



SWK 508, SECTION 01W, 02W, 09W
Social Work Supervision & Administration

COURSE SYLLABUS: Fall 2026

INSTRUCTOR INFORMATION

Instructor: **Dr. Avril W. Knox**
Office Location: **Henderson Bldg., Room 317**
Office Hours: **Tuesday & Thursday 10 am – 12: 30 pm**
Office Phone: **903-468-3221**
University Email Address: **avril.knox@etamu.edu**
Preferred Form of Communication: **Email**
Communication Response Time: **Within 48 business hours**

COURSE INFORMATION

MATERIALS – TEXTBOOKS, READINGS, SUPPLEMENTARY READINGS

Kettner, P. M. (2013). *Excellence in human service organization management (2nd 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 administrative leadership in social work. 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.

STUDENT LEARNING OUTCOMES

1. Competency 1: Demonstrate ethical and professional behavior

Competency 1 Behaviors	Activity/Assessment	Dimension
Make ethical decisions by applying the standards of the NASW Code of Ethics, relevant laws and regulations, models for ethical decision-making, ethical conduct of research, and additional codes of ethics within the profession as appropriate to the context.	Ethical Reflection	Knowledge, Skills, Cognitive/Affective Processes, Values

2. Competency 4: Engage in Practice-Informed Research and Research-Informed Practice

Competency 4 Behaviors	Activity/Assessment	Dimension	
Apply research findings and evidence to inform and improve social work practice and organizational decision-making.	Landscape Analysis AI-Enhanced Strategic Grant Proposal Evidence-Based Research	Knowledge, Skills, Cognitive/Affective Processes	

3. **Competency 8:** Intervene with Individuals, Families, Groups, Organizations, and Communities

Competency 8 Behaviors	Activity/Assessment	Dimension
Provide leadership in program development, administration and evaluation; organizational supervision; research development and utilization; and policy creation, reform, and implementation to improve outcomes.	AI Simulation and Strategy AI-Enhanced Strategic Grant Proposal	Knowledge, Skills, Values, Cognitive/Affective Processes

COURSE REQUIREMENTS

MINIMAL TECHNICAL SKILLS NEEDED

In this course, you will utilize the Learning Management System (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, the course may include short lectures, discussion activities, and workshops.

Assignments are designed to help graduate social work students explore how AI can support ethical, strategic leadership in social service agencies. Students will analyze real-world challenges, simulate AI-supported decision-making, and reflect on their growth as leaders.

STUDENT RESPONSIBILITIES OR 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. Adhere 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 before 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%

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

Assignment I: Landscape Analysis	100 points (5% of the grade)
Assignment II: AI Simulation and Strategy	100 points (5% of the grade)
Assignment III: Ethical Reflection	100 points (5% of the grade)
Assignment IV: Leadership Growth Plan	100 points (5% of the grade)
Assignment V: AI-Enhanced Strategic Grant Proposal Sections (6 Sections) Needs statement Goals/objectives Implementation plan Budget narrative Evaluation plan Sustainability plan	(5% each; 30% of the grade) 20 points 20 points 10 points 20 points 10 points 20 points = 100 points total
Assignment VI: Complete AI-Enhanced Strategic Grant Proposal	100 points (50%)

Assignment Components:

Landscape Analysis
- Choose one major challenge facing social work leaders today (such as funding, policy shifts, staffing issues, ethical and legal challenges in practice). - Write a 2–3-page summary of current trends, data, and stakeholder perspectives using AI-assisted research (document according to APA guidelines)
AI Simulation and Strategy
- Use an AI assistant to brainstorm leadership responses to your chosen challenge - The student is to assume the position as an MSW professional

- Using AI, create a mock leadership product (e.g., memo, strategic plan excerpt, suggested grant proposal)
- Write a 1-page reflection on how AI shaped your thinking

Example:

To: All Staff

From: Michael Jackson, MSW – Program Director (*the student's name & pseudo position*)

Subject: Supporting Our Team Through Burnout and Renewal

Over the past few months, many of you have shared feelings of exhaustion and emotional strain. Your well-being matters deeply.

