



UNIVERSITY OF TORONTO

**Factor-Inwentash Faculty of Social Work**

**Proposal for Graduate Diploma:  
Advanced Diploma in Social Service Administration**

**FEBRUARY 2008**

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## 1 Executive Summary

In response to an identified need in the social service sector for individuals with the skills and knowledge to lead and manage social service agencies, the Factor-Inwentash Faculty of Social Work is proposing a Graduate Diploma in Social Service Administration (OCGS Type 3) entitled “Advanced Diploma in Social Service Administration”. The goal of this program is to provide a rigorous, comprehensive grounding in the key values, skills and knowledge required by administrators, managers and leaders of social service organizations. The diploma will address a recognized need for training in social service management beyond the level of the Master’s training currently offered in social work and thus is geared towards individuals with Master’s degrees currently practicing in the social services field.

The proposed diploma program consists of 2.0 full course equivalents (FCE) (four half core courses), Leadership Skills in Social Service Organizations; Financial Management of Social Service Organizations; Human Resource Management in Social Service Organizations; Research and Quality Improvement in Human Service Organizations; and two .5 FCE electives or one .5 FCE elective and a major project. Students who enter the program full-time can complete the Diploma in 3 terms over one year. Students who enter the program part-time could complete the program in two years (over six terms.) All students must complete the Diploma within a maximum five year period.

The diploma program is designed to be accessible to candidates who are working full time and thus will be offered in an executive model of delivery, that is, each course will be offered one full day per month. Prospective applicants will come from across the spectrum of social services. Projected demand for the diploma component of the proposed program is based on a survey of practicing social workers in 2005/2006.

## 2 Academic

### Description and rationale for the proposal

The Advanced Diploma in Social Service Administration is a graduate stand-alone, direct-entry diploma (OCGS Type 3) for people with significant work experience in the social service sector. The proposed curricula are designed to prepare individuals to become managers, supervisors and leaders of small, medium-sized and large social service agencies and small grassroots community based organizations providing effective service to diverse communities.

The diploma program consists of four core half courses: Leadership Skills in Social Service Organizations; Financial Management of Social Service Organizations; Human Resource Management in Social Service Organizations; Research and Quality Improvement in Human Service Organizations; and two half course electives or one half course elective and a major project. In order to make the diploma program accessible to those working the field, the program will be offered in an executive model; that is, each course will be offered

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one full-day per month. Students can complete two half courses per term, allowing them to complete the entire program in one year if they wish. The program is designed to accommodate 20 students and is targeted to begin with a cohort of 10 students in the Fall 2008.

The not-for profit sector is primarily responsible for the delivery of social services in Canada. Discussions with community leaders in the social service sector have identified a critical need for people who are able to assume leadership roles in the field. A recent report sponsored by the Wellesley Institute identified a key administrative concern that frontline staff are reluctant to take on management jobs and that agencies do not have the administrative capacity to train the next generation of senior managers.”<sup>1</sup>

Those with training in social work generally have inadequate knowledge of management theory and practice; those with training in management generally have inadequate knowledge of social service delivery and relations with clients and communities. This program proposes to work with community partners to ensure the development of senior managers and administrators with strong knowledge and skills in the management of these social service agencies. Consultations with a group of community advisors and with experts within the University of Toronto has resulted in the development of this program.

There are graduate degrees and diplomas within the University of Toronto that offer learning opportunities related to management and administration, particularly in sectors such as business, health and education. The MBA offered by the Rotman School of Management, for instance, offers education in strategic business management. The MHSoc Health Administration degree offered by Health Policy, Management and Evaluation and the Combined MHSoc Health Administration/ Master of Social Work, offer education in management of the health care sector. OISE/UT has programs focused on preparation of school principals and administration of post-secondary institutions. However, managing a large corporation, a hospital, or a school is much different from managing a small social service agency focused on the provision of clinical or advocacy services for a particular target population or a large agency mandated to provide child protection. The proposed program is designed to address an educational gap identified by members of the social service community. Those interested in the Diploma Program would be employed in the GTA region and thus need a program within easy commuting distance, although skills could be easily transported to other jurisdictions. No such program exists in the Toronto area.

