and additional codes of ethics as appropriate to both rural and urban contexts and at the intersection of the two.	Grant Writing Project and Program Development Project	Values Cognitive/Affective Processes
Use technology ethically and appropriately to facilitate advanced practice outcomes in urban and rural settings.	Grant Writing and Program Development Project	Knowledge Skills
Actively participate in professional social work organizations/associations aimed at practice within urban and rural communities.	Grant Writing and Program Development Project	Cognitive/Affective Processes
<b>Competency 2:</b> Students will engage in diversity and difference in practice.		
Apply and communicate the importance of diversity and difference in shaping life experiences in practice at the micro, mezzo, and macro levels within urban and rural settings.	Personal Supervisory Style Assignment	Knowledge Skills Values
<b>Competency 8:</b> Intervene with Individuals, Families, Groups, Organizations, and		

*The syllabus/schedule is subject to change.*

	Activity/Assessment	Dimension
<b>Communities</b>		
Apply knowledge of human behavior and the social environment, person-in-environment, and other multidisciplinary theoretical frameworks to engage with clients and constituencies across urban and rural settings and at the complex intersection of these two.	Personal Supervisory Style Assignment	Skills Values
Provide leadership in program development, administration, and evaluation; clinical and organizational supervision; research development and utilization; and policy creation, reform, and implementation to impact outcomes for those in both urban and rural environments and the intersection of both.	Personal Supervisory Style Assignment	Knowledge, Skills Values Cognitive/affective Processes
<b>Competency 9: Evaluates Practice with Individuals, Families, Groups, Organizations, and Communities</b>		
Select and use appropriate methods to evaluate outcomes, whether primarily in a rural or urban environment or at the intersection of the two.	Grant Writing and Program Development Project	Knowledge, Skills Values Cognitive/affective Processes
Apply knowledge of human behavior and the social environment, person-in-environment, and other multidisciplinary theoretical frameworks in evaluating outcomes for clients in urban and rural settings and the intersection of both.	Grant Writing and Program Development Project	Knowledge, Skills Values Cognitive/affective Processes
Critically analyze, appraise, and evaluate intervention and program processes and outcomes in both urban and rural environments and the intersection of both.	Grant Writing and Program Development Project	Knowledge, Skills Values Cognitive/affective Processes
Apply evaluation findings to improve practice effectiveness at the micro, mezzo, and macro levels across the	Grant Writing and Program Development Project	Knowledge, Skills

	<b>Activity/Assessment</b>	<b>Dimension</b>
landscape of rural/urban and at the intersection of the two environments.		Values Cognitive/affective Processes

## **COURSE REQUIREMENTS**

### **Minimal Technical Skills Needed**

In this course, you will utilize the Learning Management Systems (LMS) D2L for instructional and learning opportunities, submitting assignments, participating in online synchronous and asynchronous discussions, accessing resources, and completing quizzes/tests. Additionally, you will need the knowledge and skills to use Microsoft Word, PowerPoint, and Outlook Email. If you have any issues with using the various systems or software, you must contact support services and notify the Instructor of the technical issue.

### **Instructional Methods**

This course will be delivered via synchronous and asynchronous sessions via D2L. It will consist of live class sessions, pre-recorded lectures, group engagement activities, and various assignments, including experiential learning and practical application of the content areas. In addition, small lectures, discussion activities, and workshops may provide instruction during this course.

### **Student Responsibilities and Tips for Success in the Course**

As a student in this course, you are responsible for engaging in active learning and reaching out to the Instructor if problems or challenges interfere with optimal learning. Communication is vital when engaged in a fully online, virtual environment.

Expectations for success include:

1. Always demonstrate professional behavior, including respect for the Instructor and peers; being open to feedback and guidance throughout this class and the program.
2. Adhered to the School of Social Work and University student code of conduct and NASW Code of Ethics.
3. Begin reading the assigned text and supplemental readings as soon as possible, focusing on completing all readings prior to engagement with the Instructor or peers.
4. Prepare to engage in live class sessions, discussions, and other activities so you can be a contributor as well as a receiver of knowledge and skills.
5. Actively participate in engagement activities, including live virtual class sessions, online discussions, and interactive learning opportunities -as this is vital for learning and success in both this course and the program.
6. Work ahead when possible. Completing assignments ahead of the due date so you are prepared to submit on the due date.

