I. Instructor: Dr. Christopher M. Shar  
Email: christopher.shar@angelo.edu  
Phone: 325.486.6426  
Office: HHS 224R  
Office Hours: M-W-F 10:00 a.m. to 12:00 p.m. and by appointment

II. Course Information

Course Dates, Times, and Location  
Fall Semester, 2020 – August 17th through November 24th  
Tuesdays – 4:00 p.m. to 5:00 p.m. Online Q & A (non-mandatory)

Course Description  
This advanced practice course provides students with theories and skills needed for administration of direct service staff and management skills across a variety of human service settings with an emphasis on managing competing and limited resources. Course content addresses relevant theories and models of supervision and administration. Key skills are identified which will enable students to effectively manage and create resources; develop and impact organizational policies; and serve as effective administrators and supervisors.

Statement on Required Use of Masks/Facial Coverings by Students in Class at Angelo State University  
As a member of the Texas Tech University System, Angelo State University has adopted the mandatory Facial Covering Policy to ensure a safe and healthy classroom experience. Current research on the COVID-19 virus suggests there is a significant reduction in the potential for transmission of the virus from person to person by wearing a mask/facial covering that covers the nose and mouth areas. Therefore, in compliance with the university policy students in this class are required to wear a mask/facial covering before, during, and after class. Faculty members may also ask you to display your daily screening badge as a prerequisite to enter the classroom. You are also asked to maintain safe distancing practices to the best of your ability. For the safety of everyone, any student not appropriately wearing a mask/facial covering will be asked to leave the classroom immediately. The student will be responsible to make up any missed class content or work. Continued non-compliance with the Texas Tech University System Policy may result in disciplinary action through the Office of Student Conduct.
Statement on Food and Drink in the Health and Human Services Bldg.
Due to COVID-19, there will no food or drink allowed in any classrooms, seminar rooms, or public gathering areas in the Health and Human Services building until further notice. The only exception to this policy is a student may have bottled water or water in a container that able to be sealed and not spill or leak.

Course Credits
3

Prerequisites
Formal admission to the MSW program, completion of all MSW foundation curriculum, and good standing in the MSW program.

Prerequisite Skills
This course requires students to have an existing understanding of the values, ethics, skills, and knowledge base of the profession as well as the general intervention model and how to apply it to social work practice.

General skill-based requirements of this course include: basic computer proficiencies (e.g., accessing Internet websites, using online and on-campus library resources, and familiarity with Microsoft Office programs) and the ability to understand and apply the formatting and style guidelines of the Publication Manual of the American Psychological Association (7th ed.).

Program Outcomes
Upon completion of the program of study for the Master’s degree in Social Work, the graduate will be prepared to practice as an advanced generalist in the field of social work as well as become licensed as a master’s level social worker.

Student Learning Outcomes

<table>
<thead>
<tr>
<th>Student Learning Outcome</th>
<th>Assignments and Activities Validating Outcome Achievement</th>
<th>Mapping to Program Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Competency 1:</strong> Demonstrate Ethical and Professional Behavior</td>
<td>Application papers, interview presentation, and comprehensive exam</td>
<td>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 as appropriate to context</td>
</tr>
<tr>
<td><strong>Competency 2:</strong> Engage Diversity and Difference in Practice</td>
<td>Application papers, interview presentation, and comprehensive exam</td>
<td>Apply and communicate understanding of the importance of diversity and difference in shaping life experiences in practice at the micro, mezzo, and macro levels</td>
</tr>
</tbody>
</table>
Student Learning Outcome
By completing all course requirements, students will be able to do the following

