UNIVERSITY
OF THE FRASER VALLEY

GRADUATE STUDIES

OFFICIAL GRADUATE COURSE OUTLINE FORM

Note: The University reserves the right to amend course outlines as needed without notice.

Course Code and Number: SOWK 711	**Number of Credits:** 3 See Course credit policy (105) and the Principles for Course Credit Assignment: Graduate Studies

Course Full Title: Social Work Leadership

Course Short Title (if title exceeds 30 characters):

Faculty: Faculty of Professional Studies	**Department/School**: School of Social Work and Human Services

Calendar Description: (55 words maximum)

An exploration of the theories and skills of effective social work leadership as well as management, administration, and supervision. Styles of leadership, leadership theories, and models of social work supervision and management will be critically examined.

Prerequisites (or NONE):	Admission to the Master of Social Work.
Corequisites (if applicable, or NONE):	None.
Pre/corequisites (if applicable, or NONE):	

Antirequisite UFV Courses (cannot be taken for additional credit)

Former course code/number:

Cross-listed with:

Dual-listed with:

Equivalent UFV course(s):

(If offered in the previous five years, antirequisite course(s) will be included in the calendar description as a note that students with credit for the antirequisite course(s) cannot take this course for further credit.)

Total Contact Hours: 45	**Special Topics** (Double-click on box to select)
Sample structure of instructional hours:	Will this course be offered with different topics?
	☐ Yes ☒ No
Hours	If yes, the topic will be recorded when offered.
1. Face to face instruction (in class, lecture, etc.) 45	**Grading system:** Letter Grades: ☒ Credit/No Credit: ☐
2. Lab hours	**Prior Learning Assessment and Recognition (PLAR)**
3. Online class learning	☐ Yes, upon approval and on a case by case basis.
4. Community learning	☒ No, PLAR cannot be awarded for this course because MSW
5. Group work	courses cannot be done by PLAR, as per the Academic Calendar
See: Course credit policy (105) and the Principles for Course Credit Assignment: Graduate Studies	**Expected Frequency of Course Offerings**
Note: For each contact hour students should expect to spend at least three hours further on coursework outside of class.	(every semester, annually, every other year, etc.): 2 year, cohort model

Senate Graduate Studies Committee	**Date Approved:** April 16, 2020

Course Objective

The overall purpose/rationale for this course is:

To explore the values, skills, and knowledge required for quality social work leadership, management, and supervision. Social workers who are in, or aspire to be in leadership, management and administrative roles will benefit from understanding strategies, theories and techniques to becoming effective leaders.

Content may include social work leadership approaches, supervision styles, strategic planning, total quality management, governance structures, staff motivation and conflict management.

Learning Outcomes

Upon successful completion of this course, students will be able to:

- Define and examine the role of the supervisor in providing leadership excellence in a human services organization.
- Demonstrate an ability to increase social work leadership competence by indicating capacity for personal, critical reflection.
- Analyze leadership and supervision roles, theories and practices.
- Demonstrate leadership for diversity in an organization, applying knowledge to facilitate the development of an inclusive organization.
- Examine the macro and external structural forces that may impact the organization.
- Analyze one's own leadership and supervisory style and the role of becoming a reflective practitioner.
- Compare styles of leadership and supervision, and how these relate to different social work environments.
- Compare and understand different Indigenous leadership styles and cross-cultural aspects of leadership and supervision.
- Critically analyze leadership and supervisory theories and approaches and examining the use and misuse of power and authority in relation to oppressed groups.
- Demonstrate ethical social work leadership and supervisory practice by applying Social Work Codes of Ethics and Standards of Practice to leadership roles and processes.

NOTE: The following sections vary by instructor. Please see course syllabus available from the specific instructor.

Sample Instructional Methods
(e.g., face to face instruction, online collaborative, online self-directed, experiential, student led learning, group collaboration, etc.).

This course will be taught on-line using a combination of student-led sessions, lectures, class discussions, small group exercises, and multi-media resources such as videos and DVDs.

Sample Text(s) and Resource Materials:

Coursepack

Austin, M. J. & Hopkins, K. M. (2004). *Supervision as collaboration.* Thousand Oaks, CA: Sage.

