PADP 7930	*Human Services Administration*	*Fall 2016*
Mons. 6:00 - 8:45pm		*121 UGA Gwinnett*

Course Instructor

Dr. Brian N. Williams   411 Baldwin Hall
Office Phone: 706-542-7816   bnwillia@uga.edu

Office Hours: Mons. 5:00 - 6:00pm or by appt.

Course Description: This course introduces and explores the societal complexities and organizational challenges associated with contemporary human services administration. It highlights the challenges associated with the administration of human services.

Course Goal: The primary goal of this course is to expose students to the challenges and the requisite skills to effectively manage and administer human service organizations in the public and non-profit sectors. During this semester, special attention will be devoted to developing and/or honing the needed skills to serve as an effective, human service manager.

Course Objectives: The course seeks to accomplish three objectives:
1. To foster a deeper understanding of the "organizational universe" of human service agencies.
2. To provide an awareness and appreciation of the challenges that face human service administrators.
3. To facilitate the development and/or hone the requisite skills for the effective and ethical management and administration of human service organizations.

To accomplish these objectives, the course will utilize various in and out of class assignments and exercises.

Course Format: This class has been designed as an active learning seminar. As such, it will merge traditional and contemporary approaches to teaching and learning (i.e., lectures, class discussions, guest speakers, viewing of documentaries, group work, student presentations, case-based pedagogy, etc.). As graduate students, you are expected to be active and engaged participants in the learning process.

Required Text:

Ralph Brody and Murali Nair (2014). *Effectively Managing Human Service Organizations, 4th Ed.* Thousand Oaks, CA: Sage. ISBN: 978-1412976459

Matthew Desmond (2016), *Evicted: Poverty & Profit in an American City*. New York: Crown Publisher. ISBN: 978-0-553-44743-9

Additional readings will be distributed via your UGA email addresses.

Some Recommended Texts (for those who seek a deeper understanding):

Patti, R. (2009). *The Handbook on Human Services Management, 2nd Ed*. Thousand Oaks, CA: Sage.

Martin, L. and Kettner, P. (2010). *Measuring the Performance in Human Service Programs, 2nd Ed.* Thousand Oaks, CA: Sage.

Required Individual Assignments: 50 points.

1.) Reading Reaction Paper: Each student is required to write a reading reaction paper in response to the Desmond book. The due date for this assignment is **September 12th.** Your paper should highlight (a) the strengths and weaknesses of the book, (b) refute, accept, or further refine key points made in the book,

and (c) note what are the implications for the effective and ethical administration of human service organizations. The maximum page limit for this assignment is 5 pages. The paper is worth a **maximum of 15 points** and is required to be double-spaced, utilize Times New Roman 12-inch font, and have 1-inch margins.

2.) Phenomenology Assignments: The due date for this assignment is **October 17th** and is worth a **total of 20 points**: 10 points for the PPT and 10 points for the written paper. More detailed information for this assignment is provided on the final two pages of the syllabus.

3.) Annotated Bibliography: Each student is required to produce an annotated bibliography that explores a management topic relevant to the effective and/or ethical administration of a human service organization. A minimum of **10 citations is needed** for this assignment with **at least 7 annotations coming from articles in peer-reviewed academic journals**. The remaining annotations can come from **governmental reports, books, and/or book chapters from academic presses**. The due date for this deliverable is **October 31st**. This assignment is worth 15 points.

An annotated bibliography is a list of citations to books, articles, and documents. Each citation is followed by an annotation - a brief (approximately 140 words) descriptive and evaluative paragraph. The purpose of the annotation is to inform the reader of the relevance, accuracy, and quality of the sources cited. Please note than an annotation is different from an abstract. An abstract is a descriptive summary while an annotation is a descriptive, critical and evaluative summary. Hence, an annotation summarizes the central theme and scope of the report, book or article and includes one or more sentences that evaluate the authority or background of the author and explains how this reference illuminates or adds value to the research topic. The formatting for this deliverable must be consistent with the APA 6th edition. A template can be found at the following web address: http://library.bethel.edu/class/tutorials/writ-cit/1001APA_Ann_Bib_6thEd.

Required Group Assignments: 50 points.

4.) Skills Portfolio: The class will be divided into groups. Each group will begin by exploring the "*organizational universe*" (Jones and Reilly, 1981) of a public, non-profit or faith-based human service organization of their choice. This approach enables students to recognize and better appreciate how external dynamics impact the internal operations and dimensions of their human service organizations. As such, it can serve as an excellent tool to highlight the various challenges that may face human service organizations and their administrators, as well as to surface the needed skills to effectively manage and administer these organizations.

