

# USC Social Work

## **SOWK 534**

### **Policy and Practice in Social Service Organizations**

#### **3 Units**

*Being unwanted, unloved, uncared for, forgotten by everybody, I think that is a much greater hunger, a much greater poverty than the person who has nothing to eat.*

*(Mother Teresa)*

*Fall 2014*

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**Office: MRF 333**

**Office Hours: 11.00am to 12 Noon  
4.00pm to 5.00pm  
and/or by appointment**



**Course Day: Tuesday**

**Course Time: 8.00am - 10:50am  
1.00pm – 3.50pm**

**Course Location: WPH B 26  
(Basement)**

#### **I. COURSE PREREQUISITES**

None

#### **II. CATALOGUE DESCRIPTION**

Study of social work organizations with emphasis on their policy contexts, organizational theory, and the development of delivery systems.

#### **III. COURSE DESCRIPTION**

This course focuses on the development of macro practice skills for social workers whose primary assignments are clinical. The purpose of this course is to prepare students to work more effectively within complex political, organizational and community social service settings. It seeks to educate and develop informed practitioners capable of successful practice in organizational and policy contexts.

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The course is designed to help students understand and analyze the policy context of practice and to review organizational and administrative theory, as well as examine their practical implications for social service delivery systems and social work practice within them. Several methods of systematic observation are compared. Organizations are described and analyzed within their policy sector and inter-organizational network in order to help students appreciate the constraints and forces within which the organization must adapt. This perspective is applied to the analysis of communities and social service organizations, and the understanding of community and organizational characteristics that affect the delivery and design of services.

The course employs a general systems approach as a framework for learning about policies, organizations, problem solving and change. Issues pertaining to adequacy, equity, access, and the direction of social services are considered in defining practitioner's roles and strategies. The course addresses issues of social and organizational accountability, program development, organizing on behalf of clients and professionals, and the ethics of policy and administrative practice. It focuses on preparing social workers for innovative, effective and integrated social work practice in diverse, complex, and urban environments.

## IV. COURSE OBJECTIVES

The Policy and Practice in Social Service Organizations course (SOWK 534) will:

Objective #	Objectives
1	Provide students with a framework for studying the history of social welfare in the US and analyzing the evolution of current welfare policies.
2	Teach basic skills of community assessment and the impact of social welfare policies on communities.
3	Provide information and methods for learning how to understand the legislative sources of social welfare services provided by organizations at the local, state, and national levels as well as legal mandates and organizational structures designed to deliver social services at the international level.
4	Provide opportunities for students to understand and practice the skills needed for macro practice with organizations, communities, and governments.
5	Teach and provide ways to practice effective team building, conflict resolution, and organizational goal setting.

## V. COURSE FORMAT / INSTRUCTIONAL METHODS

A combination of lecture, class discussion, and experiential exercises will be used in class. These exercises may include the use of videotapes, role-play, debates, or structured small group exercises. Material from the Community Immersion program as well as the student's field

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placement will be used to illustrate class content and to provide integration between class and field. As class discussion is an integral part of the learning process, students are expected to come to class ready to discuss required reading and its application to theory and practice. Attendance will be taken at each class.

The online teaching and learning environment provided by the University's Blackboard Academic Suite will support and facilitate student to student communication and interaction outside of class as well as access to instructor support. The URL for Blackboard is: <https://blackboard.usc.edu/>

## VI. STUDENT LEARNING OUTCOMES

Student learning for this course relates to one or more of the following ten social work core competencies:

Social Work Core Competencies	SOWK 534	Course Objective
1 Professional Identity	*	1, 4, 5
2 Ethical Practice		
3 Critical Thinking	*	1 - 5
4 Diversity in Practice	*	2
5 Human Rights & Justice	*	2
6 Research Based Practice		2, 3
7 Human Behavior		
8 Policy Practice	*	1 - 5
9 Practice Contexts		
10 Engage, Assess, Intervene, Evaluate		2, 3, 4

\* Highlighted in this course

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The following table explains the highlighted competencies for this course, the related student learning outcomes, and the method of assessment.

Competencies/ Knowledge, Values, Skills	Student Learning Outcomes	Method of Assessment
<p><b>Professional Identity</b>—Identify as a professional social worker and conduct oneself accordingly.</p> <p>Social workers competent in Professional Identity:</p> <ul style="list-style-type: none"> <li>▪ Serve as representatives of the profession, its mission, and its core values.</li> <li>▪ Know the profession’s history.</li> <li>▪ Commit themselves to the profession’s enhancement and to their own professional conduct and growth.</li> </ul>	<ol style="list-style-type: none"> <li>1. Advocate for client access to the services of social work.</li> <li>2. Practice personal reflection and self-correction to ensure continual professional development.</li> <li>3. Attend to professional roles and boundaries.</li> <li>4. Demonstrate professional demeanor in behavior, appearance, and communication.</li> <li>5. Engage in career-long learning.</li> </ol>	<p>Oral Presentation, Class Discussions, Written Assignments</p>

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<p><b>Critical Thinking</b>—Apply critical thinking to inform and communicate professional judgments.</p> <p>Social workers competent in Critical Thinking:</p> <ul style="list-style-type: none"> <li>▪ Are knowledgeable about the principles of logic, scientific inquiry, and reasoned discernment.</li> <li>▪ Use critical thinking augmented by creativity and curiosity.</li> <li>▪ Understand that critical thinking also requires the synthesis and communication of relevant information.</li> </ul>	<p>6. Distinguish, appraise, and integrate multiple sources of knowledge, including research-based knowledge, and practice wisdom.</p>	<p>Oral Presentation, Class Discussions, Written Assignments</p>
<p>7. Analyze models of assessment, prevention, intervention, and evaluation.</p>		
<p>8. Demonstrate effective oral and written communication in working with individuals, families, groups, organizations, communities, and colleagues.</p>		

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<p><b>Diversity in Practice</b>—Engage diversity and difference in practice.</p> <p>Social workers competent in Diversity in Practice:</p> <ul style="list-style-type: none"> <li>▪ Understand how diversity characterizes and shapes the human experience and is critical to the formation of identity.</li> <li>▪ Recognize that the dimensions of diversity reflect intersectionality of multiple factors including age, class, color, culture, disability, ethnicity, gender, gender identity and expression, immigration status, political ideology, race, religion, sex, and sexual orientation.</li> <li>▪ Appreciate that, as a consequence of difference, a person’s life experiences may include oppression, poverty, marginalization, and alienation as well as privilege, power, and acclaim.</li> </ul>	<p>9. Recognize the extent to which a culture’s structures and values may oppress, marginalize, alienate, or create or enhance privilege and power.</p>	<p>Oral Presentation and Written Assignment</p>
<p>10. Gain sufficient self-awareness to eliminate the influence of personal biases and values in working with diverse groups.</p>		
<p>11. Recognize and communicate understanding of the importance of difference in shaping life experiences.</p>		
<p>12. View themselves as learners and engage those with whom they work as informants.</p>		