### **Pedagogical and other academic issues, including expected benefits of the proposed program**

The goal of this program is to provide a rigorous, comprehensive grounding in the key values, skills and knowledge required by administrators, managers and leaders of social service organizations. Students in the program will:

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<sup>1</sup> Eakin, L. (2007) We Can't Afford to do Business This Way: A Study of Administrative Burden Resulting from Funder Accountability and Compliance Practices. [www.wellesleyinstitute.com](http://www.wellesleyinstitute.com)

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- Develop skills in leadership, governance, stakeholder relations and strategic planning
  - Develop skills in recruiting and managing non-profit Boards, developing committee structures, enhancing board-staff relations and ensuring board succession.
  - Gain a thorough understanding of financial management including accounting, budgeting and forecasting
  - Develop knowledge and skills in human resource management and labour relations: hiring, training, managing performance and working with unions
  - Learn to manage service delivery including: developing appropriate organizational structures, annual planning, program development and evaluation, selecting and maintaining management information systems and contracting on behalf of the organization
  - Develop knowledge regarding legal aspects of managing social service organizations including labour legislation and regulations, insurance and liability considerations, managing complaint processes and working with legal staff and consultants.

### **Projected student demand**

The diploma program is designed to be accessible to candidates who are working full time. The courses will be offered in modular format one full day per month. Prospective applicants will come from across the spectrum of social services.

A survey of a component of the target market was conducted in December 2005 and January 2006. A written survey was mailed to 3,124 members of the Ontario Association of Social Workers. 454 responses were received (response rate 14.5%). Respondents were asked, among other questions, whether they would apply for admission to a one year graduate program in social service management, offered at accessible times, based on current estimated tuition costs. Of the 439 who answered that question, 134 (30%) said yes, they would apply, and 64 (14%) said they might apply. These results suggest that if the program were marketed to the much broader potential pool of applicants, there could be a very strong demand for the program relative to the 20 spots that would be available. In addition, community agencies have indicated that in order to develop strong supervisors and leaders, they would be willing to support individuals attending the program both through release time from work and through bursaries to cover or contribute towards tuition.

### **Evidence of consultation with other affected divisions**

Consultations have been held with several constituencies within the University of Toronto including the Joseph L. Rotman School of Management; the UTSC Department of Management; School of Public Policy and Governance and the Department of Health Policy, Management and Evaluation (HPME). The latter offers the MHS Health Administration and co-offers the Combined MHS Health Administration/ Master of Social Work. In discussions with HPME, we see the Advanced Diploma in Social

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Service Administration as part of a continuum of options for students in health administration. Those candidates with no MSW degree can opt for the Combined MHSc Health Administration/ Master of Social Work. Candidates with an MSW now can opt for an MHSc Health Administration which is more intensive and focuses on health care management or can opt for the Advanced Diploma in Social Service Administration which is offered in an executive model and will focus on the administration of community based agencies in a diverse range of sectors (child welfare, health, mental health, immigrant and refugee services, etc).

### **Appropriateness of the name and designation of the new program**

The name “Advanced Diploma in Social Service Administration” reflects the emphasis of the program and distinguishes the program from management programs in other areas that might be considered human services, such as health and education. The term “Advanced” recognizes that all candidates have a master’s degree prior to entering the Diploma Program.

### **Program description and requirements, course titles/numbers, and faculty members**

#### **Program description and requirements**

**Admission requirements:** Students must have a Master’s level degree in a discipline related to social work (i.e. MSW itself or a Master’s degree in a related social services field).

The proposed program is a course-work only diploma. The Diploma in Social Service Administration can be taken in one year (three terms) or on a part-time basis. Candidates are required to take six half courses.

*Required courses include four proposed new management courses:*

- SWK 4425H Leadership Skills in Social Service Organizations
- SWK 4426H Financial Management of Social Service Organizations
- SWK 4427H Human Resource Management in Social Service Organizations
- SWK 4515H Research and Quality Improvement in Human Service Organizations

plus:

- Two half credit electives
- OR
- One elective half course and a major paper addressing a funding, management or structural challenge in a social service agency.

## Faculty members

There are 22.5 full-time core professors in the Faculty. This complement is to increase to 27.5 by 2010 due to a recent gift. The search process for three of these positions is presently underway. This will add to the complement of faculty able to teach in the Social Service Administration program. In addition, the Faculty has a strong complement of Status-Only Faculty and Adjunct Faculty who bring extensive practice experience to the classroom. Table 1 lists the faculty members who will be involved in the proposed Social Service Administration program.

**TABLE 1**

The list only includes the names of faculty members associated with the proposed Diploma program and the new field. Involvement of those faculty members in other fields is provided for information only.