After assessing the universe of their human service organization, each group will ultimately be responsible for producing a "Skills Portfolio." This collection of deliverables consists of **eight products**. The first deliverable will be due on **September 19th** and the remaining deliverables will be due on **December 5th**. Each is bulleted below.

- Each group will produce a **two-page written synopsis** with some preliminary information on their human service organization (i.e., the mission, vision and values of the organization; the organizational chart with the number of employees; the risk, target, and impact populations that it serves; the approach to human capital development that they utilize; competing institutions and organizations within their external environment; etc.). To gather this information, a representative from each group must interview (by phone, email or in person) an administrator of their organization, as well as consult documents, webpages, and other sources of information that can be of assistance. This synopsis will assist in your efforts to produce the remaining deliverables that make up the skills portfolio.
- Development of a **Strategic Plan** (See Chapter 2 in Brody and Nair).
- Development of a **Logic Model** (See Chapter 3 in Brody and Nair).

- **Development of a case** that highlights a hypothetical problem with a **corresponding action plan**. This assignment requires highlighting (a) the goals and objectives, (b) the risk, target and impact populations affected; and (c) a timeline. Please see Figures 4.1 and 4.2 (See Chapter 4 in Brody and Nair).
- **Development of recruitment material for paid staff and unpaid volunteers**. This material must highlight bona fide occupational qualifications (*BFOQ*) and incorporate a list of relevant interview questions (See Chapter 5 in Brody and Nair).
- **Development of a Case Statement** (See Chapter 14 in Brody and Nair).
- **Development of an appraisal system for paid staff and unpaid volunteers** (See Chapter 7 in Brody and Nair).
- **Development of PPT presentation.** Due to the dynamics of being a student in our Gwinnett program, class time will be set aside to allow your group to work on these products during the sessions where these topics surface. **On December 5th**, each group is required to develop **a 20-minute PowerPoint presentation** that uses information from the written synopsis to present and share with the class two of their deliverables. In other words, each group will present three of the seven skill portfolio products, to the class.

The breakdown for each component of the skills portfolio group assignment is as follows:

- *Two-page written synopsis – 2.5 points*
- *Strategic Plan –15 points*
- *Logic Model – 2.5 points*;
- *Case with Action Plan – 15 points*
- *Recruitment Material – 2.5 points*
- *Case Statement – 2.5 points*
- *Appraisal System - 5 points*
- *PPT Presentation – 5 points*

All of these **assignments will be worth a total of 50 points**.

Grading:

Each assignment will be graded on the +/- system. The scale is as follows:

A = 94-100   B+ = 87-89   C+ = 77-79   D = 60-69
A- = 90-93   B = 84-86   C = 74-76   F = 0 – 59.
             B- = 80-83   C- = 70-73

If a student has a grade dispute, they should submit a one-page memo to me presenting evidence for their case. I will review and re-grade the original assignment. This review can create a grade increase, but may also create a grade decrease based on the new overall evaluation.

Late Assignments: Late assignments will not be accepted with out a verifiable excuse.

University Honor Code and Academic Honesty Policy

As a University of Georgia student, you have agreed to abide by the University's academic honesty policy, "A Culture of Honesty," and the Student Honor Code. All academic work must meet the standards described in "A Culture of Honesty" found at: https://ovpi.uga.edu/academic-honesty/academic-honesty-policy. Lack of knowledge of the academic honesty policy is not a reasonable explanation for a violation. Questions related to course assignments and the academic honesty policy should be directed to the instructor.

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Session	Date	Class Topic	Readings
		Developing an Understanding of Human Service Organizations: *The Historical Context & Contemporary Challenges*	
1	8/15	• Introduction & Overview • Case-Based Learning • Memo Writing	Ford School Memo Template
2	8/22	• Case Study/Vignette • Exploring the need for Human Service Organizations (HSOs) • Towards an understanding of HSOs	Anderson, Hasenfeld, Watkins-Hayes, and Queen articles; Desmond's Prologue and Part 1
3	8/29	• Exploring the need for Human Service Organizations (HSOs) • Towards an understanding of HSOs • Intro to Phenomenology • Intro to the Organizational Universe	Desmond's Part 2; Phenomenology readings;
4	9/12	• Exploring the need for Human Service Organizations (HSOs) • Towards an understanding of HSOs • ***Due Date for Individual Reading Reaction Paper***	Desmond Part 3, Epilogue and About this Project
		Setting Organizational Direction	
5	9/19	• Leading the Organization • Strategic Planning • ***Due Date for Group Written Synopsis.***	Brody & Nair Chs. 1-2
6	9/26	• ***No Class Meeting - Group Project Workday*** • *FLETC Presentation*	
7	10/3	• Designing and Developing Consumer Oriented Programs • Solving Problems and Implementing Action Plans	Brody & Nair Chs. 3-4
		Managing the Human Service Organization	
8	10/10	• ***No Class Meeting - Group Project Workday*** • *American University Lecture*	
9	10/17	• ***Due Date for Individual Phenomenology Assignments*** • *Phenomenology Presentations*	
10	10/24	• Managing Employees and Supervising Staff • Assessing and Evaluating Performance	Brody & Nair Chs. 5-8
11	10/31	• Managing Internal and External Relations • Assessing and Evaluating Performance • ***Due Date for Individual Annotated Bibliography Assignment***	Brody & Nair Chs. 9-12
		Enhancing HSO Survivability	
12	11/7	• Managing Finances and Developing Strategic Resources • Seeking Funds	Brody & Nair Chs. 13-16
13	11/14	• Trends in Human Service Organizations	Brody & Nair Chs. 17-19
14	11/28	• ***No Class Meeting - Group Project Workday***	
		Leading Today's HSOs & Looking Towards the Future	
15	12/5	• ***Group Presentations*** • ***Due Date for Group Skill Portfolio*** • *Celebration of Learning Feast*	