7. Sign in to the D2L course shell multiple times weekly to access updated announcements or posted resources.
8. Check your university email daily. This is the university, department, and Instructor's official method of communication.
9. Be open and focused on the "process" and not the "product," as earning this degree requires time, effort, work, growth in knowledge, skills, and abilities, along with personal and professional attributes.

## GRADING

Final grades in this course will be based on the following scale:

- A = 90%-100% of total points
- B = 80%-89%
- C = 70%-79%
- D = 60%-69%
- F = 59% or Below

**Evaluation for the course grade is according to the following formula:**

Assessments	Value
Personal Supervisory Style Profile	35%
Grant Writing and Program Development: Group Project	50%
Interactive Application Activities / Discussions	15%
<b>TOTAL</b>	<b>100%</b>

## Assessments

### **Personal Supervisory Style Profile (Appendix A)**

Students are to apply knowledge of human behavior and the social environment when interviewing an individual, specifically a social work supervisor and to complete a Leadership Style profile on the supervisor. The profile outline includes values that are demonstrated in the personal style, personal range, and personal adaptability of the supervisor. The student will then compare the supervisor's style that he or she interviewed with the student's own leadership style, including style, range, and adaptability. Be prepared to discuss the results of your profile in class—three to five pages in length.

### **Grant Writing and Program Development: Group Project (Appendix B)**

In groups of two or three students, write a formal grant proposal and submit that request to a public or private (rural/urban) granting agency using the format/components in

handouts given to you by the instructor. This is an actual grant, and the proposal is to address real health or human service needs to focus specifically on either an urban, rural or community that intersects between rural and urban environments. It may include a request for personnel, equipment, supplies, purchased services, or other resources. The beneficiary is to be an existing agency or other organization, e.g., your field agency, your place of employment, or some other social service organization you feel would benefit if new resources were made available to them. If you need to know of an agency that would appreciate your help, check with your instructor. The length of most grant applications is 10 pages; however, some granting agencies have a standardized format for submission, which may dictate the length of the grant proposal.

Students are to demonstrate their ability or learned skills by providing the instructor with a summary of the grant proposal project a minimum of two weeks in advance of the due date. The instructor will also set aside part of a class session to meet with each group, review their progress, and consult with students regarding the progress being made. Each team will give a 20-minute presentation to the class, using members of the class as their “grant review committee,” such as those used by most grant-making or public agencies. This project will illustrate the cognitive and affective processes needed when writing proposals and grants to evaluate the needs of families, groups, organizations, and community practices. The presentations will consist of a 15-minute summary of the proposal and five minutes of questions.

### **Interactive Application Activities – Group Activity (Appendix C)**

There will be three interactive activities related to proposals and grant writing. Each group will report their findings. The findings will be uploaded to D2L - Each student will upload their group’s summary to D2L. A statement (two-paragraph summary) of three group activities/discussions.

- 1) One favored Leadership Style
- 2) Tips to writing a Successful Proposal
- 3) Tips to writing a Successful Grant

### **Due Date Policy**

Expectations for assignments is that they are submitted on due date indicated on syllabus in in D2L. Each assignment is built on content that precedes it and it is important to stay on track and follow the schedule. If you are unable to submit your assignment on time, please notify me to obtain an alternative date. Please know that if you do not submit your assignments by the scheduled due date, you will not receive feedback or a grade on schedule with students who do submit on due date. **You will not receive an opportunity to redo an assignment to gain additional points if assignments are not submitted by due dates.**

## TECHNOLOGY REQUIREMENTS

### LMS

All course sections offered by Texas A&M University-Commerce have a corresponding course shell in the myLeo Online Learning Management System (LMS). Below are technical requirements:

LMS Requirements:

<https://community.brightspace.com/s/article/Brightspace-Platform-Requirements>

LMS Browser Support:

[https://documentation.brightspace.com/EN/brightspace/requirements/all/browser\\_support.htm](https://documentation.brightspace.com/EN/brightspace/requirements/all/browser_support.htm)

Zoom Video Conferencing Tool

[https://inside.tamuc.edu/campuslife/CampusServices/CITESupportCenter/Zoom\\_Account.aspx?source=universalmenu](https://inside.tamuc.edu/campuslife/CampusServices/CITESupportCenter/Zoom_Account.aspx?source=universalmenu)

### ACCESS AND NAVIGATION

You will need your campus-wide ID (CWID) and password to log into the course. If you do not know your CWID or have forgotten your password, contact the Center for IT Excellence (CITE) at 903.468.6000 or [helpdesk@tamuc.edu](mailto:helpdesk@tamuc.edu).