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<p><b>Human Rights &amp; Justice</b>—Advance human rights and social and economic justice.</p> <p>Social workers competent in Human Rights &amp; Justice:</p> <ul style="list-style-type: none"> <li>▪ Acknowledge that each person, regardless of position in society, has basic human rights, such as freedom, safety, privacy, an adequate standard of living, health care, and education.</li> <li>▪ Recognize the global interconnections of oppression and are knowledgeable about theories of justice and strategies to promote human and civil rights.</li> <li>▪ Incorporates social justice practices in organizations, institutions, and society to ensure that these basic human rights are distributed equitably and without prejudice.</li> </ul>	<p>13. Understand the forms and mechanisms of oppression and discrimination.</p> <p>14. Advocate for human rights and social and economic justice.</p> <p>15. Engage in practices that advance social and economic justice.</p>	<p>Written Assignment</p>
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<p><b>Policy Practice</b>—Engage in policy practice to advance social and economic well-being and to deliver effective social work services.</p> <p>Social workers competent in Policy Practice:</p> <ul style="list-style-type: none"> <li>Understand that policy affects service delivery, and they actively engage in policy practice.</li> <li>Know the history and current structures of social policies and services, the role of policy in service delivery, and the role of practice in policy development.</li> </ul>	16. Analyze, formulate, and advocate for policies that advance social well-being.	Written Assignment
	17. Collaborate with colleagues and clients for effective policy action.	

## VII. COURSE ASSIGNMENTS, DUE DATES & GRADING

Assignment	Due Date	% of Final Grade
Assignment 1: 📖 Community Analysis	<b>9/2/2014</b>	20%
Assignment 2: 📖 Policies that Impact Lower-Income Families	<b>9/23/2014</b>	20%
Assignment 3: 🗣️ Student-lead policy/ethics class discussion	<b>From 9/30/2014</b>	20%
Assignment 4: 📖 Policy and Organizations	<b>12/2/2014</b>	30%
Class Participation	<b>Ongoing</b>	10%

### Assignment 1: Community Analysis research paper

Assignment #1 is short, research-based paper in which the student will apply theory and information from the professional literature to the community immersion experience and utilize a community assessment framework to analyze the community visited during Community Immersion. Specific guidelines for the assessment are presented in a separate written document.

**Due: at the beginning of class during Unit–2, i.e., 9/2/2014.**

*This assignment relates to student learning outcome 2, 3, 4.*



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## **Assignment 2: Case Study: Policies that impact families**

Assignment # 2 is a take-home exercise based on a case study handed out in class: students will develop a series of potentially helpful policies to assist a lower-income family. Guidelines will be shared in class.

**Due: at the beginning of class during Unit-5, i.e., 9/23/2014.**

*This assignment relates to student learning outcome 2, 3, 4.*

## **Assignment 3: Student-lead classroom discussion on current policy issue**

Assignment # 3 is based on students, working in small teams not to exceed three, (randomly chosen by the instructor) identifying a policy issue, creating a research-based one-page summary thereof – which includes the relevant NASW Code of Ethics – for use in class, and then leading a classroom discussion on the issue for about 15 minutes. Each student team will be assigned a date to lead this discussion starting in week 5, and weekly thereafter. Each group will have one week to prepare for the presentation. Written guidelines for the assessment are presented in a separate document.

**Due: weekly starting in Unit-6, i.e., 9/30/2014, according to a schedule established by the instructor.**

*This assignment relates to student learning outcome 1, 2, 3, 4, 5.*

## **Assignment 4: Organizations**

Assignment 4 is a research paper in which the students will describe the field agency in which they are placed (or another agency as determined with the instructor), identify the primary policies impacting the delivery of services in the agency, identify the various structural components of the agency and program services, discuss organizational culture and management style, and include an assessment of effectiveness of the agency's service delivery response to clients. Students will also identify an unmet agency need and discuss an appropriate response to that unmet need. Written guidelines for the assessment are presented in a separate document.

**Due: On the last day of class, Unit-15, i.e., 12/2/2013.**

**An electronic version of the assignment copy to be submitted via the 'Turnitin' link on course blackboard by 5.59pm on 12/2/2014.**

*This assignment relates to student learning outcome 1, 2, 3, 4, 5.*

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## Class Participation (10% of Course Grade)

Students are expected to contribute to the development of a positive learning environment and to demonstrate their learning through written and oral assignments and through active, oral class participation. Class participation should consist of meaningful, thoughtful, and respectful participation based on having completed required and independent readings and assignments prior to class. When in class, students should demonstrate their understanding of the material and be prepared to offer comments or reflections about the material and actively engage in experiential exercises. Alternatively, students may have a set of thoughtful questions about the material. Meaningful participation in online discussion modalities offered through the course blackboard is also counted towards class participation points. Class participation and reading are worth 10 points of the final grade.

Students are further expected to complete assignments on or before the due date and notify the instructor if they are having difficulty comprehending the course material or keeping up with the assignments. Failure to meet these expectations may result in the reduction of grades.

## Grading

Grading in this course will be based on class participation, compliance with the assignments and quality of the work produced. Within the School of Social Work, grades are determined in each class based on the following standards which have been established by the faculty of the School:

**Grades of A or A-** are reserved for student work which not only demonstrates very good mastery of content but which also shows that the student has undertaken a complex task, has applied critical thinking skills to the assignment, and/or has demonstrated creativity in her or his approach to the assignment. The difference between these two grades would be determined by the degree to which these skills have demonstrated by the student.

**A grade of B+** is given to work which is judged to be very good. This grade denotes that a student has demonstrated a more-than-competent understanding of the material being tested in the assignment.

**A grade of B** is given to student work which meets the basic requirements of the assignment. It denotes that the student has done adequate work on the assignment and meets basic course expectations.

**A grade of B-** denotes that a student's performance was less than adequate on an assignment, reflecting only moderate grasp of content and/or expectations.

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A **grade of C** reflects a minimal grasp of the assignments, poor organization of ideas and/or several significant areas requiring improvement.

