

The University of Oklahoma

College of Continuing Education

Advanced Programs – Course Syllabus

Course Title:

Special Topics in Social Welfare: The Art of Staff Supervision and Leadership

Course Number:

SWK 5170-106

Course Description:

Human service administrators require knowledge on the theoretical foundations of human resource management and skills in staff supervision and team leadership. This course utilizes a systems perspective to understand how to build an organizational culture rooted in staff coaching and team centric leadership. This course also examines the competencies necessary for effective leadership within a nonprofit or human service setting.

Class Dates, Location and Hours:

Dates: January 23 - April 30, 2017

Location: Room 250, Zarrow Hall, 700 Elm Avenue, Norman OK

Hours: Mondays 5:30 p.m. to 8:20 p.m.

Last day to enroll or drop without penalty: January 22, 2017

Site Director:

Email: apnorman@ou.edu. Phone: 405-325-3333.

Professor Contact Information:

Course Professor: Jennie Hill
Mailing Address: School of Social Work
700 Elm Avenue
Norman, OK 73072

Telephone Number: 405-325-5801

Email Address: jennie.hill@ou.edu

Professor availability: Office hours are Mondays 10 a.m. to 12 p.m. or by appointment only. The professor will be available via email to students before and after the class sessions.

Textbook(s) and Instructional Materials:

Student materials are available at the OU Follett Bookstore located at 1185 Asp Avenue; Norman, OK, and can be ordered online, by phone, by email, or by fax. Ordering online at <http://www.bkstr.com/oklahomastore/home> is strongly recommended – students can track the status of their order within 48 hours. If an order has not been shipped within three days, students can contact the Follett textbook manager by phone (405) 325-3511, (800) 522-0772 (toll-free) or email 0831mgr@fheg.follett.com. Phone orders (ask for the textbook manager and identify yourself as an Advanced Programs student) can be placed 8 a.m. to 6 p.m. Monday through Thursday; 8 a.m. to 5 p.m. on Friday; 10 a.m. to 4p.m. on Saturday (CST). Summer hours: 9 a.m. to 5 p.m. Monday through Friday (CST). Fax orders can be placed 24 hours a day at (405) 325-7770. Text prices are available online.

1. Robbins, S.P., DeCenzo, D.A.; & Wolter,R. (2016). *Supervision today!* (8th ed.). Old Tappan, NJ: Pearson Education. ISBN 9780133884869.
2. Kouzes, J.M. & Posner, B.Z. (2012). *The leadership challenge: How to make extraordinary things happen in organizations*. Hoboken, NJ: Jossey-Bass. ISBN 9780470651728.

3. Materials posted on the OU Canvas learning management system: Access Canvas at <https://oklahoma.instructure.com/>, enter your OU NetID and password, and select course to access material. Please contact your local Site Director if you require assistance.

Note: Follett is the Advanced Programs contractual textbook provider. Should text changes become necessary after publication of the course syllabus, Advanced Programs will facilitate text returns/refunds only for texts purchased through Follett.

Course Objectives:

Given regular class attendance, participation in class activities, completion of assigned readings, and successful completion of course assignments, students will, at the conclusion of the course, have the ability to:

- A. Describe and critically assess supervision competencies.
- B. Analyze the components of human resource recruitment, performance management, and evaluation in meeting organizational goals and objectives.
- C. Demonstrate familiarity with major issues in supervision and staff leadership within nonprofit and human service organizations currently.
- D. Evaluate strategies and practices to enhance the student's competencies as a leader and staff coach.
- E. Implement a team centric coaching model of staff supervision and leadership.

Course Outline:

Date	Topics	Assignments Due-All Assignments are due by midnight on the Friday due date
Session 1: January 23, 2017	Introductions & Expectations	Friday January 27, 2017 by 11:59 p.m.: Value of Leadership Reflection Paper (5%)
Session 2: January 30, 2017	Defining Supervision and Leadership Ch. 1 (Supervision Today) Intro & Ch. 1 (Leadership Challenge)	Friday February 3, 2017 by 11:59 p.m.: Negative Supervision Experience Reflection Paper (5%)
Session 3: February 6, 2017	Leadership as Modeling Ch. 2 & 3 (Leadership Challenge)	NA
Session 4: February 13, 2017	Motivational Leadership Ch. 4 & 5 (Leadership Challenge)	Friday February 17, 2017 by 11:59 p.m.: National Leader Reflection Paper (10%)
Session 5: February 20, 2017	Leadership Competencies Ch. 9 (Supervision Today)	NA
Session 6: February 27, 2017	Role of Communication Ch. 10 (Supervision Today)	NA
Session 7: March 6, 2017	Departmentalization, Staffing & Recruitment Ch. 4 & 5 (Supervision Today)	Friday March 10, 2017 by 11:59pm: Human Resources Plan (20%)
Holiday March 13, 2017	Holiday Spring Break	NA

