

# Social Work 750 Leadership Seminar

* **Course Information**
* **Thursday September 8 2022 to Monday June 12 2023, 5:30 – 7:30PM**
* **Instructor: Sarah Adjekum MSW RSW**
* **Office hours: by appointment only**
* **Email: adjekusa@mcmaster.ca**

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# Course Overview

## Course Description:

This seminar course will explore leadership as it is taken up in social work practice. It will attend to the skills, theory and perspectives that inform leadership as it applies to student placement experiences in SW 751.

## Course Objectives:

1. To critically analyze notions of power and authority that inform extant approaches to leadership as it pertains to social work
2. To engage with concepts and theoretical perspectives, and skills that will assist students in their own leadership development
3. To articulate critical self reflections as informed by professional, field placement experiences, as well as lived experience and ongoing learning
4. To evaluate strategies for addressing oppression and inequalities as they arise in power relations

The basic assumptions of this course concur with the broader curriculum context set by the **School of Social Work's Statement of Philosophy**:

*As social workers, we operate in a society characterized by power imbalances that affect us all. These power imbalances are based on age, class, ethnicity, gender identity, geographic location, health, ability, race, sexual identity and income. We see personal troubles as inextricably linked to oppressive structures. We believe that social workers must be actively involved in the understanding and transformation of injustices in social institutions and in the struggles of people to maximize control over their own lives.*

## Course Format

This course involves two components – group seminars led by Sarah Adjekum and the leadership placement component SW 751 led by Jennie Vengris. The group seminars will be discussion based. Student’s experiences, observations, and actions in their practicums will become topics for reflection and examination in this seminar. The discussion forums will include guest speaker presentations by leaders within the community.

The leadership placement component involves one-on-one meetings with Jennie Vengris. These meetings will be to facilitate securing a leadership placement, monitoring of placement experience and to trouble shoot issues. These meetings will be determined in consultation with Jennie.

There will be at least two opportunities through the duration of both SW 750 & SW 751, in which there will be crossover classes to ensure leadership development, placement experiences and theory and concepts from coursework are amplified within the students evolving leadership practice. Both Faculty members will be involved in the mid-term and final evaluation for each student as well as addressing any concerns/questions of both student and mentors.

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## Required Texts:

1. Online readings provided via Avenue to Learn
2. SELF-LEADERSHIP IN SOCIAL WORK Reflections from practice (2015) by Bill McKitterick

# Course Requirements/Assignments

## Requirements Overview and Deadlines

1. Leadership Memos and Group Discussions **Ongoing**
2. Leadership Practice Framework/Philosophy Due **October 20, 2022**
3. Draft of Learning Plan for Leadership Placement Due **December 11, 2022**
4. Final Learning Plan for Leadership Placement Due **February 20, 2023**
5. Reflection Paper & Leadership Portfolio Due **April 10, 2023**
6. Integration Paper and Due **June 30, 2023**

## Requirement/Assignment Details

* Leadership Memos and Group Discussions

Every week are expected to have completed readings and taken notes in the form of a short memo (Minimum ½ a page- max 1 page). This memo will focus on 1 or 2 themes that came up in the readings (including critiques, reflections etc) that students identify as relating to leadership and/or social work practice. Students are also expected to develop a minimum of 2 discussion questions based on their memo. At the start of class, students will discuss their memos/reflections of the readings within small groups. The small groups will facilitate a short conversation about their discussion, and the questions they developed. The discussion groups will rotate weekly.

* Leadership Practice Framework/Philosophy 5%

Synopsis: This assignment provides you with a chance to examine the beliefs, values, philosophies and concepts (informed by lived experience, learning in the social work program, or other analysis) that you bring into your work as a leader and a social work professional.