**Grades between C- and F** denote a failure to meet minimum standards, reflecting serious deficiencies in all aspects of a student's performance on the assignment.

Class grades will be based on the following:

Class Grades		Final Grade	
3.85 – 4	A	93 – 100	A
3.60 – 3.84	A-	90 – 92	A-
3.25 – 3.59	B+	87 – 89	B+
2.90 – 3.24	B	83 – 86	B
2.60 – 2.87	B-	80 – 82	B-
2.25 – 2.50	C+	77 – 79	C+
1.90 – 2.24	C	73 – 76	C
Below 1.90	C- (Failing Grade)	70 – 72	C- (Failing Grade)

**Late Paper Policy:** All papers handed in after the due date will be penalized for lateness, the extent of the penalty determined according to the degree and quality of lateness.

**Rewrite policy:** Submitted papers earning a grade below “B” are allowed to be re-written and re-submitted to the professor, two weeks after the original paper is returned to the student, for a maximum grade (if earned) of “B.”

## VIII. REQUIRED AND SUPPLEMENTARY INSTRUCTIONAL MATERIALS & RESOURCES

### Required Textbooks

Gilbert, N. & Terrell, P. (2013). *Dimensions of social welfare policy* (8<sup>th</sup> ed.). Boston, MA: Allyn & Bacon.

(Note: The online version can be secured at [www.coursesmart.com](http://www.coursesmart.com).)

Nair, M.D., & Guerrero, E. G. (2014) *Evidence Based Macro Practice in Social Work*. Wheaton, IL: Gregory Publishing Company.

Fertig, R. D., & Rose, J. S. (2007). Selected chapter(s), in *100 Years of Social Work at USC 1906-2006*. Los Angeles, CA: University of Southern California

**Note:** Additional readings may be identified in the Course Outline for individual class sessions.

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## Required Articles and Readings

There are required and recommended readings that are assigned and may be found on ARES. Also, your instructor may assigned and recommend additional readings throughout the course. The assigned readings, other than the required texts, can be obtained through the USC Library ARES system

<https://usc.ares.atlas-sys.com/ares/>

Once logged into ARES, students should search by using the Lead Faculty instructor name (Murali Nair), and not the actual instructor's name. Students should also be able to find the readings by searching by the course number: SOWK 534.

The following information should be useful to those who have never used ARES before:

ARES uses USC's authentication system to allow access to reserves materials and courses. First time users can access ARES by logging in with your USC username and email password followed by filling out a brief one-time information form. Your USC username is the same as the e-mail username assigned to every enrolled USC student, as well as every staff and faculty. The username is everything before the @ symbol in your USC email address. After you login into ARES, you need to search for the class you want to add. There are two ways to search. First, under the **Student Tools** menu on the left hand side of the screen, click on **Search Classes**. On the subsequent page, click on the appropriate drop-down menu to select by Department, Instructor (easiest method), or Course Number. **Note:** If you select Class Name under Course Number, you will need to know the title of your class as found on the class syllabus or in the [USC Schedule of Classes](#). Once you locate the class, click on **Go** and on the subsequent page click the **Add Class** link located to the left of the search results to add the class you need. After you are finished searching, click on **Main Menu** and you will see all the classes you have added.

## Required Websites

Please bookmark the following websites:

National Association of Social Workers: <http://www.naswdc.org>

California Social Welfare Archives:

<http://www.usc.edu/libraries/archives/arc/libraries/cswa/index.html>

Social Work Hall of Distinction: <http://www.socialworkhallofdistinction.org>

**ARES:** <https://usc.ares.atlas-sys.com/help.shtm>

USC Guide to Avoiding Plagiarism: [http://www.usc.edu/student-affairs/student-conduct/ug\\_plag.htm](http://www.usc.edu/student-affairs/student-conduct/ug_plag.htm)

## Recommended Guidebook for APA Style Formatting

American Psychological Association (2009). *Publication manual of the American Psychological Association* (6<sup>th</sup> ed.). Washington: APA.

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## Course Overview

Session	Topic
1 8/26/2014	▶ What is Social Work? Who is a Social Worker? What is Policy? Why does Place matter?
2 9/02/2014	▶ History: Founding through Plutocracy: Key milestones in American Social Work History (📖 <b>Assignment 1 Due!</b> )
3 9/09/2014	▶ Change Agents from Jane Addams to Leymah Gbowee
4 9/16/2014	▶ NASW Code of Ethics and Professionalism
5 9/23/2014	▶ The Modern Welfare State and the Economic Safety Net (📖 <b>Assignment 2 Due!</b> )
6 9/30/2014	▶ <b>↑ ↑ Student Team Policy Discussion</b> Child Welfare and Protection
7 10/07/2014	▶ <b>↑ ↑ Student Team Policy Discussion</b> Education, Equality and Effectiveness
8 10/14/2014	▶ <b>↑ ↑ Student Team Policy Discussion</b> Mental Health: Systems and Delivery
9 10/21/2014	▶ <b>↑ ↑ Student Team Policy Discussion</b> Criminal Justice
10 10/28/2014	▶ <b>↑ ↑ Student Team Policy Discussion</b> Healthcare Reform: Affordable Health Care Act
11 11/04/2014	▶ <b>↑ ↑ Student Team Policy Discussion</b> How are Social Services Organizations Managed and Assessed?
12 11/11/2014	▶ <b>↑ ↑ Student Team Policy Discussion</b> How are Social Service Programs/Initiatives Funded?
13 11/18/2014	▶ <b>↑ ↑ Student Team Policy Discussion</b> How are Social Work Programs and Services Delivered?
14 11/25/2014	▶ <b>↑ ↑ Student Team Policy Discussion</b> International Policy and Global Social Work Practice
15 12/02/2014	▶ Reflections on Macro Practice & Professional Identity (📖 <b>Assignment 4: due on Blackboard (Turnitin) by 6pm!</b> )

Disclaimer: Class session topics are likely to be changed at instructor's discretion.

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## Course Schedule—Detailed Description

### Part 1: Introduction to Macro Practice: Values and Significance

<b>Unit 1:</b>	<b>What is Social Work? Who is a Social Worker? What is Policy? Why does “Place” Matter?</b>	<b>8/26/2014</b>
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This Unit relates to course objectives 1, 2 and 4.