Austin, D. M. (2002). *Human services management: Organizational leadership in social work practice.* New York: Columbia University Press.

Baskin, C. (2002). Circles of resistance: Spirituality in social work practice, education, and transformative change. Currents: *New Scholarship in Human Services*. University of Calgary, Calgary, AB.

Blackstock, C. (2019). The occasional evil of angels: Learning from the experiences of Aboriginal Peoples and social work. *First Peoples Child & Family Review, 14*(1), 137-152.

Bogo, M., & McKnight, K. (2006). Clinical supervision in social work: A review of the research literature. *The Clinical Supervisor 24*, 49–67.

Bolman, L. G., & Deal, T. E. (2008). Reframing organizations: Artistry, choice and leadership. San Francisco, CA: Jossey-Bass.

Bolman, L. G., & Deal, T. E. (2011). Leading with soul: An uncommon journey of spirit. San Francisco, CA: Jossey-Bass.

Brody, R. (2005). *Effectively managing human service organizations.* (3rd ed.). Thousand Oaks CA: Sage Publications.

Chrislip, D. D. (2002). *The collaborative leadership fieldbook: A guide for citizens and civic leaders. San* Francisco, CA: John Wiley and Sons. Davys, A. & Beddoe, L. (2010). Best Practice in Professional supervision: A guide for the helping professions. Jessica Kingsley.

Edwards, J.K. (2013). *Strength-based supervision in clinical practice.* Los Angeles: Sage.

Estrada, D., Frame, M.W.,& Williams, C.B. (2004) Cross-cultural supervision: guiding the conversation toward race and ethnicity. Journal of Multicultural Counselling and Development. V 32. 307=319. http://www.wyomingcounselingassociation.com/wp-content/uploads/Estrada-et-al-2004-Cross-Sultural-Supervision.pdf

Ginsberg, L. H. (Ed.). (2008). *Management and leadership in social work practice and education.* Alexandria, VA: Council on Social Work Education.

Grinnell, R.M., Gabor, P.A.& Unrau, Y.A. (2015). *Program evaluation for social workers: Foundations of evidence-based programs* (7th ed.). New York: Oxford University Press.

Hafford-Letchfield, T., & Lambert, E. (2018) Contemporary practices in social work supervision: Time for new paradigms. European Journal of Social Work. V 21. 329-332.

Hair, H.J., & O'Donoghue, K. (2009) Culturally relevant, socially just social work supervision: becoming visible through a social constructionist lens. *Journal of Ethnic & Cultural Diversity in Social Work.* V 18 (1). 70-88.

Handy, C. (2016). The Second Curve: Thoughts on Reinventing Society. London, UK: Random House.

Handy, C. (1995). The Empty Raincoat: Making sense of the future. London, UK: Random House.

Holosko, M. J. (2009). Social work leadership: Identifying core attributes. Journal of Human Behavior in the Social Environment, 19, 448-459. doi:10.1080/10911350902872395

Huxham, C., & Vangen, S. (2005). Managing to collaborate: The theory and practice of collaborative advantage. New York, NY: Routledge.

Kadushin, A.& Harkness, D. (2014). *Supervision in social work.* (5th ed.) New York: Columbia University Press.

Kenny, C. & Fraser, T. N. (eds.). (2012). Living Indigenous leadership: Native narratives on building strong communities. Vancouver, BC: UBC press.

Kouzes, J. M., & Posner, B. (2003). *Encouraging the heart: A leader's guide to rewarding and recognizing others.* San Francisco: Jossey-Bass.

Kouzes, J. & Posner, B. (2012). *The leadership challenge: How to make extraordinary things happen in organizations.* (5th ed.) San Francisco, CA: Jossey-Bass Publishers.

Lewis, J. A., Packard, T., & Lewis, M. D. (2007). Management of human service programs. Belmont, CA: Thomson Brooks/Cole.

McKee, A., Boyatzis, R. E., & Johnston, F. (2008). Becoming a resonant leader: Develop your emotional intelligence, renew your relationships, sustain your effectiveness. Boston, MA: Harvard Business Press.

