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## APPENDIX E

### Committee and Administrative Structure of the School of Social Work

The University of Iowa, School of Social Work is a School housed within the College of Liberal Arts and Sciences (CLAS). The School offers the BA in Social Work (BA), the Masters of Social Work (MSW) and the PhD. The BA is conferred by CLAS and the MSW and PhD degrees are conferred by the Graduate College. The BA and MSW are acknowledged as professional degree programs, and the PhD primarily prepares students for scholarship and teaching. The School's policies and procedures must be consistent with CLAS policies for the BA program and the Graduate College and CLAS policies for the MSW and PhD programs.

**The Director of the School of Social Work.** The Director of the School is also the Departmental Executive Officer (DEO) of the Department of Social Work in CLAS. Our Director, Sara Sanders, is currently in her third year of service. The Director is recommended by the School's Faculty of the Whole to the CLAS Associate Dean for Faculty who approves the appointment, and mentors and supervises the DEO. The Director serves as liaison between the School and CLAS and the Graduate College. The appointment is typically a 3-5 year term, which is renewable. The Dean asks the Faculty to evaluate the Director upon completion of the first 3 year term. For the upcoming reappointment and review, the term will be 5 years to provide greater continuity and stability for the School.

The Director provides leadership to the faculty, staff, and the School's constituent groups in pursuit of the School's mission and goals. The CLAS defines the DEO's role to include:

- Vision, Leadership, and Administration
- Managing Resources Creatively
- Guiding Faculty Development
- Directing Faculty Reviews
- Supervising the Delivery of Departmental Courses
- Developing the Departmental Curriculum
- Administering Personnel Policies and Supervising Staff Resources
- DEO Meetings

To fulfill these expectations, our Director is very engaged in both the administrative and programmatic functions of the School. She meets with the Program Directors, Administrator and Program and Admissions Administrator on a regular basis and convenes the tenured senior faculty as needed to elicit input regarding leadership of the School and direction on current and future issues. The Director oversees the development and implementation of the School's Strategic Plan.

**Major administrative positions** in the School are filled by faculty and professional staff. In addition to the Director of the School, faculty serve as MSW Director, BA Director, Field Director, Distance Education Administrator, Doctoral Studies Program Director, Director of the National Resource Center for Family Centered Practice (NRC), Aging and Longevity Studies Coordinator, and Critical Cultural Competence Certificate Coordinator. In addition, two professional staff have major administrative positions: the Administrator and the Program and Admissions Administrator. Providing support to the School are four additional professional staff positions: Operations Coordinator, Program and Admission Coordinator, Des Moines Center and MSW Online Program Coordinator, and Development Specialist. Providing support for NRC are professional staff, research assistants and student employees. Finally, there are a number of other administrative and committee chair positions filled by faculty either through deployment as service to the School or by election of the faculty. This discussion will focus upon the BA and MSW program leadership and administrative processes.

**BA Program.** The BA Director oversees the BA program of the School, both in Iowa City and Des Moines, with the assistance of a faculty liaison in Des Moines. The duties include orienting new students, serving as a liaison to academic advisors of students interested in social work and faculty advisors/mentors within the School, co-chairing the Curriculum Committee and Assessment Subcommittee, and serving on the BA

admissions panel. The BA Director is responsible for resolving undergraduate student educational problems or requests for policy waivers. This person also serves as liaison to the University of Iowa Honors Program for BA-SW honors students and the BA Student Association (SWSA). The BA Director is supported by the Program and Admissions Administrator and the Des Moines Center and Coordinator for the Des Moines BA program. This person works closely with the Program and Admissions Administrator to adhere to CLAS, CSWE, and School policies. The BA Director submits a monthly report to the Faculty of the Whole and convenes the BA faculty advisors/mentors once per semester. This person also administers the Student Advancement Policy, overseeing students' academic progress and recommending students for advancement each semester.