#### Required Readings

- Gilbert, N., & Terrell, P. (2013). The field of social welfare policy. In *Dimensions of social welfare policy* (8<sup>th</sup> ed., chap. 1, pp. 1-24). Boston, MA: Allyn & Bacon.
- **Nair, M.D., & Guerrero, E. G.** (2014). Preface - Overview of Macro Practice. In *Evidence Based Macro Practice in Social Work*. (Preface, pp.1-6). Wheaton, IL: Gregory Publishing Company.
- **Nair, M.D., & Guerrero, E. G.** (2014). Models of Macro Practice – Systems, Organizations and Community. In *Evidence Based Macro Practice in Social Work*. (Chapter 3, pp.23-27). Wheaton, IL: Gregory Publishing Company.
- **Nair, M.D., & Guerrero, E. G.** (2014). Theoretical Understanding of Macro Practice – Organizational and Community Level. In *Evidence Based Macro Practice in Social Work*. (Chapter 2, pp.14-20). Wheaton, IL: Gregory Publishing Company.
- **Nair, M.D., & Guerrero, E. G.** (2014). Social Work: Website resources. In *Evidence Based Macro Practice in Social Work*. (Appendix A, p. 360). Wheaton, IL: Gregory Publishing Company.
- Rothman, J. & Mizrahi, T. (2014). Balancing Micro and Macro Practice: A Challenge for Social Work. *Social Work*. (Vol. 59, Issue 1 pp.91-93).

#### Recommended Readings

- Dreier, P., Mollenkopf, J., & Swanstrom, T. (2001). *Place Matters*. Lawrence, KS: University Press of Kansas. **Chapter 3:** The Costs of Economic Segregation and Sprawl, pages 82-90.
- The Many Faces of Social Work :  
<http://www.youtube.com/watch?v=77UGDj48oHs>

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- National Association of Social Workers:  
<http://www.socialworkers.org/pressroom/features/general/profession.asp>
- DEFINING SOCIAL WORK FOR THE 21ST CENTURY: (2014) THE INTERNATIONAL FEDERATION OF SOCIAL WORKERS.  
<http://isw.sagepub.com/content/47/3/407.short?rss=1&ssource=mfc>  
<http://ifsw.org/policies/global-standards/>

## In-Class Material

- Los Angeles County Department of Children and Family Services: Class Specification: Social Worker.

## Part 2: A Historic, Heroic and Ethical Perspective

**Unit 2: History: Founding through Plutocracy: Key milestones in American Social Work History** **9/02/2014**

This Unit relates to course objective 1.

**Assignment 1 due at the beginning of class.**

## Required Readings

- **Fertig, R. D., & Rose, J.** (2007). *100 Years of Social Work at USC 1906-2006* (pp. 1 – 54). Los Angeles, CA: University of Southern California.
- **Nair, M.D., & Guerrero, E. G.** (2014). Evolution of Macro Practice: A Quest for Human Spirit. In *Evidence Based Macro Practice in Social Work*. (Chapter 1, pp.6-13). Wheaton, IL: Gregory Publishing Company.
- White, M, (2012). Atlantic Slave Trade, in *The Great Big Book of Horrible Things* (pages 161-171). New York, London: W.W. Norton and Company.
- Menand, L: How the Deal went Down: Saving democracy in the Depression. *The New Yorker*, March 4, 2013.

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## Recommended Readings

- Mizrahi, T. & Davis, L.E. (eds.). (2008). Encyclopedia of Social Work (20th ed.). Oxford University Press. *Great Depression*, 4:73-74; 4:99.
- Mizrahi, T. & Davis, L.E. (eds.). (2008). Encyclopedia of Social Work (20th ed.). Oxford University Press. *War on Poverty*, 4:292-293.

## In-Class Material

- US Constitution: Article 1, section 2, paragraph 3; Article 1, section 9; Article 4, section 2

## Unit 3: Change Agents from Jane Addams to Leymah Gbowee

9/09/2014

This Unit relates to course objectives 1, 2, 3 and 4.

## Required Readings

- Fertig, R. D., & Rose, J. (2007). *100 Years of Social Work at USC 1906-2006* (pp. 55 – 81). Los Angeles, CA: University of Southern California.
- Nair, M.D., & Guerrero, E. G. (2014). The Emergence of a Community Problem - Analysis. In *Evidence Based Macro Practice in Social Work*. (Chapters 20-21, pp.252-278). Wheaton, IL: Gregory Publishing Company.
- The Life and Work of Jane Addams  
<http://www.youtube.com/watch?v=Tw4GZeABINI>
- Leymah Gbowee: Unlock the intelligence, passion, greatness of girls  
[http://www.ted.com/talks/leymah\\_gbowee\\_unlock\\_the\\_intelligence\\_passion\\_greatness\\_of\\_girls.html](http://www.ted.com/talks/leymah_gbowee_unlock_the_intelligence_passion_greatness_of_girls.html)

## Recommended Readings

- Kemp, S. P., & Brandwein, R. (2010). Feminisms and social work in the United States: An intertwined history. *Affilia*, 25(4), 341-364.



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- Jane Addams. (June 1913). “If Men Were Seeking the Franchise” Ladies’ Home Journal. Library of Congress.  
<http://nationalhumanitiescenter.org/pds/gilded/power/text12/addams.pdf>
- The California Social Welfare Archive (CSWA):  
<http://www.usc.edu/libraries/archives/arc/libraries/cswa/index.php>

## Unit 4: NASW Code of Ethics, and Professionalism

9/16/2014

This Unit relates to course objectives 1, 2, 3 and 4.

### Required Readings

- The NASW Code of Ethics; found at <http://www.socialworkers.org/pubs/code/code.asp>
- **Nair, M.D., & Guerrero, E. G.** (2014). Diversity and Inclusion – Dealing with Ethical Issues. In Evidence Based Macro Practice in Social Work. (Chapter 9, pp.92-101). Wheaton, IL: Gregory Publishing Company.
- **Nair, M.D., & Guerrero, E. G.** (2014). Social Workers’ Code of Ethics. In Evidence Based Macro Practice in Social Work. (Appendix C, pp.371-376). Wheaton, IL: Gregory Publishing Company.
- **Nair, M.D., & Guerrero, E. G.** (2014). Human Service Management Competencies: A Guide for non-profit Human Service Agencies. In Evidence Based Macro Practice in Social Work. (Appendix B, pp.362-370). Wheaton, IL: Gregory Publishing Company.
- Hardina, D. (2004). Guidelines for ethical practice in community organization. *Social Work*, 49(4), 595-604

### Recommended Readings

- Mizrahi, T., & Davis, L.E.(eds.). (2008). Encyclopedia of Social Work (20th ed.). Oxford University Press. *Code of Ethics*, 1:326-330; 2:146-147.
- Hasenfeld, Y., & Garrow, E.E. (2012). Nonprofit human-service organizations, social rights, and advocacy in neoliberal welfare state. *Social Service Review*, 86(2): 295-322.