* In a 2 page paper, outline your practice framework including the perspectives, or beliefs that you hold. Also explain how this perspective is well suited to the particular kind of work you intend to do in either your placement or a post graduate setting, and what parts of your framework or philosophy you may require enhancement or interrogation.
* Learning Plan 20%

Synopsis: Your learning plan should include three components –

* + 1. Learning Plan – learning objective, rationale, learning activity, evaluation strategy
    2. Observation Plan – the mechanisms you will use to observe leadership in action and the reflection tools you will use to integrate this into your own leadership journey and how these relate to your Learning Plan,
    3. Project Proposal – a 2 page overview of the project you will undertake including your role, the deliverables and how this relates to you Learning Plan.
  + Your instructor will provide feedback and clarification in order to ensure that the expectations developed in the learning plan are clear.
* Final Draft of Learning Plan (25%)
  + Once leadership placement is confirmed, the project proposal will need to be more definitely drafted and approved by leadership mentor and sessional Faculty
* Reflection Paper (15%) 5 pages maximum
  + This reflection paper concentrates on two readings one from each term that stands out for you, increased your knowledge/skills/awareness, sense of self, added to your leadership style/philosophy and how this will be operationalized in the remainder of your leadership placement. This paper should be succinct and not more than 5 pages.

Your leadership portfolio is a curated package of your work including written work, feedback, images, reflections etc. that you feel illustrates your progress. Students are welcome to make use of artistic and personal representations including poetry, photos, artwork etc. as relevant to best capture their professional and personal experiences.

* Integration Paper (35%) Max 12 pages

Synopsis: This final assignment will give you the space to reflect on your full learning in the placement, seminar and outside of both of those spaces.

* + In this paper you are invited to consider:
    1. The most useful thing/s you learned in placement and how that relates (or does not) to your academic work
    2. The most useful thing/s your learned through your academic work and how that relates (or does not) to your placement experiences
    3. The parts of the learning (course or placement) that particularly surprised or stretched you. When reflecting on your learning feel free to consider the knowledge, skills and person growth you encountered through the program.
    4. What you have learned about yourself as a developing or emerging leader and how that will impact your work moving forward
  + You do not need to use these as sections of your paper but you may if that works best for you. There are multiple ways of writing this paper – I’m happy to talk about different approaches that might work for you.
  + **A successful paper will draw on learning from your time in the program in a variety of ways – I’ll be looking for you to integrate readings, practice experience and learning from class discussions/your peers.**
  + The paper should be approached in a fairly traditionally academic way and will integrate your academic learning and your practice.
  + **You’ll need a minimum of 8 sources to be effective.**
  + A rubric will be discussed and made available on Avenue to Learn.

# Assignment Submission and Grading

## Form and Style

* Written assignments must be typed and double-spaced and submitted with a front page containing the title, student’s name, student number, and the date. Number all pages (except title page).
* Assignments should be stapled together. Please do NOT use plastic report covers or binders.
* Paper format must be in accordance with the current edition of American Psychological Association (APA) publication manual with particular attention paid to font size (Times-Roman 12), spacing (double spaced) and margins (minimum of 1 inch at the top, bottom, left and right of each page) as papers not meeting these requirements will not be accepted for grading.
* Students are expected to make use of relevant professional and social science literature and other bodies of knowledge in their term assignments. When submitting, please keep a spare copy of your assignments.

## Avenue to Learn or Courses

In this course, we will be using Avenue to Learn and on occasion email. Students should be aware that, when they access the electronic components of this course, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course. The available information is dependent on the technology used. Continuation in this course will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure please discuss with the course instructor.

## Submitting Assignments & Grading

[Information regarding submission and grading can be added here. If there are lengthy or multiple paragraphs, try to divide this content by creating lists using bullet points or structuring large paragraphs into smaller ones]

## Privacy Protection

In accordance with regulations set out by the Freedom of Information and Privacy Protection Act, the University will not allow return of graded materials by placing them in boxes in departmental offices or classrooms so that students may retrieve their papers themselves; tests and assignments must be returned directly to the student. Similarly, grades for assignments for courses may only be posted using the last five digits of the student number as the identifying data. The following possibilities exist for return of graded materials:

1. Direct return of materials to students in class;
2. Return of materials to students during office hours;
3. Students attach a stamped, self-addressed envelope with assignments for return by mail;
4. Submit/grade/return papers electronically.