**MSW Program.** The MSW Director oversees all the MSW program options in the School. The duties include orienting new students, serving as a liaison to faculty advisors/mentors, co-chairing the Curriculum Committee and Assessment Subcommittee, and serving on the MSW admissions panel. The MSW Director is responsible for resolving graduate student educational problems or requests for policy waivers and may include review and approval of students' requests for revisions to their program sequence, transfers from full-time to part-time status or vice versa, and transfers between centers. This person also serves as liaison to the MSW Student Association (GSWSA). The MSW Director works closely with the Distance Education Administrator to ensure that policy and procedures are monitored across all learning centers, and with regard to the use of technology for course delivery. The MSW Director is supported by the Program and Admissions Administrator for matters pertaining to the Iowa City, Sioux City and Quad Cities programs, and the Des Moines Center and MSW Online Program Coordinator for matters pertaining to the Des Moines and online program options. The MSW Director submits monthly reports to the Faculty of the Whole and convenes the MSW faculty advisors once per semester. This person also administers the Student Advancement Policy, overseeing students' academic progress and recommending students for advancement each semester.

**Field Program.** The Field Director administers field education across all BA and MSW program options at all centers and provides supervision to the Field Administrators who oversee field in our distance education sites. In this role, the Field Director interprets CSWE and School policies for field administrators, consults and directs field administrators with any student issues in practica, provides feedback to field coordinators about their performance in conjunction with the Director of the School, and oversees practicum orientation processes in the learning centers and online. Orientations are conducted by the Field Director, or the learning center Field Administrator, in which the various roles and expectations of the School regarding all involved with practicum (students, agency-instructors, coordinators, faculty, Field Administrators, and the Director of Field) are explained, as well as practicum policies and procedures. The Field Director assists the Program and Admissions Administrator with planning and budgeting for field course offerings and field coordination across all locations. The Field Director submits a monthly report to the Faculty of the Whole, meets with Field Administrators each semester, and convenes a faculty retreat for field faculty in the summer. As the Iowa City Field Administrator, the Field Director convenes all Iowa City faculty involved in field coordination and seminars on a regular basis. Field Administrators at all sites report to the Field Director. The Field Director supervises a ¼ time graduate teaching assistant who assists with field administration, information dissemination and works with students in the planning process for field placement. This individual also supervises a work-study student who assists with maintaining accurate agency placement information and documentation.

**Distance Education Administrator:** The Distance Education Administrator works closely with the Director of the School, BA and MSW Program Directors, and the Field Director to ensure that the academic needs of students in all distance centers (Des Moines, Sioux City, Quad Cities, and in 2018 the Online program) are met. The responsibilities of the Distance Education Administrator include:

- Being a liaison between the School of Social Work and the Division of Continuing Education and with off campus partners, such as the Quad Cities Graduate Center, and Briar Cliff University in Sioux City;
- Conducting off-campus faculty and adjunct faculty meetings;
- Assisting the Director with linkages to Professional Advisory Committees in off-campus locations;
- Serving on the Administrative Team, Diversity and Social Justice, Curriculum Committees and BA and MSW Admissions Panels; and
- Coordinating the School's ongoing development in the use of various technologies for teaching and engagement with distance partners.

**Six professional staff have administrative positions** that substantially contribute to our ability to achieve the program's mission and goals: Administrator, Program and Admissions Administrator, Operations Coordinator, Admissions and Program Coordinator, Des Moines Center and Online Program Coordinator, and Marketing and Communication Engagement Specialist.

**Administrator.** The Administrator is responsible for the School's operational functions including financial, budgetary and human resources functions along with supervising most of the support staff. The Administrator provides budgetary and human resource updates to the Director

and Administrative Team and makes recommendations to the Director on how best to allocate resources. The Administrator also serves as a liaison between the School and the College, serving on College committees, including Staff Council, College and University search committees, and Administrative Services Group (ASG). The Administrator also represents the director at some meetings with the Provost's office or Dean's office should she be unable to attend.