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- What is an Ethical Dilemma in Social Work  
[http://www.socialworker.com/feature-articles/ethics/articles/What\\_Is\\_an\\_Ethical\\_Dilemma%3F/](http://www.socialworker.com/feature-articles/ethics/articles/What_Is_an_Ethical_Dilemma%3F/)

## Part 3: Social Welfare Policy

**Unit 5: The Modern Welfare State and the Economic Safety Net**

**9/23/2014**

This Unit relates to course objectives 1, 2, 3 and 4.

**Assignment 2 due at the beginning of class.**

### Required Readings

- Gilbert, N. & Terrell, P. (2013). The modern welfare state. In *Dimensions of social welfare policy* (8<sup>th</sup> ed., chap. 2, pp. 27-56). Boston, MA: Allyn & Bacon.
- Blake J. "Return of the Welfare Queen," in CNN: January 23, 2012  
<http://inamerica.blogs.cnn.com/2012/01/23/return-of-the-welfare-queen/>
- Appelbaum, B.: Even critics of safety net increasingly depend on it. *New York Times*, February 12, 2012.
- **Nair, M.D., & Guerrero, E. G.** (2014) Case study on Safety net. In Evidence Based Macro Practice in Social Work (Chapter 17, pp. 201, 212-214). Wheaton, IL. Gregory Publications.

### Recommended Readings

- Goldberg, G.S. (2012). Economic inequality and economic crisis: A challenge for social workers. *Social work*, 57(3): 211-224.
- Knapp, M., Bauer, A., Perkins, M., & Snell, T. (2013). Building community capital in social care: is there an economic case? *Community Development Journal*, 48(2): 313-331.
- Raising a family on three minimum wage jobs:  
<http://money.cnn.com/2013/09/20/news/economy/three-minimum-wage-jobs/>

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## Unit 6: Child Welfare and Protection

9/30/2014

This Unit relates to course objectives 1, 2, 3 and 4.

### Student Team Policy Discussions start.

#### Required Readings

- 100 Best Practices in Child Protection (2014) published by The Protection Project, The Johns Hopkins University Paul H. Nitze School of Advanced International Studies (SAIS) & The International Centre for Missing & Exploited Children (ICMEC).
  - Retrieved from <http://www.protectionproject.org/wp-content/uploads/2014/01/Best-Practices-in-Child-Protection-2013.pdf>
- Calhoun, A.: (2012) The Criminalization of Bad Mothers. *The New York Times Magazine*, published Apr 25, 2012
- Finch, I. & Schott, L. (2013) The value of TANF benefits continue to erode in 2012. Center for Budget and Policy Priorities, 1-20
- **Nair, M.D., & Guerrero, E. G.** (2014). Children and Youth: Website Directory. In Evidence Based Macro Practice in Social Work. (Appendix A, p.356). Wheaton, IL: Gregory Publishing Company.
- **Nair, M.D., & Guerrero, E. G.** (2014) Case Study on Child Welfare and Protection. In Evidence Based Macro Practice in Social Work (Chapter 17 PP. 199-200, 204-205, 206-207, 213; Chapter 28, P 342, p 348 and Chapter 29 p. 353). Wheaton, IL. Gregory Publications.

#### Recommended Readings

- Glisson, C., Green, P., & Williams, N. J. (2012). Assessing the Organizational Social Context (OSC) of child welfare systems: Implications for research and practice. *Child Abuse & Neglect*, 36(9), 621-632.
- Maxwell, N., Scourfield, J., Featherstone, B., Holland, S., & Tolman, R. (2012). Engaging fathers in child welfare services: a narrative review of recent research evidence. *Child & Family Social Work*, 17(2), 160-169.
- **McCroskey, J.** (2007). Using child and family indicators to influence communities and policy in Los Angeles County. *Social Indicators Research*, 83, 125-148.

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## Unit 7: Education, Equality and Effectiveness

10/7/2014

This Unit relates to course objectives 1, 2, 3, 4.

### Required Readings

- Potapchuk, W.R. (2013). The role of community schools in placed-based initiatives: Collaborating for student success, pp. 1-27. Washington, DC: Coalition for Community Schools, Institute for Educational Leadership.
- Whatever it takes: A white paper on the Harlem Children's Zone (2014) Retrieved from <http://hcz.org/wp-content/uploads/2014/04/HCZ-White-Paper.pdf>
- Dismantling the School to Prison Pipeline in California (2014). Retrieved from <http://www.cdfca.org/policy-priorities/dismantling-the-school-to-prison-pipeline/>
- Nair, M.D., & Guerrero, E. G. (2014) Case Study on Education. In Evidence Based Macro Practice in Social Work (Chapter 17 PP. 199-200, 206-207; Chapter 28, P 342). Wheaton, IL. Gregory Publications.

### Recommended Readings

- Education reform. (2011). *Choice Reviews Online*, 48(11), 48 – 64.
- Schmidt, W. H., Cogan, L. S., & McKnight, C. C. (2010). Equality of Educational Opportunity. At: <http://www.aft.org/pdfs/americaneducator/winter1011/Schmidt.pdf>
- Strategic Plans – American Educational System (2014). U.S. Department of Education. Retrieved from <http://www2.ed.gov/about/reports/strat/plan2011-14/draft-strategic-plan.pdf>

## Unit 8: Mental Health: Systems and Delivery

10/14/2014

This Unit relates to course objectives 1, 2, 3 and 4.

### Required Readings

- Gilbert, N. & Terrell, P. (2010). The design of the delivery system. In *Dimensions of social welfare policy* (7<sup>th</sup> ed., chap. 6, pp. 154-192). Boston, MA: Allyn & Bacon.

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- US Mental Health Delivery System Infrastructure (2014) Retrieved from <http://www.fas.org/sgp/crs/misc/R40536.pdf>
- Currey, R. (2007). PTSD in today's war veterans: The road to recovery. *Social Work Today*, 7(4), 12-16. <http://www.socialworktoday.com/archive/julyaug2007p13.shtml>
- **Nair, M.D., & Guerrero, E. G.** (2014) Case Study on Mental Health- in Evidence Based Macro Practice in Social Work (Chapter 17 PP. 201). Wheaton, IL. Gregory Publications.

