

University of North Carolina Wilmington
School of Social Work
Spring 2017

SWK 523: Organizational Context of Social Work Practice

Mondays 10 am – 12:45 pm

Instructor: Andrea L. Jones, Ph.D., MSW
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Email: jonesal@uncw.edu (weekdays only)
Office Hours: Before/after class, or by appt.

Required Text

Wolf, T. (2012). *Managing a nonprofit organization: Updated twenty-first century edition*. The Free Press. (purchase on Amazon for approximately \$12)

Optional Texts

Renz, D (ed). (2010). *The Jossey-Bass Handbook of Nonprofit Leadership and Management, 3rd ed.* San Francisco, CA: John Wiley & Sons, Inc.

Hacker, K. (2013). *Community-based participatory research*. Thousand Oaks, CA: Sage Publications, Inc.

Kretzmann, J., & McKnight, J. (1993). *Building communities from the inside out: A path toward finding and mobilizing a community's assets*. Skokie, IL: ACTA Publications.

Course Description

This course helps students understand the organizational context of direct social work practice through instruction on grant development, organizational management in the nonprofit sector, policy practice, and the management of an organization in a macro social work context.

Course Objectives*

1. Students will develop an understanding of program development concepts and tasks sufficient to prepare a fundable grant proposal. (EP 2.1.8 and EP 2.1.8 and EP 2.1.10)
2. Students will learn concepts and tools for organizational decision making sufficient to develop methods of improving decision making in a human service agency.
3. Students will demonstrate an understanding of nonprofit management sufficient to make a contribution to the improvement of an agency's management system, use of boards, budgeting, marketing, and personnel administration.
4. Students will improve their leadership ability through increased insight into leadership traits, leadership style, and the use of power.

5. Students will develop an understanding of how to employ knowledge and techniques for advocacy, and an understanding of community context sufficient to engage in activities designed to improve the system's response to human need.
6. Students will learn the basics of the management of a social service organization or business.

*All of these objectives are related to CSWE Educational Policies 2.1.8, 2.1.9, and 2.1.10.

Course Requirements:

This class will be conducted as a graduate seminar. Readings will be assigned and associated with weekly assignments. The goal is to facilitate reading in order to foster classroom discussion and learning.

1. Attendance is expected at all classes. Absence from 2 classes will result in a 3 point deduction from your grade. Missing more than 2 classes may result in failure. (Inform me in this circumstance.) There are no opportunities for extra credit or make-up work. Plan in advance.

2. Outcomes:

a. Weekly assignments (roughly 70 pts.) must be completed. These assignments will be posted on Blackboard under the tab for each week. These assignments will ask you to reflect on your reading and in many cases to do some detective work. They are due before each class. Therefore, I will not have an opportunity to read them before class.

I do not teach to the text, and not all weekly assignments will be discussed in class. Please bring your questions about any assignment to class.

b. The final paper will be a complete grant proposal (roughly 30 points). The assignment will be posted to Blackboard in a tab marked "Grant Proposal." *Please note: sections of your grant proposal will be due throughout the semester to discuss with your peer reader. You should have the document draft due that day presentable to your peer group in written format. Please see weekly assignment grid for details.*

I DO NOT ACCEPT LATE ASSIGNMENTS. Rare exceptions may be made at the instructor's discretion.

Grading Scale: Letter grades will be calculated as follows (Spring 2016):

Letter Grade	Numerical Score
A	94-100%
A-	90-93%
B+	87-89%
B	84-86%
B-	80-83%
C+	77-79%
C	70-76%
F	69 & below
I	Incomplete

Please Note: A C- grade is not a final grade option in graduate school.

Academic Integrity and Honor Code

All members of the UNCW community are expected to follow the Academic Honor Code. Please read the UNCW Honor Code carefully (as covered in the UNCW Student Handbook). Academic dishonesty in any form will not be tolerated in the class. Please be especially familiar with the UNCW position on plagiarism as outlined in the UNCW Student Handbook. Plagiarism is a form of academic dishonesty in which you take someone else's ideas and represent them as your own. Adherence to the Academic Honor Code is consistent with adherence with the NASW *Code of Ethics*.

Accommodations for Students with Disabilities

Students who have a disability and need accommodations should notify the instructor **by the end of the second week of this semester.** In order to obtain such accommodations, the student must officially register with the Office of Disabilities Services located in DePaulo Hall (962-3746) and the instructor with a letter of accommodation which specifies the student's learning needs. Accommodations will be made based on the recommendations of Disabilities Services, and collaboration with the student, to determine how best to accommodate the student's learning concerns.

Violence and Harassment

UNCW practices a zero tolerance policy for any kind of violent or harassing behavior. If you are experiencing an emergency of this type contact the police at 911 or UNCW CARE at 962-2273. Resources for individuals concerned with violent or harassing situation can be located at <http://www.uncw.edu/wsrc/crisis.html>.

The UNCW Statement on Diversity in the University Community

As an institution of higher learning, the University of North Carolina Wilmington represents a rich diversity of human beings among its faculty, staff, and students and is committed to maintaining a campus environment that values that diversity. Accordingly, the university supports policies, curricula, and co-curricular activities that encourage understanding of and appreciation for all members of its community and will not tolerate any harassment or disrespect for persons because of race, gender, age, color, national origin, ethnicity, creed, religion, disability, sexual orientation, political affiliation, marital status, or relationship to other university constituents. [Diversity Resources](#) .

Religious Observance Policy

North Carolina General Statute 116-11(3a) and UNC policy authorizes a minimum of two excused absences each academic year for religious observances required by the faith of a student. Students must submit a request for an excused absence, within SeaNet, seven days prior to the religious observance. The student shall be given the opportunity to make up any tests or other work missed due to an excused absence for a religious observance

UNCW Student Gender-Based/Sexual Misconduct Policy

UNCW takes all forms of interpersonal violence very seriously. When students disclose (verbally or in writing) to faculty or staff about sexual misconduct, domestic violence, dating violence and/or stalking against themselves or another student, this information **must be reported** to the administration in order to ensure that student's rights are protected, appropriate resources are offered, and the need for further investigation is explored to maintain campus safety. This means that if you tell the instructor about this kind of misconduct, the disclosure cannot remain confidential and the instructor must share that information. This is required by federal law and UNCW policy.

The following **three confidential resources** do not need to report interpersonal violence: UNCW CARE, the Student Health Center, and the Counseling Center. If you want to speak to someone in confidence, these resources are available, including CARE's 24-hour crisis line (910-512-4821). For more information, please visit www.uncw.edu/sexualmisconduct or www.uncw.edu/care.