We are launching a trauma-informed support initiative including:

- Weekly peer support circles
- Optional wellness check-ins
- Flexible scheduling pilot

This reflects our values of dignity, equity, and compassion. Thank you for your continued dedication.

Ethical Reflection

- Explore how use of AI aligns (or does not align) with Social Work Values
- Write a 2-page reflection addressing risks, safeguards, and ethical considerations

Leadership Growth Plan

- Create a one-page roadmap of goals and strategies for your personal development plan for building tech-integrated leadership skills

AI Enhanced Strategic Grant Proposal

- Develop the needs statement, goals/objectives, implementation plan, budget narrative, evaluation plan, and sustainability plan for an organizational/community intervention.
- The proposal must address an identified **organizational or community need**. Each section should build upon the previous section and demonstrate how the proposed intervention will address the identified need.

1. Needs Statement (3-4 paragraphs)

A needs statement in a grant proposal clearly identifies a significant problem or gap in a community, explaining who is affected, why it's a problem, and how your proposed project will address it. It serves as the foundation of the proposal, convincing funders of a real, urgent need by providing compelling evidence and demonstrating a clear connection between the problem and the funder's mission.

Include:

- The specific need or problem.
- The population or community affected.
- Use an AI tool (Copilot; Elicit; ChatGPT) to revise for clarity, tone, and funder alignment.
- Evidence or data demonstrating the need; 5 peer-reviewed published studies that will provide “evidence to support your proposed project.
- A brief explanation of how the proposed project will address the need.

2. Goals and Objectives (1-2 paragraphs)

Develop the overall goal and measurable objectives for the proposed project.

Include:

- At least **one clear project goal**.
- **SMART objectives** that are Specific, Measurable, Achievable, Relevant, and Time-bound.
- Objectives that directly connect to the identified need.

3. Implementation Plan (3-4 paragraphs)

Explain how the proposed project will be carried out.

Include:

- Major project activities.
- Who will be responsible for each activity?

- A timeline for implementation.
- Resources needed to complete the activities.
- How the activities support the project's goals and objectives.

4. Budget Narrative (2-3 paragraphs)

Explain how grant funds will be used to support the proposed project.

Include:

- Major project expenses.
- A brief justification for each expense.
- How each expense supports the project's activities and objectives.
- Costs that are reasonable and appropriate for the proposed intervention.

5. Evaluation Plan (3-4 paragraphs)

Explain how you will determine whether the project is successful.

Include:

- What outcomes will be measured.
- How data will be collected.
- When evaluation will occur.
- How results will be analyzed.
- How findings will be used to determine whether the project's goals and objectives were achieved.

6. Sustainability Plan (2-3 paragraphs)

Explain how the project can continue after the grant funding ends.

Include:

- Strategies for maintaining the project.
- Potential future funding or resources.
- Organizational and/or community partnerships that could support continuation.
- How successful project activities may be incorporated into ongoing services.

***The Strategic Grant Proposal will be **developed in sections throughout the semester**. Each section will build upon the previous section and become part of the final proposal.

Students will receive opportunities to develop and refine each component before submitting the completed project.

At the end of the semester, combine, revise, and submit all sections as ONE complete Strategic Grant Proposal.

All AI resources must be cited – please use APA guidelines on how to cite Artificial Intelligence as a resource.