**Program and Admissions Administrator.** The Program and Admissions Administrator reports to the Director and supports the Program Directors in planning and coordinating the School of Social Work's educational programs (undergraduate, graduate, on and off-campus.) This person is a member of the Administrative Team; Curriculum, Diversity and Social Justice Committees; and meets with the BA and MSW Program Directors on a regular basis. She oversees the admissions process for the BA and MSW program, conducts recruiting/informational meetings, and supports the PhD admissions process as requested. The Program and Admissions Administrator also provides oversight for, adherence to, and information about educational policies as delineated by the University, CLAS, Graduate College, Division of Continuing Education, CSWE, and the School. She is the designated Departmental Graduate Coordinator (DGC) for the Graduate College and is the primary School liaison to the registrar's office. She serves as the School's principal source of information concerning educational activities and programs and disseminates this information to faculty, students, staff and other constituencies. She provides support to the Director in contracting with adjunct faculty, and supports adjunct faculty with course management. She staffs the Iowa City Professional Advisory Committee. The Program and Admissions Administrator is responsible for updating and submitting curriculum information to various audiences and outlets including the University Catalog, University Schedule of Courses, CLAS Guide, Graduate Center Schedule of Courses, Faculty Handbook, and student handbooks. She is the professional academic advisor for BA social work students.

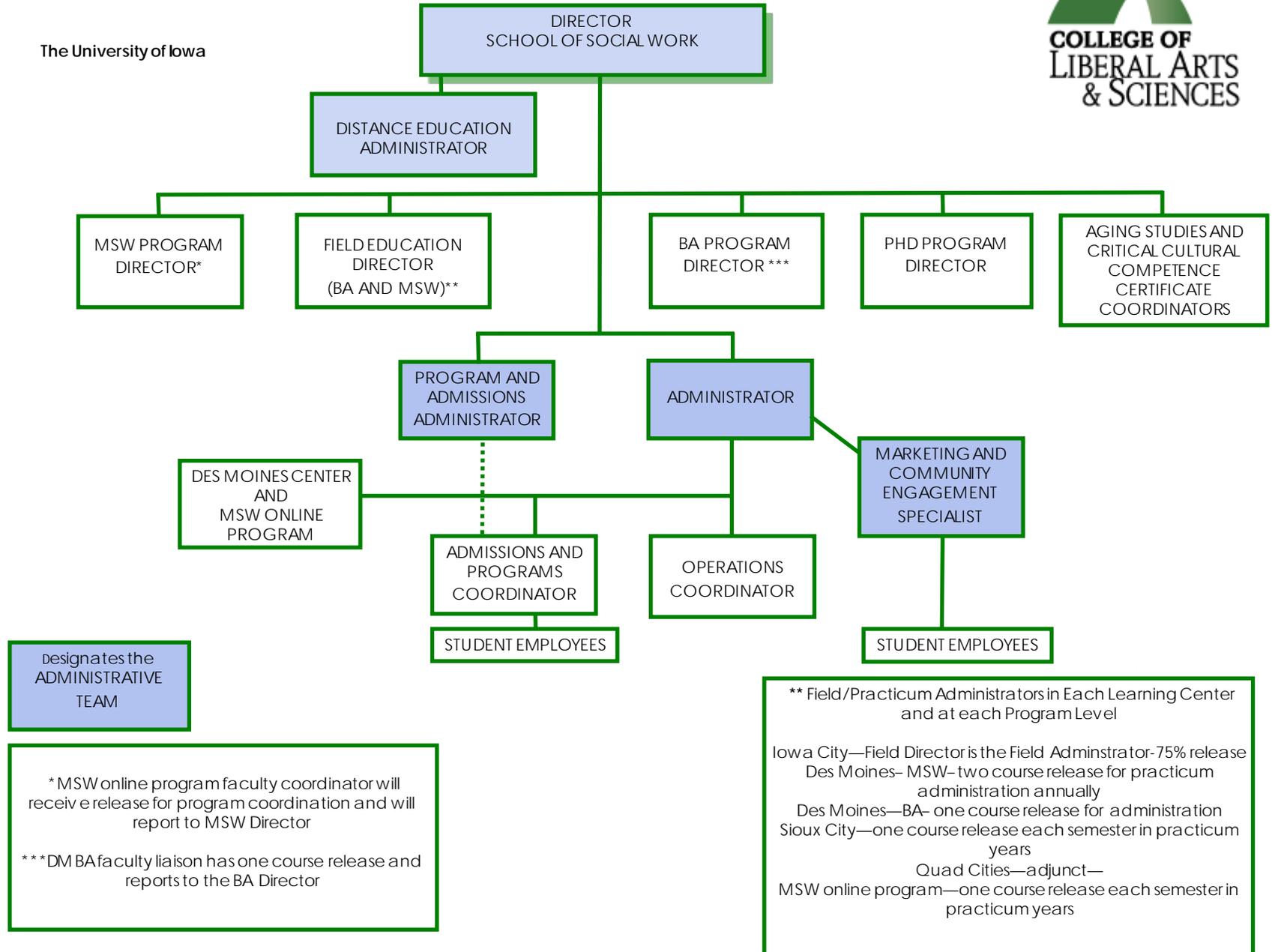
**Des Moines Center and MSW Online Program Coordinator:** The Des Moines Center and MSW Online Program Coordinator provides instructional support for the School of Social Work's students, adjunct faculty and regular faculty at the Des Moines Center, including enhanced use of distance education strategies/technologies. This position provides on-going developmental activities to sustain and grow the MSW and BA programs in Des Moines; and provides office coordination and management for the Des Moines Center. The Des Moines Center and MSW Online Program Coordinator is responsible for recruiting and providing guidance to prospective BA and MSW students, assisting with course scheduling and monitoring course enrollments for the Des Moines Center. She is also responsible for developing plans of study and advising admitted BA and MSW in their plans of study as well as planning and organizing new student orientation for BA and MSW students in Des Moines.

