

## Council Approval

Note: This form is intended to track the progress of a proposal (whether from Academic Affairs or Health Sciences) through the Undergraduate and Graduate Councils.

Proposal: Leadership, Justice & Community Practice Certificate

This proposal needs to go through:

Undergraduate Council	<input type="checkbox"/>
Graduate Council	<input checked="" type="checkbox"/>
Both Approvals	<input type="checkbox"/>
Grad Approval/Undergrad Notification	<input type="checkbox"/>

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This proposal has been approved by:

Chair of Undergraduate Council

Date: \_\_\_\_\_

Chair of Graduate Council



Date: 9/13/17

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Once the appropriate signature(s) have been obtained, please forward this completed form to the Office of the Senior Vice President for Academic Affairs. *(NOTE: The SVP-AA is the Chief Academic Office for the University of Utah and reports to the Board of Regents in this capacity. When necessary, the CAO will get a signature from the SVP-HSC.)*

Chief Academic Officer



Date: 9-15-17

Once the Chief Academic Officer's signature has been obtained, this approval document will be forwarded to the **Office of the Academic Senate**.

**Utah System of Higher Education  
New Academic Program Proposal  
Cover/Signature Page - Abbreviated Template**

Institution Submitting Request: University of Utah  
 Proposed Program Title: Leadership, Justice, and Community Practice  
 Sponsoring School, College, or Division: College of Social Work  
 Sponsoring Academic Department(s) or Unit(s):  
 Classification of Instructional Program Code<sup>1</sup> : 44.0201  
 Min/Max Credit Hours Required of Full Program: 15 / 15  
 Proposed Beginning Term<sup>2</sup>: Winter 2018  
 Institutional Board of Trustees' Approval Date:

**Program Type:**

<input type="checkbox"/>	Certificate of Proficiency	<input type="checkbox"/>	Entry-level CTE CP	<input type="checkbox"/>	Mid-level CP
<input type="checkbox"/>	Certificate of Completion				
<input type="checkbox"/>	Minor				
<input checked="" type="checkbox"/>	Graduate Certificate				
<input type="checkbox"/>	K-12 Endorsement Program				
<input type="checkbox"/>	<b>NEW</b> Emphasis for Regent-Approved Program				
	<i>Credit Hours for NEW Emphasis Only:</i>	Min Cr Hr	/	Max Cr Hr	
	<i>Current Major CIP:</i>	6 - Digit CIP			
	<i>Current Program Title:</i>				
	<i>Current Program BOR Approval Date:</i>				
<input type="checkbox"/>	Out of Service Area Delivery Program				

**Chief Academic Officer (or Designee) Signature:**

I, the Chief Academic Officer or Designee, certify that all required institutional approvals have been obtained prior to submitting this request to the Office of the Commissioner.

Please type your first and last name \_\_\_\_\_ Date: \_\_\_\_\_

I understand that checking this box constitutes my legal signature.

<sup>1</sup> For CIP code classifications, please see <http://nces.ed.gov/ipeds/cipcode/Default.aspx?y=55>.

<sup>2</sup> "Proposed Beginning Term" refers to first term after Regent approval that students may declare this program.

Utah System of Higher Education  
Program Description - Abbreviated Template

Section I: The Request

University of Utah requests approval to offer the following Graduate Certificate: Leadership, Justice, and Community Practice effective Winter 2018. This program was approved by the institutional Board of Trustees on .

Section II: Program Proposal/Needs Assessment

**Program Description/Rationale**

*Present a brief program description. Describe the institutional procedures used to arrive at a decision to offer the program. Briefly indicate why such a program should be initiated. State how the institution and the USHE benefit by offering the proposed program. Provide evidence of student interest and demand that supports potential program enrollment.*

The College of Social Work graduate program seeks to offer a graduate certificate in Leadership, Justice, and Community Practice (15 credit hours). The MSW program trains professional social workers to provide a range of services, including clinical direct practice, group work, community organizing and social policy advocacy. While the program offers second year advanced course work in clinical direct practice and group work, there are few choices for advanced skill development in community-based practice, advocacy, and socially engaged leadership. Graduate students in other disciplines develop leadership, organizational and administrative skills but may lack the opportunities to develop skills associated with community engagement and social change. This certificate proposal aims to provide those choices within an interdisciplinary graduate certificate. Faculty in the College of Social Work were consulted in the development process of this certificate through the MSW Advisory Committee (curriculum), the College Council (college-wide faculty meeting), and the Dean's office; all parties have unanimously supported this certificate. We have also consulted with the Master's in Public Administration Program and Master's in Public Policy Program, as well as Family and Consumer Studies.