**Note:** Personal computer and internet connection problems do not excuse the requirement to complete all course work in a timely and satisfactory manner. Each student needs to have a backup method to deal with these inevitable problems. These methods might include the availability of a backup PC at home or work, the temporary use of a computer at a friend's home, the local library, office service companies, Starbucks, a TAMUC campus open computer lab, etc.

### COMMUNICATION AND SUPPORT

If you have any questions or are having difficulties with the course material, please contact your Instructor.

#### Technical Support

If you are having technical difficulty with any part of Brightspace, please contact Brightspace Technical Support at 1-877-325-7778. Other support options can be found here:

<https://community.brightspace.com/support/s/contactsupport>



## **Interaction with Instructor Statement**

If you have any questions or are having difficulties with the course material, please contact your Instructor via email. The Instructor will respond to email queries within two business days.

## **COURSE AND UNIVERSITY PROCEDURES/POLICIES**

### **Course Specific Procedures/Policies**

#### **Syllabus Change Policy**

The syllabus is a guide. Circumstances and events, such as student progress, may require the Instructor to modify it during the semester. Any changes made to the syllabus will be announced in advance.

### **University Specific Procedures**

#### **Ethical Behavior**

The School of Social Work expects all students to conduct themselves in an ethical, professional manner in the classroom and field settings consistent with the [NASW Code of Ethics](#).

#### **University Code of Conduct**

Texas A&M University-Commerce has established standards of conduct to create and foster an environment that facilitates student learning and development. Students and university student groups are expected to conduct themselves in a manner that demonstrates respect for the rights and property of others and is consistent with the educational goals and mission of the university. This Code of Student Conduct ("Code") focuses on personal responsibility and accountability for students' actions and the impact those actions may have on the greater community. To access student academic and behavioral expectations for students refer to the [Student Guidebook](#).

Students should also consult the Rules of Netiquette for more information regarding how to interact with students in an online forum:  
<https://www.britannica.com/topic/netiquette>

#### **TAMUC Attendance**

For more information about the attendance policy please visit the [Attendance](#) webpage (or copy/paste the following URL in your web browser:  
<http://www.tamuc.edu/admissions/registrar/generalInformation/attendance.aspx>)

If a student believes the final grade is unfairly impacted by attendance requirements, an appeal can be made. This appeal process is explained in "[Student Appeal of Instructor Evaluation](#)" - [Procedure 13.99.99.R0.05](#).

## **Academic Integrity**

Students at Texas A&M University-Commerce are expected to maintain high standards of integrity and honesty in all of their scholastic work. For more details and the definition of academic dishonesty, see the following procedures:

[Graduate Student Academic Dishonesty 13.99.99.R0.10](#)  
[Graduate Student Academic Dishonesty Form](#)

[Undergraduate Student Academic Dishonesty 13.99.99.R0.03](#)  
[Undergraduate Academic Dishonesty Form](#)

## **University Rules on Research**

Students involved in conducting research and/or scholarly activities at Texas A&M University-Commerce must also adhere to standards set forth in [University Procedure 15.99.03.R1 Ethics in Research, Scholarship, and Creative Work](#).

## **AI Use Policy**

Texas A&M University-Commerce acknowledges that there are legitimate uses of Artificial Intelligence, ChatBots, or other software that can generate text or suggest replacements for text beyond individual words, as determined by the course instructor.

Any use of such software must be documented. Undocumented use constitutes academic dishonesty (plagiarism).

Individual instructors may disallow the use of such software entirely for individual assignments or for the entire course. Students should be aware of such requirements and follow their instructors' guidelines. If no instructions are provided, the student should assume that the use of such software is disallowed.