**Admissions and Programs Coordinator.** The Admissions and Programs Coordinator manages the Student Services Office, coordinates and disseminates information regarding the admissions process and procedures for BA, MSW, PhD programs, and manages applicant files and data. She conducts recruiting sessions for prospective BA and MSW students. This person coordinates and manages the registration, course enrollment, and course evaluation process for BA major courses and all MSW courses and in accordance with Program and University policy. She staffs the Admissions Panels and maintains the applicant and student databases. She also provides general support to the Program and Admissions Administrator and Program Directors. She is a resource for current students with advising or scheduling questions or changes. She hires and supervises work-study students in the Student Services Office as noted on the organizational chart.

**Marketing and Community Engagement Specialist.** The Market and Community Engagement Specialist is responsible for creating marketing materials (web, video, and paper) for the BA, MSW and PhD programs and coordinating the continuing education programs for alumni and community members. She represents the School on committees and boards of a variety of different diversity organizations. She is also responsible for coordinating the Professional Advisory Committees at the Distance Education Centers, organizing special events such as graduations, and supervising the School's living, learning laboratory (Bill's Coffee Shop), including student managers as noted in the organizational chart

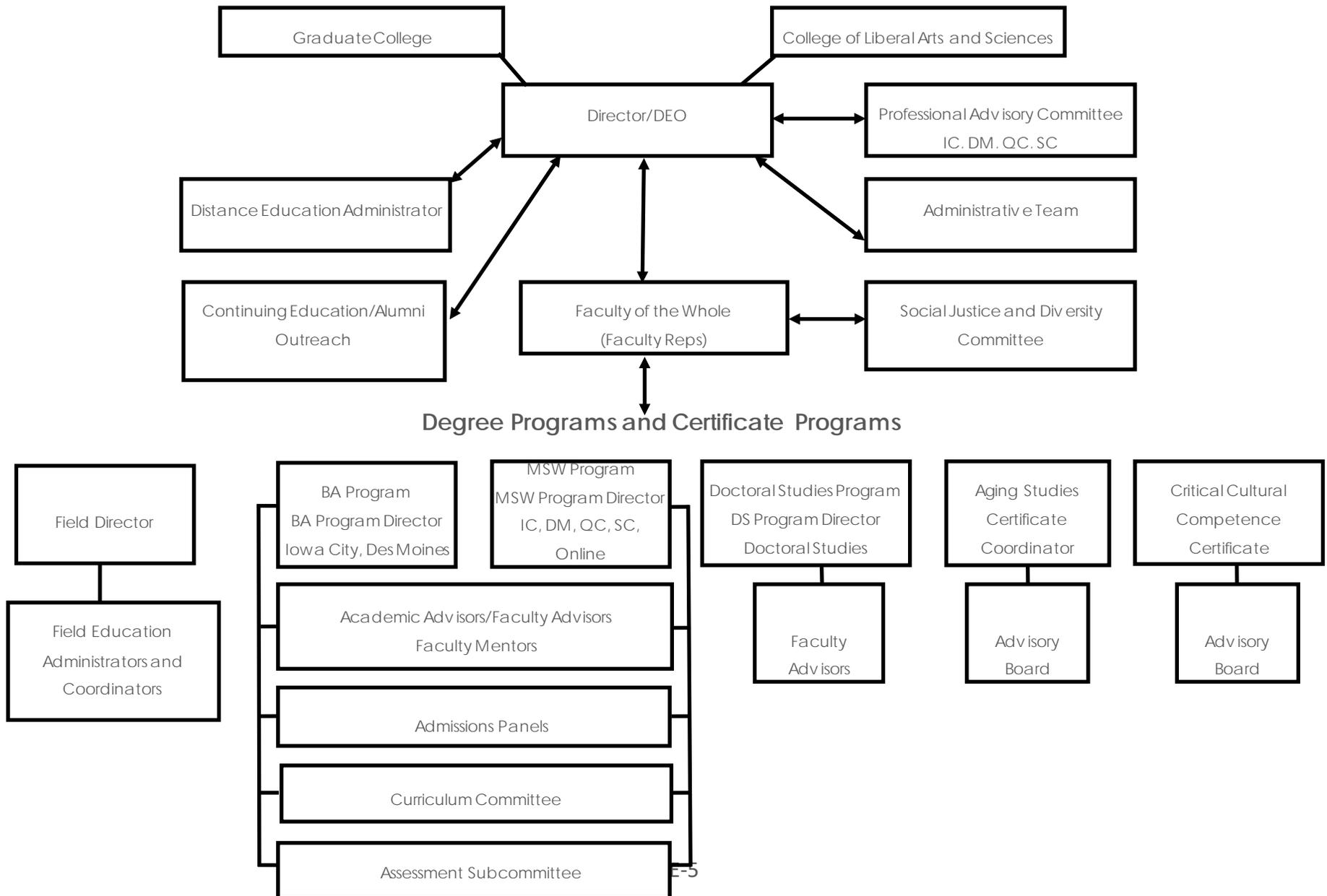
**Operations Coordinator.** The Operations Coordinator is responsible for supporting the School's Director and Administrator, overseeing classroom and equipment, initiating purchasing, monitoring inventory, and supporting faculty as needed.

FIGURE 1 PROGRAM ADMINISTRATION ORGANIZATIONAL CHART



The BA and MSW Programs' Mission and Goals are achieved through the designation of the leadership just described, and through a participatory governance system that engages the Faculty of the Whole. See Governance of Program Chart (Figure 2) for more information.