Monosi, T.S. (2017) Contextual factors in an Indigenous supervision model for forensic social work. Unpubished Master in Social Work, Potchefstroom Campus of the North-West University, South Africa. https://pdfs.semanticscholar.org/16f2/39151bb98f14873e293480c54334bdeeed04.pdf

Netting, F.E., & O'Connor, M.K. (2003). *Organization practice: A social worker's guide to understanding human services*. Boston, M.A.: Allyn and Bacon.

Noble, C., & Irwin, J. (2009). Social work supervision: An exploration of the current challenges in a rapidly changing social, economic and political environment. *Journal of Social Work 9,* 3, 345-358.

O'Donoghue, K., Wong Yuh Ju, P., & Tsui, M. (2018). Constructing an evidence-informed social work supervision model. *European Journal of Social Work 21,* 3, 348-358.*

Perrault, E., McClelland, R., Austin, C., & Sieppert, J. (2012). Working together in collaborations: Successful process factors for community collaboration. Administration in Social Work, 35(3), 282-298.

Prunett, B.J. (1991) Language, cultural values and preferred leadership style: A comparison of Anglophones and Francophones in Ottawa. Canadian Journal of Behaviour Science/ Revue Canadienne des sciences du comportment. https://psycnet.apa.org/record/1992-03549-001

Schmid, H. (2006). Leadership styles and leadership change in human and community service organizations. Nonprofit Management & Leadership, 17(2), 179-194. doi:10.1002/nml.142

Stewart, J., & Warn, J. (2017). Between two worlds: Indigenous leaders exercising influence and working across boundaries. Australian Journal of Public Administration, 76, 3-17. doi:10.1111/1467-8500.12218

Stroh, D. (2015). Systems thinking for social change: A practical guild to solving complex social problems, avoiding unintended consequences, and achieving lasting results. White River Junction, Vermont: Chelsea Green

Taibbi, R. (2013). *Clinical social work supervision: Practice and process.* Boston: Pearson.

Vito, R. (2015). Leadership support of supervision in social work practice: Challenges and enablers to achieving success. *Canadian Social Work Review 32,* 2, 151-165.

Weinbach, R.W. and Taylor, L. M. (2011). *The social worker as manager: A practical guide to success* (6th ed). Boston: Allyn and Bacon.

Wheatley, M. J. (1999). *Leadership and the new science: Discovering order in a chaotic world* (2nd ed.). San Francisco, CA: Berrett-Koehler.

Wheatley, M. (2007). *Finding our way: Leadership for an uncertain time.* Oakland, CA: Berrett Koehler Publishers.

Whyte, David. (2009). *The Three Marriages: Reimagining Work, Self and Relationship.* Penguin Random House: London, England.

Brody and Nair (2013 4th edition. Effectively managing and leading human service organizations. Sage.

Sample Required Additional Supplies and Materials

(software, hardware, tools, specialized clothing, etc.)

Sample Evaluation Methods and Weighting

(e.g., term paper, essay, assignment, research paper, final exam, midterm exam, major paper, thesis, practicum, research proposal, lab work, etc.)

Assignments	100%	Reflective Paper	20 %	Critical Evaluation Paper	30 %	Critical Evaluation Study	30 %
Ethics of Supervision	10 %	Online Participation	10 %		%		%

Sample Course Content and Topics

Suggested assignments:
Reflective paper on one's own leadership and supervision style
Critical evaluation paper of leadership, management, and supervision theories and practices
Critical evaluation of a case study in social work leadership and supervision
Ethics of supervision practice
Online participation

Introductions and overview of social work leadership and supervision
- Theories of social work leadership and supervision
- Leadership and supervision styles, approaches and skills
- Strategic and organizational leadership and supervision
- Power and authority
- Leadershipand mentorship
- Diversity and leadership with overview of contemporary issues

Indigenous leadership, cross cultural leadership and supervision
- Ethical social work leadership and supervision: dilemmas in management
- Social work supervision practice
- Leaders and supervisors as educators and mentors

Performance appraisal and evaluation
- Conflict resolution, management skills, team building, and strategic planning
- The role of leader in the change process in human service organizations