In any case, students are fully responsible for the content of any assignment they submit, regardless of whether they used an AI in any way. This specifically includes cases in which the AI plagiarized another text or misrepresented sources. [Draft 2, May 25, 2023]

[Graduate Student Academic Dishonesty 13.99.99.R0.10](#)  
[Undergraduate Student Academic Dishonesty 13.99.99.R0.03](#)

## **Students with Disabilities-- ADA Statement**

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact:

**Office of Student Disability Resources and Services**  
 Texas A&M University-Commerce

Velma K. Waters Library Rm 162  
Phone (903) 886-5150 or (903) 886-5835  
Fax (903) 468-8148  
Email: [StudentDisabilityServices@tamuc.edu](mailto:StudentDisabilityServices@tamuc.edu)  
Website: [Office of Student Disability Resources and Services](#)

### **Nondiscrimination Notice**

Texas A&M University-Commerce will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.

### **Campus Concealed Carry Statement**

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in Texas A&M University-Commerce buildings only by persons who have been issued and are in possession of a Texas License to Carry a Handgun. Qualified law enforcement officers or those who are otherwise authorized to carry a concealed handgun in the State of Texas are also permitted to do so. Pursuant to Penal Code (PC) 46.035 and A&M-Commerce Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations.

For a list of locations, please refer to the [Carrying Concealed Handguns On Campus](#) document and/or consult your event organizer.

Web URL:

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf>

Pursuant to PC 46.035, the open carrying of handguns is prohibited on all A&M-Commerce campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.

### **A&M-Commerce Supports Students' Mental Health**

The Counseling Center at A&M-Commerce, located in the Halladay Building, Room 203, offers counseling services, educational programming, and connections to community resources for students. Students have 24/7 access to the Counseling Center's crisis assessment services by calling 903-886-5145. For more information regarding Counseling Center events and confidential services, please visit [www.tamuc.edu/counsel](http://www.tamuc.edu/counsel)

## **School of Social Work & Council on Social Work Education-Specific Policies**

### **Course Engagement**

**Final Evaluation and Grade Depends on both Classroom attendance and Participation:**

Inadequate participation or lack of required time commitment in each class significantly affects students' grades. No matter the course venue, students must engage in a comparable amount of time. Expectations of both Face-to-Face classes and those with Online components include time spent reading and studying course material.

To earn a level of competency within a specific course, students must demonstrate both mastery of content and active engagement.

Mastery of content areas is evidenced by successful completion of course assignments such as written papers, group project deliverables, tests/quizzes, and other tangible products designed by instructors to evaluate knowledge and skills.

Additionally, the Social Work Profession is built upon human interactions and building human relationships – which is defined as engagement. Engagement is defined as meaningful involvement in interactions with the Instructor, peers, and outside stakeholders as appropriate (such as contacting a social worker to interview for a required assignment). Within the classroom setting, whether virtual or F2F, students must actively participate in 80% of engagement activities as outlined by individual instructors. These activities may include but are not limited to, participation in live, synchronous virtual classes, attending a Face-to-Face course when appropriate, interacting with peers in posted discussions, and collaborating in group interactive projects.

Students must meet standards for content mastery on tangible assignments and meet the threshold of active engagement of the time set during a semester by the Instructor.

Instructors are experts in each course content area and set the standards for students to meet to successfully complete the course.

### **Student Conduct**

Students preparing to become professional social workers must adhere to the *University Code of Conduct*, *Department Code of Conduct* and the *National Association of Social Workers (NASW) Code of Ethics*.

### **Department Code of Conduct**

The Academic and Professional Issues Committee (API) hearing is the formal path of due process for a student in regard to the concern being expressed. A student will be referred to the School of Social Work's API by faculty, field instructors, or faculty field liaisons when a concern arises regarding academic and student conduct and/or professional preparation. When “a student who fails to meet the professional expectation of the field for which he/she is preparing may be suspended from further

study in that program by the department administering that program” as demonstrated through ethical and/or legal violations; aberrant disregard for School of Social Work Code of Conduct or other concerns as determined by the [Academic and Professional Issues Committee](#).

Graduate Students have the right to appeal to the Graduate Dean according to [University Procedure 13.99.99.R0.39](#).

Undergraduate Students have the right to appeal to the Dean of the College of Education and Human Services according to [University Procedure 13.99.99.R0.41](#).

**APPENDIX A**  
**Grading Rubric**  
**Personal Supervisory Style Profile Paper**  
**(100 points)**

**Description:**

To integrate the knowledge acquired about social work supervision during the course, you will interview a supervisor in the human service arena. Write a paper reflecting on your interview and a plan for development along your career path. This assignment will lead you to analyze models of practice in social work supervision critically.