Date	Topics	Assignments Due-All Assignments are due by midnight on the Friday due date
Session 8: March 20, 2017	Staff Coaching Ch. 8 & 9 (Leadership Challenge)	Friday March 24, 2017 by 11:59pm: Value of Coaching Reflection Paper (5%)
Session 9: March 27, 2017	Staff motivation, reward and recognition Ch. 8 (Supervision Today)	NA
Session 10: April 3, 2017	Staff motivation, reward and recognition continued Ch. 10, 11 & 12 (Leadership Challenge)	Friday April 7, 2017 by 11:59 p.m.: Outline for Leadership Competencies Project (15%)
Session 11: April 10, 2017	Performance Evaluation Ch. 12 (Supervision Today)	NA
Session 12: April 17, 2017	Managing Conflict Ch. 14 & 15 (Supervision Today)	NA
Session 13: April 24, 2017	Final Project Presentations In Class	Each student will deliver a 20 minute presentation for the leadership competencies project, these presentations will be scheduled at the beginning of the semester (20%)
Session 14: May 1, 2017	Final Project Presentations In Class	NA

Assignments, Grading and Due Dates:

Assignment 1:

Value of Leadership Reflection **due via email on Friday January 27, 2017 by 11:59 p.m.**, 5% of overall course grade.

Reflection paper should be a maximum of 5 pages in length with the student discussing their past experience in a leadership role, challenges or conflicts that occurred within this role, and lessons learned from this experience.

Assignment 2:

Negative Supervision Reflection **due via email on Friday February 3, 2017 by 11:59 p.m.**, 5% of overall course grade

Reflection paper should be a maximum of 5 pages in length with the student discussing a specific past employment situation where supervision that was delivered to them did not fit their need or was negatively received by the student. The paper should include the student's description and reflection on this experience, why was the experience negative for the student, what actions or behavior from the supervisor did not fit the student's needs, and what lessons did the student learn from this experience.

Assignment 3:

National Leader Reflection **due via email on Friday February 17, 2017 by 11:59 p.m.**, 10% of overall course grade

Reflection paper should be a maximum of 7 pages excluding title and bibliography pages. All citations should follow the APA format. Students should choose a leader that holds a CEO or Director Position for a profit or nonprofit organization that operates on the national level that they have affinity towards. The student should validate their affinity through documentation located from scholarly, newspaper, or

magazine articles that highlight the leader's leadership competencies. The student should dissect the leader's competencies and state their opinion as to why these competencies are critical in leadership utilizing the course texts to support their argument.

Assignment 4:

Human Resources Plan **due via email on Friday March 10, 2017 by 11:59 p.m.**, 20% of overall course grade.

Develop a comprehensive set of plans to aid in human resource management. Be sure to use the text to determine the necessary components for each plan.

Orientation Plan:

Develop a detailed orientation checklist for new employees.

1. Identify which tasks need to be completed by when and by whom.
2. Provide a one page narrative to correspond to the checklist explaining specifically how the employee will be introduced to the organizations' culture and communication style.
3. Explain how expectations of the employee are to be communicated.

Supervision Plan:

Develop two behaviorally anchored rating scales for use in supervision with the following staff positions:

1. Direct services staff
2. Administrative support staff

Burnout Prevention and Retention Plan:

Devise a one-year plan that describes the activities that you will engage in to prevent burnout in the workplace for yourself and retain high achieving staff.

1. Identify specific strategies to increase employee retention through reduction of burnout symptoms as well as increase team cohesion and motivation.
2. What activities will you engage in to reduce burnout? If there are costs associated, where will the funds come from?
3. What activities will you engage in to build team cohesion?
4. How will you structure staff meetings or gatherings to facilitate retention?
5. How will you structure the work to ensure employee productivity?

Assignment 5:

Value of Coaching Reflection **due by email on Friday March 24, 2017 by 11:59 p.m.**, 5% of the overall course grade

Reflection paper should be a maximum of 5 pages in length excluding the title page. The student should define the role of a coach, their experience as a coach or being coached, the competencies they believe are necessary to be an effective coach, and lessons learned from serving as a coach or being coached. The student should then discuss their own coaching style and how they believe they would apply that style to a workplace setting coaching a staff team.