| Competency 3: Advance Human Rights and Social, Economic, and Environmental Justice | Application papers, interview presentation, and comprehensive exam | Apply understanding of social, economic, and environmental justice to advocate for human rights at the individual and system levels |
| Competency 5: Engage in Policy Practice | Application papers, interview presentation, and comprehensive exam | Identify social policy at the local, state, and federal level that impacts well-being, service delivery, and access to social services |
| Competency 6: Engage with Individuals, Families, Groups, Organizations, and Communities | Application papers, interview presentation, and comprehensive exam | Apply knowledge of human behavior and the social environment, person-in-environment, and other multidisciplinary theoretical frameworks to engage with clients and constituencies |
| Competency 7: Assess Individuals, Families, Groups, Organizations, and Communities | Application papers, interview presentation, and comprehensive exam | Apply knowledge of human behavior and the social environment, person-in-environment, and other multidisciplinary theoretical frameworks in the analysis of assessment data from clients and constituencies |
| Competency 8: Intervene with Individuals, Families, Groups, Organizations, and Communities | Application papers, interview presentation, and comprehensive exam | Use inter-professional collaboration as appropriate to achieve beneficial practice outcomes |
| Competency 9: Evaluate Practice with Individuals, Families, Groups, Organizations, and Communities | Application papers, interview presentation, and comprehensive exam | Apply evaluation findings to improve practice effectiveness at the micro, mezzo, and macro levels |

Course Delivery
This section of SWK 6367: Advanced Research – Practice and Program Evaluation is an online course with learning resources and supplemental materials posted in Angelo State University’s Blackboard Learning Management System, which can be accessed at ASU’s Blackboard System.
Required Texts and Materials


Note: All assignments submitted in this course are to be written in strict accordance with the Publication Manual of the American Psychological Association (7th ed.). If you do not already own the Publication Manual, this is a required text.

Technology Requirements
To successfully complete this course, students must have access to the following devices, software, and services:

- A computer capable of running Windows (7 or later), or Mac OSX (10.8 or later)
- The latest version of Microsoft Edge, Mozilla Firefox, or Mac Safari web browsers
- Microsoft Office Suite (or a compatible Open Office Suite)
- Adobe Acrobat Reader (or similar PDF reader)
- High Speed Internet access and an Ethernet adapter cable required (wireless connections can drop during tests and Collaborate sessions)
- Webcam with microphone
- Respondus Monitor and LockDown Browser software (available for download from the Technology Support tab in Blackboard)

Refer to Angelo State University’s Distance Education website for further technology requirements.

Communication
All communication (email or phone) typically receives a response within 24 hours at the latest. Messages sent on weekends and evenings may receive a longer wait for responses than during morning or afternoon hours during the week. Emails received after 6:00 p.m. may not be addressed until the following morning.

Ask questions and participate in all opportunities for course discussion. Graduate learning is dependent upon your synthesis of the material with your existing knowledge base. Active learning improves student outcomes as demonstrated by a well-established evidence base.

Utilize office hours as needed. If in-person office hours are inconvenient, I am happy to make an appointment to speak via phone, or through Webex, Zoom, or Blackboard Collaborate at a time convenient to both of our schedules. I encourage all students to take advantage of access as a resource for any and all course-related questions and concerns.
All course-related communication must be conducted in a civil, polite, professional manner. This encompasses any and all in-class, email, discussion board, or online communication. Individuals who violate this guideline will receive one (1) warning. Further violations will result in a failing grade for the course and possible expulsion from the MSW program [based on the severity and circumstances of the incident(s)].

III. Grading

Evaluation and Grades
Course grades will be determined as indicated in the following table.

<table>
<thead>
<tr>
<th>Course Assignments</th>
<th>Percentage of Total Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application Papers</td>
<td>30%</td>
</tr>
<tr>
<td>Interview Presentation</td>
<td>25%</td>
</tr>
<tr>
<td>Chapter Presentations</td>
<td>20%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>25%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
</tbody>
</table>

Grading System
Course grades will be dependent upon completing course requirements and meeting the student learning outcomes.

Grading Scale
A = 90 to 100  B = 80 to 89  C = 70 to 79  D = 60 to 69  F = 59 and below

Teaching Strategies
Students are expected to be “active learners.” It is a basic assumption of the instructor that students will be involved (beyond the materials and lectures presented in the course) discovering, processing, and applying the course information using peer-review journal articles, researching additional information and examples on the Internet, and discussing course material and clinical experiences with their peers.

Assignment and Activity Descriptions
Rubrics for all assignments and activities are located on the Blackboard course website.