**General Instructions:**

Each student will submit a reflection paper based on an in-depth (or series of) interview(s) with a supervisor. Students may select a current or former field instructor, on-the-job social work supervisor, co-worker in a supervisor role, fellow student, or acquaintance in a social work supervision position. Family members are not acceptable.

Students will develop the interview questions based on the course content regarding supervision and leadership. Use the outline and rubric below to develop the interview questions, write and submit the 800-1000 word-count paper.

**Content Outline:**

Introduction

Interviewee' approach and experiences

- Appointment to the supervision position/role
- Administrative, educational, and supportive tasks
- Leadership
- Inclusion and Equity in the workplace
- Ethical issues or dilemmas in supervision

Analysis of the interviewee's approach and experience

Preferred perspective(s) and approach(es) as a leader and social work supervisor

Conclusion

Student: \_\_\_\_\_

Grade: \_\_\_\_\_

Criteria	Points Earned
<p><b>Wrote a strong introduction (10 pts.)</b></p> <ul style="list-style-type: none"> <li>• Specified the general theme of the paper (3 pts.)</li> <li>• Explained the paper's purpose, including the means (i.e., f2f, zoom, email) and day the interview was carried out (2 pts.)</li> <li>• Included a thesis statement (3 pts.)</li> <li>• Presented an overview of the content addressed (2 pts.)</li> </ul>	
<p><b>Included the following content (35 pts.)</b></p> <ul style="list-style-type: none"> <li>• Introduced and described your interviewee (you can use pseudonyms for the interviewee and the institution where they work) (# of years in the SW profession; # of years supervising; # and type of supervisees (SW students, SWs, clinical SW candidates, others); type of institution; population served; and any other relevant information) (3 pts.)</li> <li>• Described the interviewee's supervision experiences and leadership approach(es) (cites are essential) (6 pts.)</li> <li>• Analyzed the interviewee's experiences, including equity and inclusion endeavors based on perspectives/approaches/ models of supervision and leadership (cites are essential) (10 pts.)</li> <li>• Presented and supported your perspective and approach to leadership and social work supervision (cites are essential) (8 pts.)</li> <li>• Reflected on potential ethical dilemmas applying the values, principles, and standards particularly to supervision, administration, and cultural competency citing the NASW Code of Ethics (8 pts.)</li> </ul>	
<p><b>Wrote a strong conclusion (10 pts.)</b></p> <ul style="list-style-type: none"> <li>• Reinstated the thesis statement (2 pts.)</li> <li>• Summarized what you learned from:               <ul style="list-style-type: none"> <li>• the interviewee</li> <li>• your leadership style and supervision skills to be an effective SW supervisor (5 pts.)</li> </ul> </li> <li>• Included a general development plan in social work supervision (3 pts.)</li> </ul>	
<p><b>Credited course instructional material, at least two more sources of information, and the interviewee (25 pts.)</b></p> <ul style="list-style-type: none"> <li>• Cited relevant and reliable sources (academic/peered-reviewed journal articles (less than 10 years old) and official statistical data (<i>Note: stats only if needed</i>). (4 pts.)</li> <li>• Cited the sources correctly (<i>Note: different structures of citing (parenthetical and narrative citations) are expected in graduate school</i>) (3 pts.)</li> </ul>	

Criteria	Points Earned
<ul style="list-style-type: none"> <li>• Formatted the references according to the APA Manual (7<sup>th</sup> ed.) (<i>Note: interview content is only cited; not included in the reference list</i>) (3 pts.)</li> <li>• Included as appendices to the assignment: (15 pts.)               <ul style="list-style-type: none"> <li>• Interview Questions</li> <li>• Transcript, recording, or email sent by interviewee with responses (<i>Note: if needed, upload as a separate file in the corresponding assignment field</i>)</li> </ul> </li> </ul>	
<p><b>Followed APA 7<sup>th</sup> ed. style and format (10 pts.)</b></p> <ul style="list-style-type: none"> <li>• Cover page (1 pts.)</li> <li>• Line spacing/margins/font theme/font size (2 pts.)</li> <li>• Headings and sub-headings (3 pts.)</li> <li>• Page numbers (1 pts.)</li> <li>• References page (1 pts.)</li> <li>• Appendices (1 pts.)</li> <li>• Saved document in Word format (not in PDF) and uploaded the paper on D2L as <b><i>Last Name __First Name_ Personal Supervisory Style Profile Paper</i></b> (1 pts.)</li> </ul>	
<p><b>Wrote clear and concise using correct grammar, spelling, acronyms, punctuations, and academic tone (10 pts.)</b></p> <ul style="list-style-type: none"> <li>• Used proper sentence structure and length with correct punctuation, especially commas and apostrophes</li> <li>• Used good paragraphs with thesis sentences; appropriate paragraph length</li> <li>• Created a sense of understanding (thoughtful transitions, interconnection, and flow of ideas)</li> <li>• Avoided colloquial expressions</li> <li>• Avoided bias language</li> <li>• Stayed within the range of <b>800-1000 word count</b> (do not include the cover or reference pages in the word count)</li> </ul>	