Assignment 6:

Leadership Competencies Project – 35% of overall course grade

Throughout the course students will be engaged with a variety of leadership and communication assessments to measure their own emotional intelligence, styles of supervision, and styles of communication. Utilizing these assessments as well as the course readings and prior assignments, the students should develop a 20 minute presentation utilizing power point and other video or media sources to support their presentation. The project purpose is for the students to share what they have determined to be their leadership and staff supervision competencies based upon prior course work and class attendance. The students will highlight these competencies, discuss practical application of these competencies, and provide examples of these competencies in practice.

The presentation outline is **due by email by Friday April 7, 2017 by 11:59 p.m.** The outline should highlight the major presentation points, examples, and applications. The outline should be a maximum of 5 pages in length. (15% of overall course grade)

The in class presentation will be delivered on either April 24, 2017 or May 1, 2017 and must be 20 minutes in length with an associated power point including video or other media content to support the student's main arguments. (20% of overall course grade)

Assignment presentation times will be determined at the beginning of the semester.

Attendance and in class participation

Attendance and in class participation will comprise 20% of the overall course grade. Excused absences are defined in the student codebook. Outside of the exceptions in the codebook, students are expected to attend all class sessions. Lecture material and discussions are central to student learning. Students who miss more than two classes may NOT be eligible to complete the course in the given semester.

Students are responsible for all course information presented and/or materials regardless of absences. Students are strongly recommended to contact other students for updates in the event of an absence.

Students are expected to arrive on time and to remain present for the duration of the class. Students who arrive late or leave early, including from class breaks, may be considered absent at the instructor's discretion.

Grading:

This is a letter-graded course: A, B, C, D, or F.

Notice: Failure to meet assignment due dates could result in a grade of I (Incomplete) and may adversely impact Tuition Assistance and/or Financial Aid.

Academic Conduct:

Each student should acquaint themselves with the University's codes, policies, and procedures involving academic misconduct, grievances, sexual and ethnic harassment and discrimination based on physical handicap. This information can be obtained at studentconduct.ou.edu. Students should also be familiar with the Anne and Henry Zarrow School of Social Work Student Performance Policy and the NASW Code of Ethics.

Statement of Reasonable Accommodation:

The University of Oklahoma is committed to providing reasonable accommodation for all students with disabilities. Students with disabilities must be registered with the Disability Resource Center (Norman) or the Office of Disability Resources (Tulsa). These offices then determine and notify the student and instructor of any accommodations in this course.

Norman	Tulsa
Disability Resource Center 620 Elm Avenue – Suite 166 Goddard Health Center Norman, OK 73019-2093 405- 325-3852 (voice) 405-325-4173 (voice) Email: drc@ou.edu	Office of Disability Resources Schusterman Center 4502 East 41st Street Tulsa, OK 74135-2512 (918) 660-3100

Provost-Approved University Activities and Religious Observances

It is university policy "to excuse student absences that result from religious observances and to provide without penalty for the rescheduling of examinations and additional required class work that may fall on religious holidays." Therefore, a make-up exam will be given when it falls on a practiced religious holiday and/or for religious observances and "Provost-approved University-sponsored activities such as scholarly competition, fine arts performances..." and legally required activities, such as emergency military service and jury duty... (Student Codebook, p. 26)

Health Insurance Portability and Accountability Act Statement (HIPAA)

In line with HIPAA regulations concerning protected health information, it is important that you understand that any client information that you share, either verbally or written, will need to be de-identified. This means that any information that would allow another to identify the person needs to be changed or eliminated. This includes obvious things like names and birth dates, but may also contain other information that is so unique to the person that it could allow for identification, including, but not limited to diagnosis, race/ethnicity, or gender. If diagnosis, race/ethnicity, or gender is directly related to the case presentation, it can be included if it will not allow for identification.

Adjustments for Pregnancy/Childbirth Related Issues

Should you need modifications or adjustments to your course requirements because of documented pregnancy-related or childbirth-related issues, please contact the instructor as soon as possible to discuss. Generally, modifications will be made where medically necessary and similar in scope to accommodations based on temporary disability. Please see www.ou.edu/content/eoo/pregnancyfaqs.html for commonly asked questions.