In Spring 2015, Macro practice faculty surveyed first and second year students in the Master of Social Work Program to gauge interest in developing advanced skills to support leadership and social justice work in communities, and build bridges between these communities and local service provision, legislation and organizations. Over 200 students participated in the survey, many of whom self-identified as involved mainly in clinical direct practice. We inquired about their interests in Administration and Leadership, Community Organizing and Social Change, and Advocacy and Social Justice. About 50% of students demonstrated interest in taking courses in each of these three areas. Those results indicated very high interest given the lack of coursework offered in those areas in the College of Social Work, illustrating student awareness of the need for these skills in their professional careers. CSW exit surveys consistently show that within five years of graduation, a majority of MSW professionals occupy administrative and leadership positions. This certificate proposes to support the development and practice of these skills within the graduate program, to enhance preparation for administration and leadership down the road.

The proposed graduate certificate in Leadership, Justice, and Community Practice supports and enhances the four strategic planning goals at the College of Social Work: 1) Educate and empower College of Social Work students to effect social change and transform lives; 2) Create and apply

new knowledge in partnership with College of Social Work stakeholders; 3) Promote and sustain healthy and supportive environments for students, faculty, staff and communities; and 4) Enhance relationships with College of Social Work stakeholders to ensure long term viability of the College and regularly evaluate and continuously enhance and retain our capacity to be relevant and respond to emerging trends. Through this certificate, students will develop stronger skills in leadership and social justice work, thus helping them to actualize constructive changes in their lives and the lives of others. This work will enable students to partner with community stakeholders, to share and utilize knowledge to improve well-being, and doing so will enhance the visibility of the College of Social Work.

The expected learning outcomes/practice behaviors are: (1) Critically evaluate the application of theories and frameworks using a strengths perspective and a capacity building model; (2) Assess organizational and community strengths and needs in the context of the social, political, and economic macro-systems in which they occur; and (3) Demonstrate analytic, interactional, and collaborative skills necessary to formulate and implement change at organizational and community levels.

Both formative and summative assessment will be utilized to determine whether learning outcomes have been achieved. Learning outcome assessment will be embedded in the curriculum through faculty observation and written assignments. Per the College of Social Work MSW Handbook, students must receive a grade of C+ or higher in all courses applied to this Graduate Certificate. As well, students will be required to maintain good standing in their home department as defined by the home department's assessment tools. At the end of the graduate certificate coursework, the student will submit a research paper to the faculty advisor, which will require evidence of summative learning. This research paper will call for students to describe tangible methods for achieving change at the organizational and community levels, and a grade of B+ or higher will be required.

### **Labor Market Demand**

*Provide local, state, and/or national labor market data that speak to the need for this program. Occupational demand, wage, and number of annual openings information may be found at sources such as Utah DWS Occupation Information Data Viewer ([jobs.utah.gov/jsp/wi/utalmis/gotoOccinfo.do](http://jobs.utah.gov/jsp/wi/utalmis/gotoOccinfo.do)) and the Occupation Outlook Handbook ([www.bls.gov/oco](http://www.bls.gov/oco)).*

Students nationwide are increasingly interested in how to enhance the well-being and social justice of their local communities. We see young people organizing online, participating in various social movements, and generally concerned about most major social issues. Yet, within single disciplines, it can be hard to develop and apply the skills necessary to work successfully toward constructive social change.

Within social work, first-year MSW students study social movements and human rights, and work on a community practice project in agency settings. In the second year of the graduate social work curriculum, there is no curricular emphasis that supports the development of leadership and social justice skills and offers the opportunity to apply them in local communities and organizations. Examining other disciplinary offerings, similar patterns are present. Education courses develop organizational management and change skills specific to educational settings, Public Administration develops similar skills in a variety of nonprofit agency settings, but neither program blends these skills with a focus on social justice work in communities.

According to the Bureau of Labor Statistics, the field of social work is expected to grow at a rate of 12 percent, which is faster than average. The national median pay for social workers is \$45,900 per year. Moreover, the Department of Workforce Services reports that employment for social and community service managers is expected to grow at a rate of 2.9 percent annually in the state of Utah. The national median income for social and community service managers is \$62,740. Therefore, students who complete this graduate certificate could gain employment in management positions with an increase in salary of \$16,840.