Application Papers 30%
Students will write 3 application papers related to the application of specific administration and management skills from the course. All papers must abide APA 7th edition formatting and style guidelines. Each paper will be due at 6:00 p.m. on the dates due via Blackboard. Information specific to each of the application paper assignments is located on the Blackboard course website.
**Interview Presentation**  
25%
Students will prepare a video presentation involving skills learned in this course. This video presentation will feature a mock interview for a director position at an agency of your choosing. Presentations must be supported using information from scholarly resources (i.e., peer-reviewed journal articles, academic books, government reports, etc.). An outline will be submitted with the presentation (including references) via Blackboard. Information specific to this assignment is located on the Blackboard course website.

**Chapter Presentations**  
20%
Students will be assigned two chapters from the textbook. Presentations must be created using Microsoft PowerPoint and uploaded to Blackboard. Each presentation should be between 30 minutes and 60 minutes in length. Presentations will be critiqued on students' presentation styles, communication ability, and knowledge of the chapter content. As graduate students, you need to demonstrate command, understanding, and the ability to communicate the knowledge, values, and skills of the social work profession.

**Final Examination**  
25%
There will be one comprehensive final examination covering the material from the entire course. Students are expected to be able to retain and apply the material from the course. The final examination will be given during finals week.

**Assignment Submission**
All assignments MUST be submitted through the Assignments links on the Blackboard site. This is for grading, documenting, and archiving purposes. Emailed submissions will NOT be accepted unless prior arrangements have been made with the instructor.

Issues with technology use arise from time to time. If a technology issue does occur regarding an assignment submission, email me at my ASU email address (christopher.shar@angelo.edu) and attach a copy of what you are trying to submit. **You must also contact the IT Service Center at (325) 942-2911 or go to your Technology Support tab in Blackboard to report the issue.** This lets faculty know you completed the assignment on time and are just having problems with the online submission feature in Blackboard. If you do not contact the IT Service Center and receive an email that acknowledges the receipt of your report, **your submission will not be accepted.**

Once the problem is resolved, submit your assignment through the appropriate link. This process will document the problem and establish a timeline. Be sure to keep a backup of all work.

**Note: All assignments, including the outline for the policy presentation, must be written in strict accordance with the *Publication Manual of the American Psychological Association (7th ed.)*.**

**Late Work or Missed Assignments Policy**
Late assignments are not accepted. Accommodations may be made on a case-by-case basis, but only for extreme circumstances of University-approved or instructor-approved absences.
IV. General Policies Related to This Course

All students are required to follow the policies and procedures presented in these documents:

- Angelo State University Student Handbook
- Angelo State University Catalog
- Angelo State University Honor Code
- Angelo State University Statement of Academic Integrity

Student Responsibility and Attendance

This section of SWK 6367: Advanced Research – Practice and Program Evaluation is taught face-to-face on campus. It is especially important for you to be present and attentive to understand and be able to apply the concepts and procedures featured in this course. There are readings which you will have to complete to be able to adequately participate in any individual and/or group assignments. In order to complete this course successfully, you must participate in all course activities. Students are expected to engage in course assignments and submit work on or before the assignment’s deadline. Students will be graded in part on their ability to make substantive contributions reflecting an integration of course-related material. Scholarly contribution is an expectation. Generally, you should expect to spend a minimum of six to nine hours of studying the assigned readings, completing course assignments, and consuming other course-related material.

As a graduate student, you are expected to attend and participate in all class activities and sessions. Because this section meets once per week for 2 hours and 50 minutes, more than one absence during the semester will result in a failing grade for this course.

Accommodations for Students with Disabilities

Angelo State University is committed to the principle that no qualified individual with a disability shall, on the basis of disability, be excluded from participation in or be denied the benefits of the services, programs or activities of the university, or be subjected to discrimination by the university, as provided by the Americans with Disabilities Act of 1990 (ADA), the Americans with Disabilities Act Amendments of 2008 (ADAAA) and subsequent legislation.