**APPENDIX B**  
**Grading Rubric**  
**Grant Writing and Program Development:**  
**Group Project Grant Proposal**  
(100 points)

**Description:**

This grant writing assessment is a service grant in response to an actual request for proposal (RFP). Each team (2-3 students) will write a formal grant proposal to a granting institution using the format/components of the grant guides. **Students will submit the written grant proposal to the potential beneficiary institution for future submission.** This assignment will be assessed using a generic to evaluate service grants (See Rubric on the following page). The instructor will be available throughout the semester for teams to consult, review their progress, and respond to any project-related questions or concerns.

**Instructions:**

Each team (determined by students) will identify an existing institution, e.g., your field agency or other social service organization, that can benefit from this **service-learning experience**. Teams will identify and complete an RFP that aligns with the institution's future project. Teams are to provide the instructor with the grant application selected and the name of the organization or agency beneficiary before writing the grant proposal.

Students will complete the RFP based on the established format provided by the granting institution. The length of most grant applications is 10 pages; however, each funding agency establishes the length of the grant proposal. The rubric might be different from the required information in the RFP. If so, make sure to submit all required content in the rubric, although it might not be requisite in the RFP. The assignment grade will be based on all the criteria below.

## Rubric Grant Proposal

**Students:** \_\_\_\_\_

**Beneficiary Institution:** \_\_\_\_\_

**Funding Institution:** \_\_\_\_\_

**Type:**  Federal  State  County  Local  Foundation  Other

<b>Evaluation Criteria</b>	<b>Missing 0</b>	<b>Developing 1</b>	<b>Satisfactory 2</b>	<b>Strong 3</b>
Described the agency or organization submitting the proposal according to the RFP				
Illustrated the needs/problems to be addressed and the target population				
Described the project proposed based on the needs/problem				
Sustained the project with evidence-based practice				
Included an implementation plan (goals, objectives, activities, ...)				
Defined expected outcomes for each objective				
Presented a detailed budget and justified expenses (narrative) according to the implementation plan				
Presented how the proposed services, program, or project will be evaluated				
Included a sustainability plan				
Included Appendices: Itemized Budget, Timetable, References, Collaborative Agreement (between Student Team and Beneficiary Institution)				
<b>TOTAL</b>				

<b>Fund this proposal</b>	<b>Consider this proposal</b>	<b>Do not fund this proposal in its current form</b>
<b>A (25-30 pts.)</b>	<b>B (20-24)</b>	<b>C (16-19); D (11-15); F (0-10)</b>
<p>The proposal aligns with the grant program’s goals. The proposal included all the content above. Most elements received a “Strong” rating; any elements with a “Satisfactory” rating can be easily improved.</p>	<p>The proposal aligns with the grant program’s goals. The proposal included all the content above. Some elements were rated “Strong,” but others were rated “Satisfactory,” indicating some areas that need further development. With feedback, the proposers could improve the project plan.</p>	<p>The proposal does not align with the grant program’s goals, one or more criteria are missing in the proposal, or several of the elements above were rated as “Developing.”</p>

*Adapted from: 2019 WSU Program Assessment Grant: Proposal Review Rubric*

**APPENDIX C**  
**Grading Rubric**  
**Interactive Application Activities – Group Activity**  
(100 points per Activity)

Three interactive activities related to proposals and grant writing. Each group will report their findings. The findings will be uploaded to D2L. Each student will upload their group's summary to D2L. A statement (two-paragraph summary) of three group discussions.