**FIGURE 2** University of Iowa School of Social Work Governance and Program Structure



**Faculty of the Whole.** All tenure-track, clinical, lecturers and visiting faculty persons are voting members, and all professional staff are non-voting members. The Faculty of the Whole acts on recommendations from its subcommittees concerning policy, procedures, and plans for the School, and reviews student advancement. The Faculty of the Whole elects two faculty members to serve as Faculty Representatives (see description below).

The Faculty of the Whole and staff assembles monthly for a two hour meeting. At the first faculty meeting of the year (August), the faculty vote to approve the academic year meeting calendar for the Faculty of the Whole and committee meetings. The faculty representatives solicit agenda items for the monthly faculty meetings. Any faculty or staff member may submit items and the faculty representative determines the order/time allotment, etc. Standing agenda items include the Director's report, committee reports, and reports from each academic program. Additional agenda items often include discussion of department or college policy changes, curriculum revisions, CSWE accreditation or collegiate review, admissions updates, academic advising, and student reviews. Meetings are governed by Roberts Rules of Order and a simple majority vote. Policy votes require a quorum (2/3 of voting faculty). Voting during faculty meeting may be by show of acclamation, show of hands, or ballot, which is agreed upon by the faculty prior to the vote. On some occasions, faculty connecting from distance education sites by Zoom vote by email. Faculty are permitted to submit their viewpoints in writing and vote in absentia if they cannot attend a meeting.

**Faculty Representatives (elected).** The Faculty of the Whole elect two members each year to serve as faculty representatives. Faculty Representatives solicit faculty meeting agenda items and convene and facilitate the monthly faculty meetings. The Faculty Representatives also convene additional or special faculty meetings as needed, and solicit faculty feedback for the review of the DEO.

The School's areas of autonomy for our programs include the following administrative processes and committees:

- Designation of leadership positions – the Director appoints faculty to the major program administrative positions as part of their overall teaching/administrative/service assignment.
- Professional Advisory Committees – the Director convenes meetings at least annually in each learning center. The School determines membership and function. This committee is not required by any University policy, but is useful to the BA and MSW program goals for reasons described below.
- Continuing education/Alumni outreach
- Administrative Team: Manages the administrative operations of the School
- Admissions Panels and process: Selective admissions criteria and process for BA and MSW programs are determined by the Programs.
- Curriculum Committee: the participatory structure of the Curriculum Committee was created and is implemented by the Faculty of the Whole and is not required by the University.
- Social Justice and Diversity Committee: Enhances and implements the Implicit and Explicit competencies of BA and MSW programs. This committee is not required by any University policy, but is useful to the BA and MSW program goals for reasons described below.
- Faculty Search Committee – Faculty conduct the search and hiring process, in accordance with University policy.
- Staff Search Process – The Director, Administrator, and Program Administrator meet to discuss the position needs. The Administrator drafts a job description, receives feedback from faculty and staff, and then provides it to Human Resources in CLAS for approval. A search committee is formed and the Director and Administrator work with Human Resources to make an offer.
- Faculty Promotion, Tenure and Review Committees: These processes are conducted by the Faculty and Director in accordance with CLAS and University policy. Each of these committees or processes will be described in detail in the following section.
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**Designation of Program Leadership:** The Director of the School negotiates teaching, administrative, and departmental service expectations for each faculty member annually. These decisions are made in context of the faculty member's annual review, which includes consideration of the faculty member's teaching, research, and service priorities. BA and MSW Program Director positions are rotated as needed, with the request that each position serves at least a three year term. The Field Director and Distance Education Administrator positions were filled to meet specific search criteria that included these major roles as part of the expectation of these positions.