Student Disability Services is located in the Office of Student Affairs, and is the designated campus department charged with the responsibility of reviewing and authorizing requests for reasonable accommodations based on a disability. It is the student’s responsibility to initiate such a request by contacting an employee of the Office of Student Affairs, in the Houston Harte University Center, Room 112, or contacting the department via email at ADA@angelo.edu. For more information about the application process and requirements, visit the Student Disability Services website. The employee responsible for reviewing and authorizing accommodation requests is Ms. Dallas Swafford, Director of Student Disability Services. Her office phone number is (325) 942-2047 and her University email address is dallas.swafford@angelo.edu.

Title IX

Angelo State University is committed to providing and strengthening an educational, working, and living environment where students, faculty, staff, and visitors are free from sex
discrimination of any kind. In accordance with Title VII, Title IX, the Violence Against Women Act (VAWA), the Campus Sexual Violence Elimination Act (SaVE), and other federal and state laws, the University prohibits discrimination based on sex, which includes pregnancy, and other types of Sexual Misconduct. Sexual Misconduct is a broad term encompassing all forms of gender-based harassment or discrimination and unwelcome behavior of a sexual nature. The term includes sexual harassment, nonconsensual sexual contact, nonconsensual sexual intercourse, sexual assault, sexual exploitation, stalking, public indecency, interpersonal violence (domestic violence or dating violence), sexual violence, and any other misconduct based on sex.

You are encouraged to report any incidents involving sexual misconduct to the Office of Title IX Compliance and the Director of Title IX Compliance/Title IX Coordinator, Michelle Boone, J.D. You may submit reports in the following manners:

- **Online** – [www.angelo.edu/incident-form](http://www.angelo.edu/incident-form)
- **Face-to-Face** – Mayer Administration Building, Room 210
- **Phone** – (325) 942-2022
- **Email** – michelle.boone@angelo.edu

Note, as a faculty member at Angelo State, I am a mandatory reporter and must report incidents involving sexual misconduct to the Title IX Coordinator. Should you wish to speak to someone in confidence about an issue, you may contact the University Counseling Center (325-942-2371), the 24-Hour Crisis Helpline (325-486-6345), or the University Health Clinic (325-942-2171).

For more information about resources related to sexual misconduct, Title IX, or Angelo State University’s policy, please visit [ASU’s Title IX webpage](http://www.angelo.edu/).

**Student Absence for Observance of Religious Holy Days**

A student who intends to observe a religious holy day should make that intention known in writing to the instructor prior to the absence. See ASU [Operating Policy 10.19: Student Absence for Observance of Religious Holy Day](http://www.angelo.edu/) for more information.

**Incomplete Grade Policy**

It is policy that incomplete grades be reserved for student illness or personal misfortune. Please contact faculty if you have serious illness or a personal misfortune that would keep you from completing course work. Documentation may be required. See [ASU Operating Policy 10.11: Grading Procedures](http://www.angelo.edu/) for more information.

**Academic Integrity**

Students are expected to maintain complete honesty and integrity in all work. Any student found guilty of any form of dishonesty in academic work is subject of disciplinary action and possible expulsion from Angelo State University. The Archer College of Health and Human Services adheres to the [Statement of Academic Integrity](http://www.angelo.edu/).
Plagiarism
Plagiarism is a serious topic covered in ASU’s Academic Integrity Policy in the Student Handbook. Plagiarism is the action or practice of taking someone else’s work, idea, etc., and passing it off as one’s own. Plagiarism is literary theft. In your discussions and/or your papers, it is unacceptable to copy word-for-word without quotation marks and the source of the quotation. It is expected that you will summarize or paraphrase ideas giving appropriate credit to the source both in the body of your paper and the reference list. Papers are subject to be evaluated for originality via Turnitin. Please consult the ASU Writing Center’s Academic Honesty resources for more information.

Copyright Policy
Students officially enrolled in this course should make only one printed copy of the given articles and/or chapters. You are expressly prohibited from distributing or reproducing any portion of course readings in printed or electronic form without written permission from the copyright holders or publishers.