1. One favored Leadership Style
2. Tips to writing a Successful Proposal
3. Tips to writing a Successful Grant

## SWK 508 Administration and Supervision

## Fall 2024 Course Schedule

Week	Date	Topic	Assignments
1	08/26 – 09/01	Introduction; Review Syllabus & course requirements  Developing a Theory and Philosophy of management	Read Chapter 1  OR Alternative Reading if Assigned
<p><b>With Successful completion of week #1, students will be able to:</b></p> <ul style="list-style-type: none"> <li>• Demonstrate understanding of the criteria that forms the foundation of success for a human service organization: Management, Administration, Supervision and Leadership</li> <li>• Explain support theories of criteria for organizational excellence and leadership with research findings</li> <li>• Explain organizational and human variables that need to be addressed by the human services manager.</li> <li>• Identify ways in which the manager serves as integrator between these two dynamics</li> </ul>			
2	09/02 – 09/08  <b>LIVE SESSION</b> <b>09.04.2024 @ 6:00 p.m.</b>  <b>Link Below</b>	Understanding the Organization from a Systems Perspective	Chapter 2  OR Alternative Reading if Assigned
Join URL: <a href="https://tamuc.zoom.us/j/96365119303">https://tamuc.zoom.us/j/96365119303</a>			
<p><b>With successful completion of week #2, students will be able to:</b></p> <ul style="list-style-type: none"> <li>• Identify and explain each of the internal subsystems and how they work together to ensure internal consistency</li> <li>• Identify factors in an organization's external or task environment and explain how they affect organizational functioning and analyze in relation to points of actual or potential incompatibility</li> <li>• Write a mission statement</li> </ul>			

The syllabus/schedule is subject to change.

- Explain how organizational mission and purpose serve as the standard for organizational consistency and integrity

3	09/09 – 09/15	Using Structure of Facilitate and Support Achievement of the Agency’s Mission	Chapter 3  OR Alternative Reading if Assigned
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**With successful completion of week #3, students will be able to:**

- Explain why a formal structure is important to the overall functioning of the organization
- Identify and define six options for the formal structure and provide a rationale for a proposed optimum structure
- Identify and define at least four options for an informal structure, select an option and provide a rationale for the proposed informal structure
- Explain the functions of a board of directors and propose an ideal format for how the board should work with the executive

4	09/16 – 09/22  <b>NO LIVE SESSION THIS WEEK</b>	Job Analysis and Design	Chapter 4  OR Alternative Reading if Assigned  <b>PERSONAL SUPERVISORY STYLE PROFILE DUE 09.22</b>
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**With successful completion of week #4, students will be able to:**

*The syllabus/schedule is subject to change.*

- Explain the different between a job analysis, job specifications, a job description, and a job announcement and why each of these documents is important
- Explain how all human resources functions from recruitment to termination can be made to be consistent with the job as presented.
- Given a problem scenario related to a particular job and employee within a human services organization, redesign a job in a way that would address the problem.

5	09/23 – 09/29	Maximizing Organizational Performance through Human Resources Planning	Chapter 5  OR Alternative Reading if Assigned
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- With successful completion of week #5, students will be able to:**
- Demonstrate ways in which the agency can use diversity in areas of expertise and in demographics to strengthen creativity and productivity
  - Identify the major protected classes covered by human resources law and discuss major provisions of laws, executive orders and regulations that prohibit discrimination
  - Explain how four different strategies can be used to change the organizations' personnel profile

6	09/30 – 10/06  <b>Live Session</b> <b>10.02.2024 @ 6:00 p.m.</b>  <b>Link Below</b>	Strengthening the Organization through Excellent Recruitment, Selection and Hiring Practices	Chapter 6  OR Alternative Reading if Assigned
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Join URL: <https://tamuc.zoom.us/j/96365119303>

- With successful completion of week #6, students will be able to:**
- Prepare a plan for recruitment, selectin, and hiring for a designated position within a human service organization

