

THE MSW CONCENTRATION IN ADMINISTRATION

Welcome! Here's why you should think about a concentration in ADMINISTRATION.

Concentrators in the **administration** area of practice are develop advanced skills in the management of people and programs in the human services – an exciting, important area of contribution to the field of social work. The field of social work urgently needs talented, well-trained, dynamic administrators. You might consider data from top-tier schools of social work showing the high number of MSW graduates who wind up, whether they planned to or not, entering managerial jobs within the first few years post-graduation. Or listen to senior social workers, ones who didn't pursue administrative coursework in school, urging current students to obtain administrative skills to equip themselves for professional effectiveness. Or listen to our graduates, who report feeling well-prepared for engaging in their professional work in management. Or look at the wide range of jobs available in social service administration. Or, finally, consider the tremendous impact of administrators who are trained in a social justice perspective on the quality, continuity, accessibility and cultural sensitivity of human services.

As an **administrator**, you get to position yourself at the midpoint of the “micro-macro” continuum of practice: you can remain closely connected to the realities of direct, front-line practice as a potential organizational leader, but also engage the world of social policy as it influences agency operation. You are able to work with people – clients, community members, employees, other professionals – on an interpersonal level while also having the opportunity to improve the larger structures that affect them.

How SOCIAL WORK ADMINISTRATORS advance social justice in practice.

The responsibilities of social work **administrators** *center on assuring just and effective social work practice*: developing and maintaining accessible, culturally sensitive, and consistent client services; supportive work conditions for employees; and accountability to communities, funders and regulators. Because the fairness of human service organizations' practice lies in their hands, *administrators are involved in some of the core challenges of promoting social justice in the field*. Are clients accessing quality treatment? Do workers reflect clients' racial, ethnic and other backgrounds? Are they fairly compensated? Is the agency fulfilling its mission? Do changing client needs require shifting the direction of programming? Work in social service administration involves addressing essential questions of service access, quality, and appropriateness, efforts that can change how the world works for vulnerable persons.

What the Administration Concentration covers educationally.

The advanced **administration** curriculum, taught by faculty with expertise in practice and research, uses an experiential learning approach that draws on current administrative research and “real-world” cases. Our courses – both required and elective offerings – engage students actively in acquiring knowledge and skills in the classroom and the field. Students in administration, **as well as those from other concentrations electing to take administration courses (we welcome you!)**, develop advanced capacities in leadership and supervision, including conflict resolution, negotiation, and relationship-building with professionals, community members, and other stakeholders; strategic planning and mission design; program development, change and evaluation; fiscal and fundraising management; and management of human resources, including promotion of diversity through staff recruitment and retention.

Administration concentrators are also well mentored. Lead faculty Jean Kruzich and Anna Haley-Lock offer group and individualized mentoring to address students' goals for professional development and integration of coursework and field practice. Topics include job searching, interviewing, negotiating, optimizing the field placement experience; and presentations from practicing administrators.

What the Administration Concentration prepares you for professionally.

The concentration creates social workers who can assume leadership roles in today’s complex human services organizations: life-long learners capable of leading diverse human services institutions in resource development, fiscal management, program planning, design, implementation, evaluation, and change. Graduates of our program are equipped to engage and change organizational cultures, create innovative new services for clients, hire and motivate diverse, committed workforces, raise and manage funds, collaborate with networks of other professionals and agencies, and advocate for policies that positively impact agency operations. In short, they can and do take jobs that engage them in system-level, group-level, and individual change.

SSW Courses in Administration Practice.

The MSW Administration Concentration’s advanced methods requirements are *Leadership and Program Development* and *Financial Management in Human Services*. We strongly recommend that students complement this foundation with one or more electives (of the 3 that students are allotted) to add further depth and breadth to their professional preparation.

Required Practice Methods	
550: Leadership and Program Development in Human Services (Autumn)	Presents the tools needed for engaging in effective leadership, program planning, design and implementation. Through class discussions, readings, exercises, student presentations and written assignments, we build skills in strategic planning and mission development, environmental scanning, logic modeling, and human resource management.
551: Financial Management in Human Services (Winter)	Covers major aspects of agency financial management systems, such as understanding balance sheets, income statements, budgets and financial reporting. Students conduct a budget process for an agency, which includes budget preparation and refinement, a financial audit, and presentation of findings using spreadsheet and presentation software.