**Professional Advisory Committees.** Community practitioners in social work and allied fields serve on four advisory committees, one in each program location (Iowa City, Des Moines, Sioux City, Quad Cities). The committees are advisory to the

Director, the Distance Education Administrator, and Program Directors. Members represent a wide range of practice areas. Participants provide input and feedback regarding the School's educational programs and engagement with the practice community, emerging issues in the field, and policy issues state-wide, which inform the direction of the School including curricular recommendations, responses to policy issues impacting social workers, and areas of growth and change. This committee also provides information on the "pulse of the field" and issues associated with practice that may impact future graduates or alumni. This feedback is also useful to the Continuing Education offerings the School sponsors statewide. For instance, the PAC recommended a CEU on professional boundaries and technology in Sioux City which was delivered fall 2017. Each committee meets once or twice each year, depending upon the needs of the School in any given year. The Director of the School facilitates the PAC meetings. Also attending are the Program Directors or Program and Admissions Administrator (Iowa City), the Distance Education Administrator and the Development Specialist (distance learning sites), and the Field Director or Field Administrator. The Director shares feedback from these groups with the Faculty of the Whole, Curriculum Committee, Social Justice and Diversity Committee or to enhance continuing education offerings, as relevant.

**Continuing Education/Alumni Outreach.** The Development Specialist works with the Director and the Administrative Team to offer continuing education events across the State on a regular basis, often partnering with other entities, such as the Iowa Chapter of the National Association of Social Workers. These events are important to the ongoing education of our alumni and agency supervisors, for faculty dissemination of research and best practices, and to our connection with the practice community for input regarding needs of social work consumers and the impact on education of our students. This effort is completely autonomous of CLAS or Graduate College oversight and the funds generated are available to the School to support its program's mission and goals. For example, in 2016, the School sponsored a conference on the Grand Challenges for Social Work. The focus was on how the Grand Challenges relate to Iowa and the changing climate of the state. Presenters were alumni from across the state who worked in the 12 areas of the Grand Challenges and students were present to record next steps and ideas for moving forward.

**Administrative Team.** The Director convenes the Administrative Team weekly. This group is composed of the Administrator, Distance Education Administrator, Program and Admissions Administrator, and Development Specialist. The Administrative team reviews overall management of the School including personnel and financial operations, space, and equipment at all program locations, marketing, student recruitment, and policy updates, including CLAS and Graduate College policy. The Program and Admissions Administrator and Distance Education Administrator serve as liaisons representing the educational programs to this management team.

**Curriculum Committee.** The authority over the curriculum policy decisions rests with School of Social Work faculty. The structure of our programs and course offerings are entirely within the authority of the faculty, except for an increase or reduction in required hours of the BA major or MSW, which would go to CLAS or Graduate College policy committees. The Curriculum Committee has primary responsibility for reviewing curriculum policy and recommending curriculum revisions. The MSW and BA Program Directors co-chair the committee. Other members who serve are: Field Director, Family Centered Practice Chair, Integrated Practice Chair, Sequence Chairs (as needed), Diversity Chair, Program and Admissions Administrator, 2 graduate students (one from each concentration), 1 BA student, and two practitioners who are usually practicum instructors (one representing MSW, one representing BA). The Curriculum Committee provides monthly reports to the Faculty of the Whole. Major policy or curriculum changes are brought to the Faculty of the Whole for a vote. The Assessment Committee is a subcommittee of the Curriculum Committee.

#### **Admissions Panels:**

**BA Program:** The major in Social Work is a selective admissions major, which is rare in the College of Liberal Arts and Sciences. It is recognized that as a professional degree program, determination of candidate fit for the profession is necessary, as well as resource capacity for faculty/student ratios and quality field placements. The faculty have established the admission criteria and process, and the Program and Admissions Administrator is charged with oversight of the process, on behalf of the BA Program Director. The application materials are reviewed by an admissions panel composed of two reviewers, at least one of whom is a faculty member and the other may be the Program and Admissions Administrator or the Des Moines Center Coordinator (professional staff). Faculty reviewers include the BA Program Director and others appointed annually as service assignments by the Director of the School. The review process includes independently scoring the elements of the application and making a recommendation: Must Admit, Good Admit, Admit, Discuss or Do Not Admit. In the Iowa City center, because we have more applicants than our resources allow, we have to decline potentially qualified applicants. The Program and Admissions Administrator compiles the information received through the review process. The admission panel ranks the applicants and