Please note that the course syllabus is a general plan for the course; deviations announced to the class by the instructor may be necessary.

Class Session 9 - Individual Assignment

"A Phenomenological Exploration of a Human Service Organization: Finding Meaning in HSOs and their Environments"

Purpose

The purpose of this assignment is to assist students in gaining a basic understanding of a human service organization, and what it means to be an administrator of a human service organization.

Overview

This assignment leverages phenomenology***** as a research methodology by requiring each student to select a human service organization (public, non-profit, faith-based, etc.) that interests them. After selecting the organization, each student must engage in two activities: (1) to tour/visit their organization and (2) interview an administrator, manager or executive director of that organization. Three aspects of this assignment are described below: the descriptive, the interpretive, and the administrative.

The Descriptive: What and Who Did You Observe During Your Tour?

During the phenomenology tour you are required to take notice of the organization's external surroundings, internal environment and all that is happening within that environment – the cultures, discourses, systems, and every day practices. The tour will allow you to generate "field notes" (which are required) that describe the organization's external and internal environment and interactions taking place therein, especially whom you see and what you see.

Mark Vagle (2012) has suggested that researchers ask themselves "wondering" questions to assist with assignments like this. Some examples of these types of questions are: *What is happening here? What is the purpose of this place? What conversations take place here? What practices take place here? What populations are served here? What does this population look like?*

This portion of the assignment should assist you in having a greater appreciation for your human service organization.

The Interpretive: What Does it Mean to be a Human Service Organization?

After the tour of the facility, each student must revisit his or her field notes and begin a process of interpreting or finding meaning in what he or she has described. This will result in a one page interpretative summary that highlights what it means to be a human service organization.

The Administrative: What is it Like to Administer a Human Service Organization?

The administrative portion of this assignment requires you to interview a manager, administrator, or the executive director of your organization. This interview should surface relevant personal and professional facts (educational background, professional journey, years in the organization, areas of responsibility, etc.), but the specific focus is on **"What is it like to be an administrator, manager or executive director within this organization?"** After this initial question, feel free to ask natural follow-up, probing, or clarifying questions.

Deliverables

Upon completion of this exercise, write a **2-page paper** that describes what you observed, how you interpreted your observations, and how this information can be relevant to better understand human service organizations and the administration of these organizations. Feel free to utilize the pertinent information from the individual interview to assist in this effort.

In addition to this written deliverable, each student must present their findings and related implications to the class. You can do so by developing a PowerPoint presentation or some other medium. Each presentation should last **a maximum of 7 minutes**. The presentation should describe in rich detail what and who you observed, how you interpreted your observations, how this information is relevant to better understand human service organizations and the populations that these organizations serve, and what are the implications for the effective and ethical management of these organizations.

***Phenomenology is often defined as the science of phenomena. As a discipline, it endeavors to describe and interpret the essence of how the world is constituted and experienced. For background info on phenomenology, please visit: http://plato.stanford.edu/entries/phenomenology/

Phenomenology Grading Rubric – Written Deliverable

5 Dimensions	Key Questions	Max (Written) Points	Max (Presentation) Points	Points Received
1. Descriptions of observations	What and who did you observe?	2.5	2.5	
2. Interpretations of observations	How did you interpret your observations?	2	2	
3. Relevance to Human Service Organizations	How does this information help you have a better understanding of Human Service Organizations and the populations they serve?	2	2	
4. Implications for Management/Administration	What are the implications for the effective and ethical management of these organizations?	2.5	2.5	
5. Clarity/Flow/Aesthetics/Time Limit		1	1	
TOTAL SCORE			**20 points**	