Faculty Name & Rank	M/ F	Home Unit <sup>1</sup>	Supervisory Privileges <sup>2</sup>	Fields				
				1 <sup>3</sup>	2	3	4	5
<b>Category 1</b>								
Ernie Lightman Professor	M	Social Work	Full				X	X
Robert MacFadden Associate Professor	M	Social Work	Full		X			X
Cheryl Regehr Professor	F	Social Work	Full	X				X
Wes Shera Professor	M	Social Work	Full	X				X
<b>Category 2</b>								
Deborah Goodman Assistant Professor	F	Social Work	Master's		X			X
<b>Category 5</b>								
Karima Kanani Lecturer	F	Social Work						X
Paul Heung Lecturer	M	Social Work						X

Category 1: tenured or tenure-track core faculty members whose graduate involvement is exclusively in the graduate program under review. For this purpose the master's and doctoral streams of a program are considered as a single program. Membership in the graduate program, not the home unit, is the defining issue.

Category 2: non-tenure-track core faculty members whose graduate involvement is exclusively in the graduate program under review.

Category 3: tenured or tenure-track core faculty members who are involved in teaching and/or supervision in other graduate program(s) in addition to being a core member of the graduate program under review.

Category 4: non-tenured or tenure-track core faculty members who are involved in teaching and/or supervision in other graduate program(s) in addition to being a core member of the graduate program under review.

Category 5: other core faculty: this category may include emeritus professors with supervisory privileges and

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persons appointed from government laboratories or industry as adjunct professors. Please explain who would fall into this category at your institution.

**Category 6:** non-core faculty who participate in the teaching of graduate courses.

1. *This is the budget unit paying the salary: department, school, research centre or institute, or other.*
2. *Indicate the level of supervisory privileges held by each faculty member: e.g., full, master's only, co-supervision only, etc., if applicable to your institution's regulations or practices.*
3. *Fields: 1 Health and Mental Health; 2. Children and their Families; 3. Gerontology; 4. Social Justice and Diversity; 5. Social Service Administration.*

### **3 Students**

#### **Student affairs and services**

Students in this program will be entitled to all services offered to other students in the Factor-Inwentash Faculty of Social Work

#### **Student conduct and discipline**

Students in this program will be governed by the Code of Ethics for Social Work, the University Code of Student Conduct, and all regulations of the School of Graduate Studies and the University of Toronto.

#### **Financial Support**

No financial aid from the University will be available to students in the Diploma Program, however, specific agencies may offer financial assistance to their employees.

#### **Student registration and information systems**

Students will apply to the diploma program through the School of Graduate Studies online application process. Applications will be reviewed in the normal manner by the Faculty of Social Work.



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**APPENDIX I**

January 11, 2008

**REPORT ON LIBRARY RESOURCES FOR THE  
PROPOSED GRADUATE DIPLOMA IN SOCIAL SERVICES ADMINISTRATION****BACKGROUND**

The University of Toronto libraries provide a rich resource for the support of graduate study in the field of social services administration. While there is a specific literature that focuses on social services administration which we collect extensively, the research collection in this area is enhanced by its location in a university library system which through its collections and acquisitions policy supports research and teaching in all areas of the sciences, social and behavioural sciences and the humanities. The increasingly cross-disciplinary nature of much of the research in the social sciences means that it is extremely difficult to draw firm boundaries around an area or speciality. Researchers in social services administration draw on literature that is more broadly based and diverse than in the past.

**DESCRIPTION OF THE COLLECTION****Monographs**

The Library's holdings related to social services administration specifically, and the social sciences more generally, have been built up in a systematic way since 1966 when Dealer Selection Orders were established and librarians employed to monitor the plans and to actively and systematically select research materials that fall outside the plans.

Research material supporting the proposed social services administration program comes from a wide range of subject areas across the social sciences. In the social sciences, as in other areas of the collection, it is the policy of the Library to acquire a single copy of all books published in English that are considered to be of research value. This includes the proceedings of conferences and symposia, technical handbooks and reference tools in addition to research monographs. The cross-disciplinary nature of research in social services administration makes a simple evaluation of the Library's holdings difficult. However, the 2001 edition of the North American Title Count<sup>1</sup> can be useful in comparing the University of Toronto's holdings with that of other similar institutions. Books relating directly to social services and social work, including social services administration are classed by the Library of Congress within the call number range *HV 1 -4995*. In a count of all the books held in this range, the University of Toronto Library ranked ninth of fifty-five libraries.

Books relating broadly to public administration are classed by the Library of Congress throughout the call number range *JF*. The University of Toronto Library ranked eleventh of the fifty-five libraries in this section of the survey.

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<sup>1</sup> *North American Title Count, 2001*. Chicago: American Library Association.