Rubric for Assignments I-V

Assignment	Criteria	Points
Landscape Analysis	Clearly identifies and explains a major social work leadership challenge	25 points
	Examines current trends, relevant data, and stakeholder perspectives	25 points
	Demonstrates appropriate use of AI-assisted research and supporting evidence	25 points
	Graduate-level writing, organization, APA formatting, and citations	25 points
		100 points
AI Simulation & Strategy	AI-Assisted Leadership Responses	25 points
	AI Generated Leadership Product	25 points
	Critical thinking & Leadership Strategy	25 points
	Reflection on AI Use	25 points
		100 points
Ethical Reflection	Connection to Social Work Values	25 points
	Ethical Risks & Considerations	25 points

	Safeguards & Responsible AI Use	25 points
	Critical Reflection & Writing Quality	25 points
		100 points
Leadership Growth Plan	Professional Leadership Goals	25 points
	Strategies & Action Steps	25 points
	Technology-Integrated Leadership Development	25 points
	Reflection, Organization & Clarity	25 points
		100 points

Rubric for the Strategic Grant Proposal Sections

Section	Evaluation Focus	Points
Needs Statement	Provides a clear project goal and measurable objectives aligned with the identified need	20 points
Goals & Objectives	Provides a clear project goal and measurable SMART objectives aligned with the identified need	20 points
Implementation Plan	Identifies activities, responsibilities, timeline, resources, and connection to objectives	10 points
Budget Narrative	Provides reasonable project expenses with clear justification and connection to activities/objectives	20 points
Evaluation Plan	Identifies outcomes, data collection, timeline, analysis, and measures of project success	10 points
Sustainability Plan	Provides realistic strategies, resources, partnerships, and plans for continuation beyond grant funding	20 points

Total		100 points
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Rubric for the Complete Strategic Grant Proposal

Criteria	Points
Needs Statement	15
Goals/Objectives	15
Implementation Plan	15
Budget Narrative	15
Evaluation	15
Sustainability Plan	15
Integration and Cohesiveness (sections connect and form one complete proposal)	5
Incorporation of Feedback and Revision	5
Graduate-Level Writing, Organization, APA Formatting, and References	5
Appropriate and Ethical Use/Documentation of AI	5
Total	100 points

Course Outline/Calendar

<u>Weeks</u>	<u>Topics and Materials</u>	<u>Assignment Due Dates</u>
Week 1	Intro to the Course: Description, Objectives, Structure, Policies, Assignments & Schedule	
Week 2	Topic: Differences between Administration, Management, Supervision, and Clinical Supervision & Management Theories Distribution of Group Assignments for the Grant Writing and Program Development: Group Project	Class Gathering Every other week and See Announcements for Zoom Information

Week 3	Topic: Understanding the Organization & Using Structure to Facilitate and Support Achievement of the Agency's Mission	Landscape Analysis Due Sunday @ 11:59 pm
Week 4	Topic: Grant-writing and Sources of Funding	
Week 5	Topic: Job Analysis and Job Design	Grant Proposal Section 1: Needs Statement Due Sunday @ 11:59 pm
Week 6	Topic: Maximizing Employee Potential and Excellence through Training and Development & Motivation and Rewards Systems	AI Simulation & Strategy Due Sunday @ 11:59 pm
Week 7	Topics: Supervision, Performance Appraisal, and Termination	Grant Proposal Section 2: Goals & Objectives Due Sunday @ 11:59 pm
Week 8	Topic: Budget, Revenues, and Resource Allocation	Ethical Reflection Due Sunday @ 11:59 pm

Week 9	Topic: Using Data and Information to Achieve Excellence	Grant Proposal Section 3: Implementation Plan Due Sunday @ 11:59 pm
Week 10	Topic: Monitoring and Evaluating Organizational Effectiveness	Grant Proposal Section 4: Budget Narrative Due, Sunday @ 11:59 pm
Week 11		Grant Proposal Section 5: Evaluation Plan Due Sunday @ 11:59 pm
Week 12	Overview of Expected Project	Leadership Growth Plan Due Sunday @ 11:59 pm
Week 13	Discussions of Agency Grant Proposals	Grant Proposal Section 6: Sustainability Plan Due Sunday @ 11:59 pm
Week 14	Proposal Revision & Integration- Students review instructor feedback and begin integrating all six sections into one cohesive proposal.	Complete AI-Enhanced Strategic Grant Proposal Due Sunday @ 11:59 pm
Week 15	THANKSGIVING RECESS No Class	
Week 16	Course Reflection / Final Course Activities	

TECHNOLOGY REQUIREMENTS

LMS

All course sections offered by East Texas A&M University 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

Zoom Video Conferencing Tool

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@etamu.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>

STUDENT RESPONSIBILITIES FOR COURSE

CWID AND PASSWORD

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@etamu.edu.