## Consistency with Institutional Mission/Impact on Other USHE Institutions

*Explain how the program is consistent with the institution's Regents-approved mission, roles, and goals. Institutional mission and roles may be found at [higheredutah.org/policies/policyr312/](http://higheredutah.org/policies/policyr312/). Indicate if the program will be delivered outside of designated service area; provide justification. Service areas are defined in [higheredutah.org/policies/policyr315/](http://higheredutah.org/policies/policyr315/).*

This graduate certificate is congruent with the University of Utah's mission to foster "student success by preparing students from diverse backgrounds for lives of impact as leaders and citizens."

The academic program with the closest substantive relationship to the Graduate Certificate in Leadership, Justice, and Community Practice is the MPA Program. The MPA program does focus on organizational and administrative skill sets, but lacks the emphasis on social justice and social change in communities and organizations. Thus, this certificate will not detract from enrollment in the MPA program. The Department of Family and Consumer Studies offers an MS in Human Development and Social Policy, focusing on developing the research skills to impact policies related to issues of human development. The MS from FCS does not focus on community-based skills for social change, and thus the certificate proposed here will not detract from enrollment in the program.

On the undergraduate level there is a new certificate in Social Justice Advocacy, also housed in the College of Social Work. This excellent certificate at the undergraduate level focuses on social justice advocacy and diversity. The proposed certificate will be for graduate students preparing for professional careers in community agencies and organizations, and will not be competing at all with undergraduate enrollment in the Social Justice Advocacy certificate. The Certificate in Leadership, Justice, and Community Practice may encourage undergraduates to pursue graduate education to further the skills they have developed in the Social Justice Advocacy certificate.

## Finances

*What costs or savings are anticipated in implementing the proposed program? If new funds are required, indicate expected sources of funds. Describe any budgetary impact on other programs or units within the institution.*

The impact on existing programs may be increased enrollments in the various classes proposed for the certificate. Any student credit hour (SCH) income will remain in the department through which the courses are offered. Minimal new funds are required to support this graduate certificate. Students will be advised through the College of Social Work, by Macro Practice faculty overseeing the certificate; since there are three faculty in Social Work involved in this certificate, there will be ample space for student advisement. No new faculty will be hired for this certificate.

### Section III: Curriculum

#### Program Curriculum

List all courses, including new courses, to be offered in the proposed program by prefix, number, title, and credit hours (or credit equivalences). Indicate new courses with an X in the appropriate columns. The total number of credit hours should reflect the number of credits required to receive the award. **For NEW Emphases, skip to emphases tables below.**

*For variable credits, please enter the minimum value in the table below for credit hours. To explain variable credit in detail as well as any additional information, use the narrative box below.*

Course Number	NEW Course	Course Title	Credit Hours
General Education Courses (list specific courses if recommended for this program on Degree Map)			
<b>General Education Credit Hour Sub-Total</b>			
<b>Required Courses</b>			
SW 6XXX	X	Social Justice Seminar: Engaging Organizations and Communities in S	3
PADMN 6560		Developing Revenue in Non-Profit Organizations	3
PADMN 6965		The Practice of Adaptive Leadership	3
Add Another Required Course			
<b>Required Course Credit Hour Sub-Total</b>			9
<b>Elective Courses</b>			
		Elective #1 (see menu of electives)	3
		Elective #2 (see menu of electives)	3
		Note: Students have the option of taking any combination of classes th	
Add Another Elective Course			
<b>Elective Credit Hour Sub-Total</b>			6
<b>Core Curriculum Credit Hour Sub-Total</b>			15

Propose a NEW Emphasis to an existing Regent approved program

## Program Curriculum Narrative

*Describe any variable credits. You may also include additional curriculum information, as needed.*

The suggested schedule here assumes a four semester graduate degree program, and is based on the Master of Social Work program requirements. For students in other graduate programs, the certificate requirements could be spread across all four semesters, utilizing summer term as needed.

Summer Semester (after first year): PADMN 6560 The Practice of Adaptive Leadership

Fall Semester (second year): PADMN 6560 Developing Revenue in Nonprofit Organizations

Spring Semester (second year): SW 6XXX: Social Justice Seminar: Engaging Organizations and Communities in Social Change

### **Elective Courses with Descriptions:**

PADMN 6540/POLS 6540 Nonprofit Advocacy Spring

Description: This course builds understanding of the role of nonprofit organizations in the public policy process. It examines ways in which nonprofits can influence public policy in all three branches of government, and the legal and political environment in which nonprofits operate as policy advocates.