## Recommended Readings

- **Barrio, C., Palinkas, L. A., Yamada, A. M.,** Fuentes, D., Criado, V., Garcia, P., & Jeste, D. V. (2008). Unmet needs for mental health services for Latino older adults: Perspectives from consumers, family members, advocates, and service providers. *Community Mental Health Journal*, 44(1), 57-74. DOI 10.1007/s10597-007-9112-9.
- **Mennen, F. E. & Trickett, P.** (2007). Mental health services to urban minority children. *Children and Youth Services Review*, 27, 577-593. DOI: 10.1016/j.childyouth.2007.05.007
- Mizrahi, T. & Davis, L.E.(eds.). (2008). Encyclopedia of Social Work (20th ed.). Oxford University Press. *Mental health*, 3:221-236.
- Global Perspective on Mental Health (2014). Retrieved from [http://www.ispn-  
psych.org/docs/GlobalPerspectMentalHlth0804.pdf](http://www.ispn-psych.org/docs/GlobalPerspectMentalHlth0804.pdf)

**Unit 9: Criminal Justice**

**10/21/2014**

This Unit relates to course objectives 1, 2, 3, 4 and 5.

## Required Readings

- Gopnick,A. “The Caging of America,” published in *The New Yorker*: January 30, 2012.

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- Welsh, B.C. & Farrington, D.P. (2013 December). "Preventing Crime is Hard Work: Early Intervention, Developmental Criminology, and the Enduring Legacy of James Q. Wilson". *Journal of Criminal Justice*. [Volume 41, Issue 6](#), December 2013, Pages 448–451.
- Nair, M.D., & Guerrero, E. G. (2014) Case Study on Criminal Justice- in Evidence Based Macro Practice in Social Work (Chapter 17 PP. 203-204, 209-210; Chapter 29, P 351). Wheaton, IL. Gregory Publications

## Recommended Readings

- Mizrahi, T. & Davis, L.E. (eds.). (2008). Encyclopedia of Social Work (20th ed.). Oxford University Press. *Criminal Justice system*, 1:470-484
- Backes, B. & Rorie, M. (2013). Partners in research: Lessons learned in Los Angeles. *National Institute of Justice Journal*, 272. <http://nij.gov/nij/journals/272/research-partners.htm>
- Andrews, D. A., & Bonta, J. (2010). Rehabilitating criminal justice policy and practice. *Psychology, Public Policy and Law*, 16, 39-418.
- Springer, S. A., Azar, M. M., & Altice, F. L. (2011). HIV, alcohol dependence, and the criminal justice system: a review and call for evidence-based treatment for released prisoners. *The American Journal of Drug and Alcohol Abuse*, 37(1), 12-21.

## Unit 10: Healthcare Reform: Affordable Health Care Act

10/28/2014

This Unit relates to course objectives 1, 2, 3, 4, 5.

## Required Readings

- United States Department of Health and Human Services. (2013). *Key Features of the Affordable Care Act*. U.S. Department of Health & Human Services. Retrieved from: <http://www.hhs.gov/healthcare/facts/timeline/timeline-text.html>
- Andrews, C. M., Darnell, J.S., & McBride, T. D., & Gehlert, S. (2013). Social Work and Implementation of the Affordable Care Act. *Health Social Work*, 38 (2): 67-71.

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- Robert Wood Johnson Foundation (2013). Health Insurance Exchanges and State Decisions. Exchanges must be ready to begin enrolling people by October 2013. How is each state preparing? Health Policy Brief, 1-6. Health Affairs, Robert Wood Johnson Foundation.
- **Nair, M.D., & Guerrero, E. G.** (2014). Case Study: Problem Solving Case in Macro Practice – An Impossible Dream. In Evidence Based Macro Practice in Social Work. (Chapter 28, p.348). Wheaton, IL: Gregory Publishing Company.

## Recommended Readings

- **Ell, K., & Vourlekis, B.** (2005). *Social work in health care in 2025: the landscape and paths to transformation*. Advances in Social Work, 6(1): pages 182-192.
- Anderson, G., Reinhardt, U., Hussey, P. & Petrosyan, V. (2014). Health Care: Why The United States is so different from other countries. Health Affairs. (June 2014. V.33, N.6. pp. 89-105).
- NASW. (2014). Social Work and Health Care Reform. Washington D.C. National Association of Social Workers. Retrieved from:  
<http://www.naswdc.org/advocacy/healthcarereform/default.asp>

## Unit 11: How are Social Service Organizations Managed and Assessed?

11/4/2014

This Unit relates to course objectives 1, 2, 3, 4 and 5.

## Required Readings

- **Nair, M.D., & Guerrero, E. G.** (2014). Structures and Processes – Work of the Social Service Organizations. In Evidence Based Macro Practice in Social Work. (Chapter 5, pp.38-47). Wheaton, IL 60189: Gregory Publishing Company.
- **Nair, M.D., & Guerrero, E. G.** (2014). The Service Delivery System. In Evidence Based Macro Practice in Social Work. (Chapter 6, pp.49-63). Wheaton, IL: Gregory Publishing Company.

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- **Nair, M.D., & Guerrero, E. G.** (2014). Developing and Coordinating – Culture and Climate In Evidence Based Macro Practice in Social Work. (Chapters 7 - 8, pp.65-90). Wheaton, IL: Gregory Publishing Company.
- **Nair, M.D., & Guerrero, E. G.** (2014). Non Profit Organizations: Website Directory. In Evidence Based Macro Practice in Social Work. (Appendix A, p.359). Wheaton, IL: Gregory Publishing Company.
- Brody, R & **Nair, M.D.** (2014). Leading the Organization. In Leading and Managing Human Service Organizations. (Chapter 1. Pp. 3-19). Thousand Oaks: Sage Publications.

## Recommended Readings

- Findler, L., **Wind, L., & Mor Barak, M. E.** (2007). The challenge of workforce management in a global society: Modeling the relationship between diversity, organizational culture, and employee well-being, job satisfaction and organizational commitment. *Administration in Social Work*, 31(3), 63-94.
- Mizrahi, T. & Davis, L.E.(eds.). (2008). Encyclopedia of Social Work (20th ed.). Oxford University Press. *Analytic Skills*, 3:64.
- Patras, J. & Klest, S. K. (2013). Development of a collective efficacy measure for use in social service organizations. *Journal of social work*, 13: 96-106. Sage Journals. Doi:10.1177/1468017311412034

## Part 4: The Basics: Funding, Service Delivery and Leadership

### Unit 12: How are Social Service Programs/Initiatives Funded?

11/11/2014

This Unit relates to course objectives 1, 2, 3, 4 and 5.