*The syllabus/schedule is subject to change.*

<ul style="list-style-type: none"> <li>Write a job announcement that is based on the job analysis and complies with human resources law.</li> </ul>			
7	10/07 – 10/13	Maximizing Employee Potential through Staff Training and Development	Chapter 7  OR Alternative Reading if Assigned
<p><b>With successful completion of week #7, students will be able to:</b></p> <ul style="list-style-type: none"> <li>Prepare a plan for new employee orientation, including an orientation agenda and an orientation checklist</li> <li>Create a curriculum framework for an in-service training program for a human service organization.</li> <li>Design a training evaluation form that evaluates trainee reaction, trainee learning, and/or trainee performance.</li> </ul>			
8	10/14 – 10/20  <b>Live Session This week 10.16 @ 6:00 p.m.</b>  Link Below	Promoting Excellence through Well-Designed Motivation and Reward Systems	Chapter 8  OR Alternative Reading if Assigned
<p>Join URL: <a href="https://tamuc.zoom.us/j/96365119303">https://tamuc.zoom.us/j/96365119303</a></p>			
<p><b>With successful completion of week #8, students will be able to:</b></p> <ul style="list-style-type: none"> <li>Compare and contrast five different theoretical perspectives on motivation</li> <li>Explain the difference between intrinsic and extrinsic factors in motivation; demonstrate how these can be incorporated into a well-designed reward system of a specific human services agency.</li> <li>Given a brief description of a human service agency and its services, propose some of the basic elements that should go into the agency's reward system to encourage high levels of productivity.</li> </ul>			
9	10/21 – 10/27	TBD	OR

The syllabus/schedule is subject to change.



			Alternative Reading if Assigned
10	10/28 – 11/03  <b>Live Session 10.30.2024 @ 6:00 p.m. Link Below</b>	Supervision, Performance Appraisal, Rewards and Termination	Chapter 9  OR Alternative Reading if Assigned  <b>INTERACTIVE APPLICATION ACTIVITY: FAVORED LEADERSHP STYLE DUE 11/03</b>
Join URL: <a href="https://tamuc.zoom.us/j/96365119303">https://tamuc.zoom.us/j/96365119303</a>			
<p><b>With successful completion of week #10, students will be able to:</b></p> <ul style="list-style-type: none"> <li>• Identify and explain six (6) policy areas that need to be addressed in the supervisory/employee relationship</li> <li>• Given a performance problem scenario with an employee, role-play the corrective action</li> <li>• Identify and define four (4) types of terminations and role-play any one of the four, given a termination scenario with an employee</li> </ul>			
11	11/04 – 11/10	Using Data and Information to Achieve Excellence	Chapter 10  OR Alternative Reading if Assigned
<p><b>With successful completion of week #11, students will be able to:</b></p> <ul style="list-style-type: none"> <li>• Explain why the agency needs to consider economic, sociological, political, and technical factors in the environment.</li> <li>• Develop a format for the use of data and information designed to illustrate areas where there is need for continuous quality improvement in programs and services</li> <li>• Develop a format for use of data and information designed to illustrate the strengths and weaknesses of each staff member's performance.</li> </ul>			
12	11/11 – 11/17	Managing Resources to Support Excellence	Chapter 11

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	<b>Live Session 11.06.2024 @ 6:00 p.m. Link Below</b>		<b>OR Alternative Reading if Assigned</b>
Join URL: <a href="https://tamuc.zoom.us/j/96365119303">https://tamuc.zoom.us/j/96365119303</a>			
<b>With successful completion of week #12, students will be able to:</b> <ul style="list-style-type: none"> <li>• Create a simple line-item budget for the agency</li> <li>• Produce a fee structure for a service provided by the agency</li> <li>• Integrate financial and service data to produce a budget and service report as required by a given funding source</li> </ul>			
13	11/18 – 11/24	Monitoring and Evaluating Organizational Efforts and Accomplishments	Chapter 12  OR Alternative Reading if Assigned
<b>With successful completion of week #13, students will be able to:</b> <ul style="list-style-type: none"> <li>• Prepare survey questions designed to help the management team understand employee perceptions of organizational systems and processes.</li> <li>• Outline a presentation to the board defending the proposition that it is cost effective to attempt to measure organizational effectiveness</li> </ul>			
14	11/25 – 12/01	NO CLASS – THANKSGIVING RECESS beginning WED at noon	Written Grant Proposal Due
15	12/02 – 12/08	Group Presentations of Grant Proposals	
16	12/09 -12/15	Group Presentation of Grant Proposals	

The syllabus/schedule is subject to change.

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