meets as a group to make the final decision. If the scores are markedly different for an applicant, the two reviewers discuss the candidate and sometimes a 3rd reviewer will be assigned. Admission is offered to 45 students, and a short wait list is created in the event that someone in the admitted pool declines the admission offer. In the Des Moines center, because we are still building the applicant pool, action is taken immediately after the decision is made and students are informed of the decision shortly after applying. The decisions of the panel are reported to the BA Director and the Director before informing the University's undergraduate admissions office of the decisions. The criteria for admission and process is more fully detailed in Standard 3.1 Student Development.

**MSW Program:** Admission to the MSW program is conducted through a selective admissions process. The faculty have established the admission criteria and process, and the Program and Admissions Administrator is charged with oversight of the process, on behalf of the MSW Program Director. Candidates must first apply to the University of Iowa's Graduate College and meet basic entrance criteria. They then submit the additional materials required for consideration by the MSW Program. Candidates for each program option are reviewed by a designated admissions panel. The panel is composed of faculty and professional staff, and in Iowa City, a community practitioner may also serve. The MSW Program Director serves on designated panels, one faculty member serves as elected by the Faculty of the Whole, and all other appointments are made by the Director of the School as service assignments. At least two members (at least one of whom is a faculty member) of the Admissions Panel read each application and make recommendations to the Program and Admissions Administrator. The Program and Admissions Administrator will make the final recommendation to the MSW Director, Director of the School and to the Graduate College. The detailed criteria for admission and the process are described in Standard 2.1 Student Development.

**Diversity and Social Justice Committee.** The Diversity and Social Justice Committee guides the School's intervention plan for increasing the cultural competence of the School of Social Work (faculty, staff, and students), and ensuring that the implicit and explicit CSWE curriculum goals are met and exceeded. The committee's goals are to: increase cultural competence in the social work profession, foster a culture of inclusion, and provide consultation to the curriculum committee of the school on matters related to cultural competence content, including immersion/service learning opportunities. Their task includes recruitment and retention of faculty and students who will contribute to the diversity of the School. The committee is advisory to the Director, Faculty of the Whole, and the Program Directors. Recognizing the importance of inclusion of all constituents of the School, committee is comprised of interested faculty, staff, students and community members. The faculty chair is generally deployed by the Director as a service assignment. In Academic Year 2017-2018, the School's Director is co-chairing the committee.

The School is the home of The National Resource Center for Family Centered Practice (following its predecessors, the National Clearinghouse for Home Based Services [1977-1981] and the National Resource Center on Family Based Services [1981-1994]). The Center was one of the first organizations in the country to promote home-based, family centered services, which became known as "family preservation." From 2009-2014 the Center served as the National Resource Center for In-Home Services for the Children's Bureau of the U.S. Department of Health and Human Services, providing technical assistance to states and tribes throughout the country to strengthen their capacity to keep children at home and families together. The Center and its staff, technical assistance and training consultants have worked in all 50 states and internationally. Their work encompasses many facets of child welfare research, evaluation, training and program development, including in-home services and placement prevention, family reunification and permanency, paternal involvement, family group decision making, positive youth development, reducing the over-representation of minority children and families in the child welfare and juvenile justice systems, and child welfare supervision and workforce development. The NRC has also expanded its work into public health, early childhood and family support, and community development, collaborating with state and local partners to prepare grant proposals, assess community needs, and implement and evaluate initiatives. Prominent training programs that NRC offers include family development specialist certification, supervision for family support and child welfare, cultural competence, ethics, peer support and family peer support. Students have access to faculty and staff who conduct research and provide training and technical assistance in a variety of content areas. BA, foundation and advanced MSW students may also complete a practicum placement at the NRC, or work on research projects with faculty and staff. <https://clas.uiowa.edu/nrcfcp/>