Arrangements for the return of assignments from the options above will be finalized during the first class.

## Extreme Circumstances

The University reserves the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Changes will be communicated through regular McMaster communication channels, such as McMaster Daily News, A2L and/or McMaster email.

# Student Responsibilities

* Students are expected to contribute to the creation of a respectful and constructive learning environment. Students should read material in preparation for class, attend class on time and remain for the full duration of the class. A formal break will be provided in the middle of each class, students are to return from the break on time.
* In the past, student and faculty have found that non-course related use of laptop computers and hand-held electronic devices during class to be distracting and at times disruptive. Consequently, during class, students are expected to only use such devices for taking notes and other activities directly related to the lecture or class activity taking place.
* Please check with the instructor before using any audio or video recording devices in the classroom.

## Attendance

Students are expected to attend all classes. Many students find regular attendance in class positively effects their learning and engagement in the course and therefore leads to higher grade achievement. If you anticipate difficulty with this, please speak you’re your instructor.

## Academic Integrity

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity. Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: “Grade of F assigned for academic dishonesty”), and/or suspension or expulsion from the university. It is your responsibility to understand what constitutes academic dishonesty. For information on the various types of academic dishonesty, please refer to the [Academic Integrity Policy](https://www.mcmaster.ca/policy/Students-AcademicStudies/AcademicIntegrity.pdf)

The following illustrates only three forms of academic dishonesty:

* Plagiarism, e.g. the submission of work that is not one’s own or for which other credit has been obtained.
* Improper collaboration in group work.
* Copying or using unauthorized aids in tests and examinations

## Conduct Expectations

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the *Code of Student Rights & Responsibilities* (the “Code”). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online**.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students’ access to these platforms.

## Academic Accommodation of Students with Disabilities

Students with disabilities who require academic accommodation must contact Student Accessibility Services (SAS) at 905-525-9140 ext. 28652 or [sas@mcmaster.ca](mailto:sas@mcmaster.ca) to make arrangements with a Program Coordinator. For further information, consult McMaster University’s *Academic Accommodation of Students with Disabilities* policy.

## Accessibility Statement

The School of Social Work recognizes that people learn and express their knowledge in different ways. We are committed to reducing barriers to accessibility in the classroom, and working towards classrooms that welcome diverse learners. If you have accessibility concerns or want to talk about your learning needs, please be in touch with the course instructor.

## Academic Accommodation for Religious, Indigenous or Spiritual Observances (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the RISO policy. Students should submit their request to their Faculty Office ***normally within 10 working days*** of the beginning of term in which they anticipate a need for accommodation or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

## E-mail Communication Policy

Effective September 1, 2010, it is the policy of the Faculty of Social Sciences that all e-mail communication sent from students to instructors (including TAs), and from students to staff, must originate from the student’s own McMaster University e-mail account. This policy protects confidentiality and confirms the identity of the student. It is the student’s responsibility to ensure that communication is sent to the university from a McMaster account. If an instructor becomes aware that a communication has come from an alternate address, they may not reply.

## Copyright and Recording

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, **including lectures** by University instructors