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Books relating directly to public administration in Canada and Latin America are classed by the Library of Congress at *JL*. The University of Toronto Library ranked third of fifty-five libraries.

Books discussing the social sciences are classed by the Library of Congress at *H - HX*. In a count of all the titles in this range, the University of Toronto Library placed seventh of fifty-five libraries.

The currency of the collection is also important. There have been ongoing improvements in the library's ability to get English language materials to the shelves quickly, and at present there is not a backlog for books in the social sciences.

### **Journals**

The journal holdings of the University of Toronto Library are substantial. However, like all North American libraries we are experiencing great difficulty in keeping up with the rising cost of serial subscriptions. During the 1990's the Library, in consultation with faculty, actually cancelled subscriptions equal in cost to approximately 10% of the total serials budget. However the situation has improved significantly during the past several years due to the Library's holdings of electronic journals. At the present time over 33,000 such journals are available to students and staff at the university. Many of these are new to the Library's holdings.

The most recent statistics compiled by the Library show the total number of journal subscriptions currently held in the Humanities and Social Sciences 13,181; the number held in the sciences is 3,140.<sup>2</sup> A check of the ISI journal citation reports (2006)<sup>3</sup> can give some indication of the Library's holdings as they relate to social services administration. In the subject category *Social Work* the University of Toronto Library holds subscriptions to twenty-five of the twenty-eight journals listed. Of the twenty-five journals held, twenty-two are available online to all staff and students at the University.

**In the subject category *Public Administration* the Library holds twenty-one of the twenty-three journals listed. Twenty of these journals are available online for staff and students. All twenty-one of these journals are available electronically to faculty and students.**

### **Electronic Resources**

Electronic information services at the University of Toronto Library have been evolving since 1987, when the first online catalogue was mounted.<sup>4</sup> Within a year the online catalogue was available in all the campus libraries, and dial-in access was introduced with a small number of lines. Abstracts and indexes had been computerised since the early 1970's and up until the 1980's were searched by trained intermediaries. Beginning in the late 1980's CD-ROM's and networked databases widened the access of electronic databases to the end-user to perform his or her own searches. In 1991 the Library added seven H.W. Wilson periodical index databases to

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3 *Science Citation Index Journal Citation Reports, 2006*. Philadelphia: Institute for Scientific Information, 2007.

4 Clinton, Peter. From Felix to the digital library and beyond. UTLibrary news, winter 1997/98, p. 2-3.

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its electronic network. Today the Library offers over 350 periodical index databases through a variety of information systems to all members of the University of Toronto community. Some of these indexes allow users to search and retrieve citations to journal articles and then to display the full text of that article electronically. Specialists in social services administration will find the following databases of interest: Social Services Abstracts; Social Work Abstracts; ASSIA: Applied Social Sciences Abstracts and Index; Child Abuse, Child Welfare, and Adoption; the Campbell Collaboration; CSA Social Sciences Abstracts; Social Sciences Citation Index; SCOPUS; PsycInfo; ISI Conference Proceedings; and Proquest Digital Dissertations.

As mentioned earlier the Library also offers links to 33,000 electronic journals to the University of Toronto community via the Library's web pages. Some 60% of these journals have the full text of their articles available for viewing, printing, and in some cases emailing, by University of Toronto staff and students.

### **SUPPORTING COLLECTIONS**

Although the main social sciences collection is housed in the Robarts Library, graduate students in social services administration can also make use of social services related materials in the library of the Ontario Institute for Studies in Education.

### **REFERENCE SERVICES**

Given the cross-disciplinary nature of much of the research in the social sciences, and the increasing importance of electronic resources, including the World Wide Web, it is important to recognise that the reference and instructional services offered by the Library play a key role both in making our own collections accessible and in facilitating access to the national and international information networks. The Library is increasingly playing an important role in the linking of teaching and research in the university.

Reference services offered at the Robarts Library include help in searching the collection, the verification of citations, training in the use of databases and electronic journals, the searching of online and print union list files to locate materials not available on campus, and the handling of interlibrary loans. For some locations it is now possible to process transactions electronically thereby decreasing the time required to fill requests.

### **BUDGET AND COMMITMENT**

The strength of the Library's financial commitment to purchasing material over the next five to seven years depends upon University policy and government funding. To date it has been the University of Toronto's stated policy to protect, as far as possible, the Library's acquisitions budget from rising costs and to maintain this protected status. This present financial policy allows the Library to maintain its current purchasing levels for publications relevant to social services administration and ensures continued support for the programme.

Prepared by:

Social Sciences Book Selector

Submitted by: Carole Moore, Chief Librarian