## Required Readings

- Gilbert, N. & Terrell, P. (2013). The mode of finance: sources of funds. In *Dimensions of social welfare policy* (8<sup>th</sup> ed., chap. 7, pp. 185-216). Boston, MA: Allyn & Bacon.
- **Nair, M.D., & Guerrero, E. G.** (2014). Searching for Funds – Preparing Effective Grant Proposals In Evidence Based Macro Practice in Social Work. (Chapter 12-13, pp.130-166). Wheaton, IL: Gregory Publishing Company.



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- **Nair, M.D., & Guerrero, E. G.** (2014). Leadership. In Evidence Based Macro Practice in Social Work. (Chapter 11, pp.116-127). Wheaton, IL: Gregory Publishing Company.

## Recommended Readings

- Knapp, M., Bauer, A., Perkins, M., & Snell, T. (2013). Building community capital in social care: is there an economic case? *Community Development Journal*, 48(2): 313-331: Oxford Press. doi: 10.1093/cdj/bss021
- Financial empowerment training for social service programs  
[http://files.consumerfinance.gov/f/201309\\_cfpb\\_report\\_training-for-social-services.pdf](http://files.consumerfinance.gov/f/201309_cfpb_report_training-for-social-services.pdf)
- United States Budget in Brief (2014)  
<http://www.dol.gov/dol/budget/2014/PDF/FY2014BIB.pdf>

## Unit 13: How are Social Work Programs and Services Delivered?

11/18/2014

This Unit relates to course objectives 1, 2, 3, 4 and 5.

## Required Readings

- Gilbert, N. & Terrell, P. (2013). The design of the delivery system. In *Dimensions of social welfare policy* (8<sup>th</sup> ed., chap.6, pp. 153-182). Boston, MA: Allyn & Bacon.
- **Nair, M.D., & Guerrero, E. G.** (2014). Strategic & Action Planning – Implementing Achievable Plans. In Evidence Based Macro Practice in Social Work. (Chapters 14, 15, 16, pp.168-196). Wheaton, IL: Gregory Publishing Company.
- Spread Thin: Human Services Organizations in Poor Neighborhoods 2013: The State of the Non-profit Sector in Los Angeles. Published by the UCLA Luskin School for Public Affairs.

## Recommended Readings

- Frahm, K. A., & Martin, L. L. (2009). From government to governance: Implications for social work administration. *Administration in Social Work*, 33(4), 407-422.

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- Schmid, H. (2012). Nonprofit human service: Between identity blurring and adaption to changing environments. *Administration in social work*, 37(3): 242-256: Taylor & Francis Group. doi: 10.1080/03643107.2012.676611
- Toth, S. L., & Manly, J. T. (2011). Bridging research and practice: Challenges and successes in implementing evidence-based preventive intervention strategies for child maltreatment. *Child abuse & neglect*, 35(8), 633-636.

## Part 5: The Global Connectedness of Policy

### Unit 14: International Policy and Global Social Work Practice

11/25/2014

This Unit relates to course objectives 1, 2, 3, 4 and 5.

#### Required Readings

- Nair, M.D., & Guerrero, E. G. (2014). International Social Work Practice In Evidence Based Macro Practice in Social Work. (Chapter 26, pp.321-332). Wheaton, IL 60189: Gregory Publishing Company.
- Gilbert, N. & Terrell, P. (2013). Policy dimensions: International trends in the twenty-first century. In *Dimensions of social welfare policy* (8<sup>th</sup> ed., chap. 9, pp. 254-266). Boston, MA: Allyn & Bacon.
- National Association of Social Workers. (2010). *International social work – Fact sheet*. Retrieved from: <http://www.naswdc.org/pressroom/features/issue/international.asp>
- The Millennium Development Goals Report 2013. United Nations. New York. Retrieved from: <http://www.un.org/en/development/desa/publications/mdgs-report-2013.html>

#### Recommended Readings

- Hong, P. Y. P., & Song, I. H. (2010). Globalization of social work practice: Global and local responses to globalization. *International Social Work*, 53(5), 656-670.
- Mizrahi, T. & Davis, L.E. (eds.). (2008). Encyclopedia of Social Work (20th ed.). Oxford University Press. *International social work*, 2:482-493.

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- **Nair, M.D.**, & Nair, U.K. (2013) International Volunteer Work. In Engaged Learning. (Chapter 8, p. 123-129) Los Angeles, CA: USC Figueroa Press.
- Trygged, S. (2010). Balancing the global and the local: Some normative reflections on international social work. *International Social Work*, 53(5), 644-655.

## Unit 15: Reflections on Social Work Macro Practice and Professional Identity

12/2/2014

**Final Assignment due in class. An electronic copy is to be sent via the Turnitin link on blackboard by 5.59pm.**

This Unit relates to course objectives 1, 2, 3, 4 and 5.

This class session will involve a review of all of the course objectives and a summary of how the objectives have been achieved.

**STUDY DAYS / NO CLASSES (12/6/2014 – 12/9/2014)**

**FINALS WEEK**

**12/10/2014 – 12/17/2014**

- Note: Author names in **this font color** indicate those of faculty members from the USC School of Social Work.

# USC Social Work

## University Policies and Guidelines

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### **IX. ATTENDANCE POLICY**

Students are expected to attend every class and to remain in class for the duration of the unit. Failure to attend class or arriving late may impact your ability to achieve course objectives which could affect your course grade. Students are expected to notify the instructor by email ([jallgood@usc.edu](mailto:jallgood@usc.edu)) of any anticipated absence or reason for tardiness.

University of Southern California policy permits students to be excused from class for the observance of religious holy days. This policy also covers scheduled final examinations which conflict with students' observance of a holy day. Students must make arrangements *in advance* to complete class work which will be missed, or to reschedule an examination, due to holy days observance.

Please refer to Scampus and to the USC School of Social Work Student Handbook for additional information on attendance policies.