TECHNOLOGY-RELATED ISSUES

Personal computer and internet connection problems do not excuse the requirement to complete all coursework in a timely and satisfactory manner. Each student needs a backup method to handle 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, an ETAMU campus open computer lab, etc.

TECHNOLOGY REQUIREMENTS AND SUPPORT

MINIMAL TECHNICAL SKILLS NEEDED

Students will need reliable computer and internet access for this course. Students must be able to effectively use myLeo email, myLeo Online D2L, and Microsoft Office.

LEARNING MANAGEMENT SYSTEM (LMS) – D2L

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

- View the [Learning Management System Requirements Webpage](#).
- Learn more on the [LMS Browser Support Webpage](#).

TECHNICAL SUPPORT

If you have technical difficulty with any part of Brightspace, contact Brightspace Technical Support at 1-877-325-7778. Other support options can be found on the [Brightspace Support Webpage](#).

COMMUNICATION AND SUPPORT

INTERACTION WITH INSTRUCTOR STATEMENT

If you have any questions or are having difficulties with the course material, please contact your instructor. Correspondence will always be through university email (your “myLeo” mail) and announcements in myLeo online (D2L). You will not RECEIVE email through D2L, so be sure to check your ETAMU email for communication. Students are encouraged to check university email daily.

INCLUDE THE FOLLOWING IN EMAILS WITH INSTRUCTOR:

- Course name and subject in the subject line
- Salutation (Good afternoon, Dr. Jackson)

- Proper email etiquette (no “text” emails – use proper grammar and punctuation)
 - Student name and CWID after the body of the email (possibly add to student signature on email)
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COURSE AND UNIVERSITY PROCEDURES/POLICIES

SYLLABUS CHANGE POLICY

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

STUDENT CONDUCT

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. The [Code of Student Conduct](#) is described in detail online in the [Student Guidebook](#).

Students should also consult the [Rules of Netiquette Webpage](#) for more information regarding how to interact with students in an online forum.

ETAMU ATTENDANCE

For more information about the attendance policy, please view the [Attendance Webpage](#) and the [Class Attendance Policy](#).

ACADEMIC INTEGRITY

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

[Undergraduate Academic Dishonesty University Procedure 13.99.99.R0.03](#)

[Undergraduate Student Academic Dishonesty Form](#)

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

[Graduate Student Academic Dishonesty Form](#)

USE OF ARTIFICIAL INTELLIGENCE

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

Any use of such software must be documented. Any undocumented use of such software constitutes an instance of academic dishonesty (plagiarism).

Individual instructors may disallow entirely the use of such software 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.

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

East Texas A&M University

Velma K. Waters Library Rm 162

Phone (903) 886-5150 or (903) 886-5835

Fax (903) 468-8148

Email: studentdisabilityservices@etamu.edu

Website: [Office of Student Disability Services](#)

NONDISCRIMINATION NOTICE

East Texas A&M University will comply in the classroom and in online courses with all federal and state laws prohibiting discrimination and related retaliation based on race, color, religion, sex, national origin, disability, age, genetic information, or veteran status. Further, an environment free from discrimination based on 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 East Texas A&M University buildings only by persons who have been issued and have 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 ETAMU 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.

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

EAST TEXAS A&M SUPPORTS STUDENTS' MENTAL HEALTH – COUNSELING SERVICES

The Counseling Center at East Texas A&M University, located in the Halladay Building, Room 203, offers counseling services, educational programming, and connection 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

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 or go to https://studentsupport.telushealth.com/us/about#download_app to download the app and explore the resources available for guidance and support whenever you need them.