Syllabus Changes
The faculty member reserves the option to make changes as necessary to this syllabus and the course content. If changes become necessary during this course, the faculty will notify students of such changes by email, course announcements and/or via a discussion board announcement. It is the student’s responsibility to look for such communications on a daily basis.

Student Evaluation of Faculty and Course
Students in all programs are given the opportunity to evaluate their courses and the faculty who teach them. Evaluations are most helpful when they are honest, fair, constructive, and pertinent to the class, clinical experience, or course. Faculty value student evaluations, and use student suggestions in making modifications in courses, labs and clinical experiences. Angelo State University uses the IDEA (Individual Development and Educational Assessment) system administered through Kansas State University for all course evaluations. The Office of Institutional Research and Assessment administers IDEA for the entire university, online and has established a policy whereby students can complete course evaluations free from coercion.
## V. Tentative Course Schedule

<table>
<thead>
<tr>
<th>Week/Dates</th>
<th>Themes, Required Readings, and Assignments</th>
</tr>
</thead>
</table>
| **Week 1** 8/17 to 8/21 | **Theme:** Syllabus Review & Human Services Mgmt. in Perspective  
**Readings:** Chapter 1: Defining and Describing Management |
| **Week 2** 8/24 to 8/28 | **Theme:** Human Services Management in Perspective  
**Readings:** Chapter 2: What Makes Human Services Mgmt. Different |
| **Week 3** 8/31 to 9/4 | **Theme:** Human Services Management in Perspective  
**Readings:** Chapter 3: Historical Origins of Current Management Practices |
| **Week 4** 9/7 to 9/11 | **Theme:** Major Management Activities  
**Readings:** Chapter 4: Leading  
**Due:** Application Paper #1 Friday 9/11 @ 9:00 p.m. via BB |
| **Week 5** 9/14 to 9/18 | **Theme:** Major Management Activities  
**Readings:** Chapter 5: Planning  
**Due:** Chapter Presentation Due Tuesday 09/15 @ 9:00 p.m.  
Elisia Acosta and Lizzie-Ann Johnson |
| **Week 6** 9/21 to 9/25 | **Theme:** Major Management Activities  
**Readings:** Chapter 6: Influencing Day-to-Day Activities of Others  
**Due:** Chapter Presentation Due Tuesday 09/22 @ 9:00 p.m.  
Brenda Aguero and Katelynn Lopez |
| **Week 7** 9/28 to 10/2 | **Theme:** Major Management Activities  
**Readings:** Chapter 7: Organizing People and Tasks  
**Due:** Chapter Presentation Due Tuesday 09/29 @ 9:00 p.m.  
Stephanie Blancarte and Shantel Oplotnik |
<table>
<thead>
<tr>
<th>Week/Dates</th>
<th>Themes, Required Readings, and Assignments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 8</td>
<td>Theme: Major Management Activities</td>
</tr>
<tr>
<td>10/5 to 10/9</td>
<td>Readings: Chapter 8: Fostering and Managing Staff Diversity</td>
</tr>
<tr>
<td></td>
<td>Due: Chapter Presentation Due Tuesday 10/06 @ 9:00 p.m. Courtney Brewer and Yssenia Ramirez</td>
</tr>
<tr>
<td></td>
<td>Application Paper #2 Friday 10/9 @ 9:00 p.m. via BB</td>
</tr>
<tr>
<td>Week 9</td>
<td>Theme: Major Management Activities</td>
</tr>
<tr>
<td>10/12 to 10/16</td>
<td>Readings: Chapter 9: Promoting a Productive Work Environment</td>
</tr>
<tr>
<td></td>
<td>Due: Chapter Presentation Due Tuesday 10/13 @ 9:00 p.m. Katherine Brooks and Rebecca Ross</td>
</tr>
<tr>
<td>Week 10</td>
<td>Theme: Major Management Activities</td>
</tr>
<tr>
<td>10/19 to 10/23</td>
<td>Readings: Chapter 10: Promoting Professional Growth</td>
</tr>
<tr>
<td></td>
<td>Due: Chapter Presentation Due Tuesday 10/20 @ 9:00 p.m. Abigail Brown and Destiny Sharp</td>
</tr>
<tr>
<td>Week 11</td>
<td>Theme: Major Management Activities</td>
</tr>
<tr>
<td>10/26 to 10/30</td>
<td>Readings: Chapter 11: Addressing Staff Problems</td>
</tr>
<tr>
<td></td>
<td>Due: Chapter Presentation Due Tuesday 10/27 @ 9:00 p.m. Brooke Elliott and Rudi Tarango</td>
</tr>
<tr>
<td>Week 12</td>
<td>Theme: Major Management Activities</td>
</tr>
<tr>
<td>11/2 to 11/6</td>
<td>Readings: Chapter 12: Financial and Technology Management</td>
</tr>
<tr>
<td></td>
<td>Due: Chapter Presentation Due Tuesday 11/01 @ 9:00 p.m. Janette Espino and Joseph-Michael Troncoso</td>
</tr>
<tr>
<td></td>
<td>Application Paper #3 Friday 11/6 @ 9:00 p.m. via BB</td>
</tr>
<tr>
<td>Week/Dates</td>
<td>Themes, Required Readings, and Assignments</td>
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<tr>
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<td>---------------------------------------------</td>
</tr>
<tr>
<td>Week 13</td>
<td><strong>Theme:</strong> Completing the Picture</td>
</tr>
<tr>
<td>11/9 to 11/13</td>
<td><strong>Readings:</strong> Chapter 13: Other Important Management Responsibilities</td>
</tr>
<tr>
<td></td>
<td><strong>Due:</strong> Chapter Presentation Due Tuesday 10/27 @ 9:00 p.m.</td>
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<tr>
<td></td>
<td>Lileanna Flores, Kacelyn Follis, &amp; Lindsay Tumlinson</td>
</tr>
<tr>
<td>Week 14</td>
<td><strong>Theme:</strong> Completing the Picture</td>
</tr>
<tr>
<td>11/16 to 11/19</td>
<td><strong>Readings:</strong> Chapter 14: Becoming and Remaining a Successful Manager</td>
</tr>
<tr>
<td></td>
<td><strong>Due:</strong> Interview Presentation Friday 11/19 @ 9:00 p.m. via BB</td>
</tr>
<tr>
<td>FINALS</td>
<td><strong>Due:</strong> Final Exam Opens on Friday 11/20 at 9:00 a.m. and Closes on Tuesday 11/24 at 9:00 p.m.</td>
</tr>
</tbody>
</table>