### **X. STATEMENT ON ACADEMIC INTEGRITY**

USC seeks to maintain an optimal learning environment. General principles of academic honesty include the concept of respect for the intellectual property of others, the expectation that individual work will be submitted unless otherwise allowed by an instructor, and the obligations both to protect one's own academic work from misuse by others as well as to avoid using another's work as one's own. All students are expected to understand and abide by these principles. *SCampus*, the Student Guidebook, contains the Student Conduct Code in Section 11.00, while the recommended sanctions are located in Appendix A: <http://www.usc.edu/dept/publications/SCAMPUS/gov/>. Students will be referred to the Office of Student Judicial Affairs and Community Standards for further review, should there be any suspicion of academic dishonesty. The Review process can be found at: <http://www.usc.edu/student-affairs/SJACS/>.

Additionally, it should be noted that violations of academic integrity are not only violations of USC principles and policies, but also violations of the values of the social work profession.

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## XI. STATEMENT FOR STUDENTS WITH DISABILITIES

Any student requesting academic accommodations based on a disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. *Please be sure the letter is delivered to the instructor as early in the semester as possible.* DSP is located in STU 301 and is open from 8:30 a.m. to 5:00 p.m., Monday through Friday.

Students from all academic centers (including the Virtual Academic Center) may contact Ed Roth, Director of the DSP office at 213-740-0776 or [ability@usc.edu](mailto:ability@usc.edu).

## XII. EMERGENCY RESPONSE INFORMATION

**Note:** The following Emergency Response Information pertains to students on campus, but please note its importance should you be on campus for a temporary or extended period. When not on campus: Call the 911 listing in your local community for any emergency.

To receive information, call the main number (213) 740-2711, press #2. “For recorded announcements, events, emergency communications or critical incident information.”

To leave a message, call (213) 740-8311

For additional university information, please call (213) 740-9233

Or visit university website: <http://emergency.usc.edu>

If it becomes necessary to evacuate the building, please go to the following locations carefully and using stairwells only. Never use elevators in an emergency evacuation.

Students may also sign up for a **USC Trojans Alert** account to receive alerts and emergency notifications on their cell phone, pager, PDA, or e-mail account. Register at <https://trojansalert.usc.edu>.

UNIVERSITY PARK CAMPUS		ACADEMIC CENTERS	
<b>City Center</b>	Front of Building (12 <sup>th</sup> & Olive)	<b>Orange County</b>	Faculty Parking Lot
<b>MRF</b>	Lot B	<b>San Diego</b>	Building Parking Lot
<b>SWC</b>	Lot B	<b>Skirball</b>	Front of Building
<b>VKC</b>	McCarthy Quad		
<b>WPH</b>	McCarthy Quad		

Do not re-enter the building until given the “all clear” by emergency personnel.

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## **XIII. STATEMENT ABOUT INCOMPLETES**

The Grade of Incomplete (IN) can be assigned only if there is work not completed because of a documented illness or some other emergency occurring after the 12th week of the semester. Students must NOT assume that the instructor will agree to the grade of IN. Removal of the grade of IN must be instituted by the student and agreed to be the instructor and reported on the official “Incomplete Completion Form.”

## **XIV. POLICY ON LATE OR MAKE-UP WORK**

Papers are due on the day and time specified. Extensions will be granted only for extenuating circumstances, but will incur a grading penalty. See above in section VII for more information.

## **XV. POLICY ON CHANGES TO THE SYLLABUS AND/OR COURSE REQUIREMENTS**

It may be necessary to make some adjustments in the syllabus during the semester in order to respond to unforeseen or extenuating circumstances. Adjustments that are made will be communicated to students both verbally and in writing.

## **XVI. CODE OF ETHICS OF THE NATIONAL ASSOCIATION OF SOCIAL WORKERS (OPTIONAL)**

*Approved by the 1996 NASW Delegate Assembly and revised by the 2008 NASW Delegate Assembly [<http://www.socialworkers.org/pubs/Code/code.asp>]*

### **Preamble**

The primary mission of the social work profession is to enhance human wellbeing and help meet the basic human needs of all people, with particular attention to the needs and empowerment of people who are vulnerable, oppressed, and living in poverty. A historic and defining feature of social work is the profession’s focus on individual wellbeing in a social context and the wellbeing of society. Fundamental to social work is attention to the environmental forces that create, contribute to, and address problems in living.

Social workers promote social justice and social change with and on behalf of clients. “Clients” is used inclusively to refer to individuals, families, groups, organizations, and communities. Social workers are sensitive to cultural and ethnic diversity and strive to end discrimination, oppression, poverty, and other forms of social injustice. These activities may be in the form of direct practice, community organizing, supervision, consultation administration, advocacy, social

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and political action, policy development and implementation, education, and research and evaluation. Social workers seek to enhance the capacity of people to address their own needs. Social workers also seek to promote the responsiveness of organizations, communities, and other social institutions to individuals' needs and social problems.

The mission of the social work profession is rooted in a set of core values. These core values, embraced by social workers throughout the profession's history, are the foundation of social work's unique purpose and perspective:

- Service
- Social justice
- Dignity and worth of the person
- Importance of human relationships
- Integrity
- Competence

This constellation of core values reflects what is unique to the social work profession. Core values, and the principles that flow from them, must be balanced within the context and complexity of the human experience.

## **XVII. COMPLAINTS**

If you have a complaint or concern about the course or the instructor, please discuss it first with the instructor. If you feel you cannot discuss it with the instructor, contact the chair of the sequence, Sam Mistrano, at [mistrano@usc.edu](mailto:mistrano@usc.edu) or Murali Nair at [muralina@usc.edu](mailto:muralina@usc.edu). If you do not receive a satisfactory response or solution, contact your advisor or Dr. Paul Maiden, Vice Dean and Professor of Academic and Student Affairs, at [rmaiden@usc.edu](mailto:rmaiden@usc.edu). Or, if you are a student of the VAC, contact June Wiley, Director of the Virtual Academic Center, at (213) 821-0901 or [june.wiley@usc.edu](mailto:june.wiley@usc.edu) for further guidance

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## XVIII. TIPS FOR MAXIMIZING YOUR LEARNING EXPERIENCE IN THIS COURSE

- ✓ Be mindful of getting proper nutrition, exercise, rest and sleep!
- ✓ Come to class.
- ✓ Complete required readings and assignments before coming to class.
- ✓ Before coming to class, review the materials from the previous Unit and the current Unit, and scan the topics to be covered in the next Unit.
- ✓ Come to class prepared to ask any questions you might have.
- ✓ Participate in class discussions.
- ✓ After you leave class, review the materials assigned for that Unit again, along with your notes from that Unit.
- ✓ If you don't understand something, ask questions! Ask questions in class, during office hours, and/or through email!
- ✓ Keep up with the assigned readings.

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*Don't procrastinate or postpone working on assignments.*

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