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

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| Course Weekly Topics and Readings | | |
| Fall Schedule (Thursdays)Week 1: September 08 | Topics:  * Welcome and Introductions; Review of Course Syllabus * **Introducing Leadership: Unpacking Assumptions About Leadership and Power** | Readings:  * Professional Leadership for Social Work Practitioners and Educators Ch. 2 * Self Leadership in Social Work Ch.1 (Copy available on Avenue to Learn) |
| Week 2: September 22 | Topics:  * **Leadership and Governance** | Readings:  * Small cities, big issues: reconceiving community in a neoliberal era Ch. 11   Field Trip TBD |
| Week 3: October 06 | Topics:  * **Leadership and Governance cont’d** * **Critical Leadership and the Need for Critical Reflexivity** * Guest Speaker TBD | Readings:  * D’Cruz, H., Gillingham, P., Melendez, S. (2007). Reflexivity, its Meanings and Relevance for Social Work: A Critical Review of the Literature. *British Journal of Social Work, 37, 73-90* * Lay, K. & McGuire, L. (2010). Building a Lens for Critical Reflection ad Reflexivity in Social Work Education. *Social Work Education, 29(5), 539-550* |
| Week 4: October 20 | Topics:  * **Legacies of Power and Impacts on Leadership**   Guest Speaker TBD | Readings:  * Incorporating Diversity and Inclusion into Trauma Informed Social Work: Transformational Leadership Ch. 2 |
| Week 5: November 03 | Topics:  * **History of Social Work Leadership** | Readings:  * Peters, S.C. (2017). Social Work Leadership: An Analysis of Historical and Contemporary Challenges. *Human Service Organizations: Management, Leadership and Governance, 41(4), 336-345.* * Chenoweth, L.& McDonald, C. (2009). Leadership: A Crucial Ingredient in Unstable Times. *Social Work & Society, 7(1), 102-112.* |
| Week 6: November 17 | Topics:  * Check in * **Leadership Challenges**   Guest Speaker TBD | Readings:  * Responsive Leadership in Social Services: A Practical Approach to Optimizing Engagement and Performance Ch. 7 * Aronson, J., & Smith, K. (2011). Identity Work and Critical Social Service Management: Balancing on a Tightrope? *British Journal of Social Work, 41, 432-448.* |
| Winter Schedule (Mondays)Week 7: January 09 | Topics:  * **Leadership Tools** | Readings:  * Mattsson, T. (2014). Intersectionality as a Useful Tool: Anti-Oppressive Social Work and Critical Reflection. *Journal of Women and Social Work, 29(1), 8-17.* * Frankel, Allan S. ; Leonard, Michael W. ; Denham, Charles R. Fair and Just Culture, Team Behavior, and Leadership Engagement: The Tools to Achieve High Reliability Health services research, 2006, Vol.41 (4p2), p.1690-1709 |
| Week 8: January 23 | Topics:  * **Non-Profit Structures and Hierarchies of Power** | Readings:  * The Jossey-Bass Handbook of Nonprofit Leadership and Management, Fourth Edition Ch. 5 * Self Leadership in Social Work Ch. 4 |
| Week 9: February 06 | Topics:  * Guest Speaker TBD | Readings:  * TBD |
| Week 10: February 20 | Topics:Power, Decision Making and Discretion | **Readings:**   * Self Leadership in Social Work Ch. 2 * Evans, T. & Harris, J. (2004). Street-Level Bureaucracy, Social Work and the (Exaggerated) Death of Discretion, The British Journal of Social Work, 34(6), p. 871-895. |
| Week 11: March 06 | Topics:  * **Resiliency and Emotional Labour** | Readings:  * Van Breda, A. (2016). Building Resilient Human Service Organizations. *Human Service Organizations: Management, Leadership & Governance, 40, 62-73.* * Reynolds, V. (2011). Resisting Burnout with Justice Doing. *The International Journal of Narrative Therapy and Community Work, 4, 27-45.* |
| Week 12: March 20 | Topics:  * **Leadership in International Contexts** | Readings:  * Hawkins, Catherine Allensworth ; Knox, Karen; Strauss, Helle ; Brown, Marion International social work, 2014, Vol.57 (3), p.248-257 |
| Spring Schedule (Tuesdays)Week 13:May 02 | Topics:Leadership and Political/Economic Paradigms | Readings:  * Push Film (2019) |
| Week 14: **May 16** | Topics:Stepping forward | Readings: Self Leadership in Social Work  Ch. 5 and 8 |
| Week 16: **May 30** | Topics: Check In | No readings |