Electives in the Administration Area (schedule varies by year)	
574: Collaborative Community-Based Evaluation	Reviews a client-centered framework for designing, implementing, and using an outcomes-based management approach to enhance agency performance: targeting client outcomes, staff productivity, resource acquisition and effectiveness. Students get experience developing and implementing measures, analyzing qualitative and quantitative data and presenting results to agency program stakeholders.
580: Grant Writing and Fund Development	Prepares students to write and carry out effective fundraising plans. Through lectures, discussions, exercises and guest speakers, students learn the role of philanthropy in human services delivery and diverse aspects of implementing successful fundraising campaigns, including donor identification, cultivation & management, use of data, grant writing, and regulative and ethical issues.
590: Supervision and Consultation	Provides tools for social workers engaged as leaders, supervisors, and team leaders, including supporting, motivating, and empowering diverse staff. The course addresses a wide range of personnel management functions, including staff recruitment, selection, supervision, performance evaluation and addressing staff-related performance problems.
555 (JOINT with MGMT579): The Contemporary U.S. Workplace: Social Welfare & Efficiency in Firm-Employee Relations	This class, team-taught by Profs. Anna Haley-Lock and Tom Jones from the School of Business, addresses issues of engaging in “socially responsible” human resource management in <i>for-profit</i> settings. It reviews challenges, opportunities, and tools for implementing U.S. business practices that advance worker and family well-being and organizational performance. Features guest CEO, union and government, and other faculty speakers.
We also encourage our students (and offer advising) to consider relevant coursework in Public Affairs, Public Health, Educational Leadership, and Business.	

Examples of Past Advanced Field Placements in Administration (other options are available).

<i>Catholic Community Services</i>	<i>NASW, Washington State Chapter</i>
<i>Chaya</i>	<i>Overlake Hospital Medical Center Senior Care Program</i>
<i>Children's Alliance</i>	<i>Powerful Voices</i>
<i>Children's Home Society Catalyst for Kids Program</i>	<i>Seattle Human Svcs. Dept., Div. of Family & Youth Svcs.</i>
<i>City of Bellevue Human Services Department</i>	<i>Seattle Human Services Department, Director's Office</i>
<i>Community Alliance for Global Justice</i>	<i>Snohomish Co. Human Svcs. Dept., Long Term</i>
<i>Eastside Domestic Violence Program</i>	<i>Care/Aging Div.</i>
<i>Friends of Youth</i>	<i>U.S. Department of Veteran's Affairs, VA Puget Sound</i>
<i>Harborview Medical Center, Social Work Dept.</i>	<i>Healthcare System</i>
<i>HUCHOOSDAH Indian Education Program</i>	<i>United Way of King County</i>
<i>Institute for Family Development</i>	<i>University District Youth Center</i>
<i>International District Housing Alliance</i>	<i>UW Medical Center, Social Work Dept.</i>
<i>Lutheran Community Services Northwest</i>	<i>Youth Eastside Services</i>
<i>Mockingbird Society</i>	<i>Youth In Focus</i>
<i>NAMI (National Alliance for Mentally Ill), Seattle</i>	

Administration Concentration Faculty Leads.

Anna Haley-Lock (MA and PhD, University of Chicago). Prof. Haley-Lock has taught courses in human resources and program management, negotiation and conflict resolution, and organizational theory and behavior. Her research interests lie in understanding why organizations look and function as they do. She is particularly focused on jobs and the experience of work within human service agencies, and for low-wage, low-skilled workers. She has served as a board member, program developer, volunteer trainer and prevention educator for several domestic violence, sexual assault, and child care service agencies. **616-2862, annahl@u.washington.edu**

Jean Kruzich (MSW, MPA University of Minnesota-Minneapolis, PhD UW). Prof. Kruzich has significant experience in planning, grant writing, project management and program development. She teaches courses in personnel management, supervisory leadership, and planning and program development. Her major research interest is the influence of organizational characteristics on service delivery and effectiveness. Current research projects include family involvement in residential treatment, predictors of child neglect fatalities and accidental deaths and organizational influences on administrative behavior. **543-7965, kruzichj@u.washington.edu**

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