**VI. List of Hyperlinks Referenced Within This Syllabus**

ASU Blackboard LMS  
[https://blackboard.angelo.edu](https://blackboard.angelo.edu)

ASU Catalog  
[https://www.angelo.edu/content/files/26596-2019-2020-graduate-catalog-archive](https://www.angelo.edu/content/files/26596-2019-2020-graduate-catalog-archive)

ASU Distance Education  
[https://www.angelo.edu/online-education/index.php](https://www.angelo.edu/online-education/index.php)

ASU Honor Code  
[https://www.angelo.edu/dept/writing_center/academic_honesty/php](https://www.angelo.edu/dept/writing_center/academic_honesty/php)

ASU Operating Policy 10.19: Student Absence for Observance of Religious Holy Day  
[https://www.angelo.edu/content/files/14206-op-1019-student-absence-for-observance-of](https://www.angelo.edu/content/files/14206-op-1019-student-absence-for-observance-of)

ASU Statement of Academic Integrity  

ASU Student Handbook  
[https://www.angelo.edu/student-handbook/](https://www.angelo.edu/student-handbook/)

ASU Title IX webpage  
[https://www.angelo.edu/TitleIX](https://www.angelo.edu/TitleIX)

ASU Writing Center’s Academic Honesty resources  
[https://www.angelo.edu/dept/writing_center/academic_honesty.php](https://www.angelo.edu/dept/writing_center/academic_honesty.php)

Student Disability Services website  
[https://www.angelo.edu/ADA](https://www.angelo.edu/ADA) communication