Title IX Resources

For any concerns regarding gender-based discrimination, sexual harassment, sexual misconduct, stalking, or intimate partner violence, the University offers a variety of resources, including advocates on-call 24/7, counseling services, mutual no contact orders, scheduling adjustments and disciplinary sanctions against the perpetrator. For access to these resources please contact:

OU Advocates* (**formerly known as SART**) 24/7: (405) 615-0013 Tulsa OU Advocates* (formerly known as SART) (918) 660-3163 - After Hours: (918) 743-5763

In Norman, If you have a report of a potential policy violation, you should report it directly to the Sexual Misconduct Officer: Kathleen Smith (405) 325-2215, Four Partners Place, 301 David L. Boren Blvd., Suite 1000, Norman, Oklahoma 73019, or smo@ou.edu; or you may report it to the Interim Title IX Officer: Bobby Mason (405) 325-3549, Four Partners Place, 301 David L. Boren Blvd., Suite 1000, Norman, Oklahoma 73019, or bjm@ou.edu or the Associate Title IX Coordinator for the Health Sciences Center Campus: Bobby Mason (405) 271-2110, 755 Research Parkway, Building 4, Suite 429, Oklahoma City, OK 73104, or bobby-mason@ouhsc.edu

POLICIES AND NOTICES

Attendance/Grade Policy

Attendance and participation in interaction, individual assignments, group exercises, simulations, role playing, etc. are valuable aspects of any course because much of the learning comes from discussions in class with other students. It is expected that you attend all classes and be on time except for excused emergencies.

Excused absences are given for professor mandated activities or legally required activities such as emergencies or military assignments. It is the policy of the University to excuse absences of students that result from religious observances and to provide without penalty for the rescheduling of examinations and additional required class work that may fall on religious holidays. Unavoidable personal emergencies, including (but not limited to) serious illness; delays in getting to class because of accidents, etc.; deaths and funerals, and hazardous road conditions will be excused.

If you are obtaining financial assistance (TA, STAP, FA, VA, Scholarship, etc.) to pay all or part of your tuition cost, you must follow your funding agency/institution's policy regarding "I" (Incomplete) grades unless the timeline is longer than what the University policy allows then you must adhere to the University policy. Students who receive Financial Aid must resolve/complete any "I" (Incomplete) grades by the end of the term or he/she may be placed on "financial aid probation." If the "I" grade is not resolved/completed by the end of the following term, the student's Financial Aid may be suspended making the student ineligible for further Financial Aid.

Students are responsible for meeting the guidelines of Tuition Assistance and Veterans Assistance. See the education counselor at your local education center for a complete description of your TA or VA requirements.

Academic Integrity and Student Conduct

Academic integrity means honesty and responsibility in scholarship. Academic assignments exist to help students learn; grades exist to show how fully this goal is attained. Therefore all work and all grades should result from the student's own understanding and effort.

Academic misconduct is any act which improperly affects the evaluation of a student's academic performance or achievement. Misconduct occurs when the student either knows or reasonably should know that the act constitutes misconduct. Academic misconduct includes: cheating and using unauthorized materials on examinations and other assignments; improper collaboration, submitting the same assignment for different classes (self-plagiarism); fabrication, forgery, alteration of documents, lying, etc...in order to obtain an academic advantage; assisting others in academic misconduct; attempting to commit academic misconduct; destruction of property, hacking, etc...; intimidation and interference with integrity process; and plagiarism. All students should review the Student's Guide to Academic Integrity at http://integrity.ou.edu/students_guide.html

Students and faculty each have responsibility for maintaining an appropriate learning environment. All students should review policies regarding student conduct at <http://studentconduct.ou.edu/>

Accommodation Statement

The University of Oklahoma is committed to making its activities as accessible as possible. For accommodations on the basis of disability, please contact your local OU Site Director.

Course Policies

Advanced Programs policy is to order books in paperback if available. Courses, dates, and professors are subject to change. Please check with your OU Site Director. Students should retain a copy of any assignments that are mailed to the professor for the course. Advanced Programs does not provide duplicating services or office supplies.

Any and all course materials, syllabus, lessons, lectures, etc. are the property of professor teaching the course and the Board of Regents of the University of Oklahoma and are protected under applicable copyright.

For more information about Advanced Programs, visit our website at: <http://www.goou.ou.edu/>

INSTRUCTOR VITA

Jennie Hill, MSW

Education

- Bachelor of Arts, Macalester College, 2002
- Master of Social Work, University of Illinois – Urbana, 2006

Current Positions

- Director of Community Engagement for the College of Arts and Sciences at the University of Oklahoma
- Professor of Practice within the School of Social Work at the University of Oklahoma

Major Areas of Teaching and Research Interest

- Leadership
- Staff development
- Nonprofit and human service administration
- Program planning and design

Representative Publications and Presentations

TedX Lubbock Women, May 2015 “The Forgotten Children: Foster Care in America”

Representative Honors and Awards Received

- Lubbock Chamber of Commerce Top Twenty under 40 recipient in 2015 for community service
- Liberty Bell Award for outstanding community service in 2012 from Lubbock Bar Association

Major Professional Affiliations

- Association of Fundraising Professionals