PADMN 6380 Public Budgeting and Finance Summer/ Fall

Description: Organization, techniques, and politics of administrative planning, budget preparation and legislative appropriations, and control systems in public administration. Program budgeting, benefit-cost, and other analytic techniques of public planning and budgeting. Fiscal and monetary policy, nature of capitalism in a mixed economy, problems of labor, agriculture, and the poor.

PADMN 6340/POLS 6340 Organizational Productivity and Change Spring

Description: Application of administrative theory, administrative practice/organizational behavior, organization development, and related social sciences to the complex task of managing change and assessing and improving productivity in public and nonprofit organizations. Includes leadership and employee motivation theories.

PADMN 6570/POLS 6570/POLS 5570 Management of Nonprofit Organizations

Description: Management functions, issues, and skills that are distinctively nonprofit, such as board-staff relations, accountability to internal and external constituencies, managing volunteers, balancing professional and political interests, and ethics. Effects of the legal context and regulatory environment on the managing in nonprofit organizations.

FCS 6700/FCS 5700 Research for Community Needs

Description: Students learn to use demographic data to assess the needs of consumers, households, and communities and conduct research projects on changing communities. These analyses are central to understanding a variety of community issues regarding homeownership, household crowding, immigration, racial and ethnic change, education, employment, transportation, poverty, and urban sprawl. The course places emphasis on the interface between theory, measurement, and communication of scientific findings. Service learning may be offered on an optional basis. Professor has higher expectations from the graduate student.

FCS 6730/FCS 5730 Community Development and Environmental Change Spring

Description: This course examines the processes and outcomes of community and environmental change. The class will analyze the sociopolitical context in which change operates, the impact of environmental and social changes, major models and methods of practice, and tools to promote public participation. This course provides a theoretical foundation and hands-on experience developing and evaluating community interventions. Special emphasis will be placed on collaborative and participatory planning.

PADMN 6525/POLS 6525 Engaging Volunteers in Public and Nonprofit Organizations Summer

Description: This class focuses on how to best work with volunteers to meet your organization's mission. The involvement of volunteers always includes both opportunities and risks. We will discuss both at length and will learn how to accentuate the positive while minimizing risks.

SW 6623 Advocacy & PR Skills for Social Workers Summer

Description: In conjunction with the NASW Foundation's National Social Work Public Education Campaign, this course is designed to help social workers enhance their personal and professional public image and raise awareness of their vital contributions to society through effective public relations techniques. Using an interactive mix of lecture, case studies, guest presentations, and in-class practice, the course will define and examine key aspects of successful public relations programs for non-profit organizations, social service agencies and private practitioners, including: media relations (TV, radio, newspaper, internet, social media), written and verbal communications (news releases, media alerts, face-to-face interviews, news conferences, presentations, speeches, exhibits), print and on-line publications (magazines, newsletters, brochures, web sites, social media), crisis communications, special event planning, and market research, branding, and advertising. Special emphasis will be placed on developing a practical and marketable skill set for the emerging social work administrator.

PADMN 6323/POLS 6323 Policy Analysis Summer/ Spring

Description: Course addresses both the theoretical and practical aspects of performing policy analysis. Students will examine current policy issues from the perspective of federal, state, and local governments, as well as from those of non-governmental and advocacy organizations. Students will be introduced to repositories of data, information and analysis available on policy topics, and will conduct research using both primary and secondary data.

PADMN 6563/FCS 6563/POLS 6563/PUBPL 6563 Program and Policy Evaluation Fall/ Spring

Description: Systematic introduction to program and policy evaluation as a basis for accountability. Introduces alternative approaches to evaluation. Emphasis is placed on strategies for impact assessment (including randomized designs and non-randomized designs), measuring efficiency, examining short-term and long-term consequences, identifying both intended and unintended impacts, and the social, political, and ethical context of evaluation.

## **Degree Map**

*Degree maps pertain to undergraduate programs ONLY. Provide a degree map for proposed program. Degree Maps were approved by the State Board of Regents on July 17, 2014 as a degree completion measure. Degree maps or graduation plans are a suggested semester-by-semester class schedule that includes prefix, number, title, and semester hours. For more details see <http://higheredutah.org/pdf/agendas/201407/TAB%20A%202014-7-18.pdf> (Item #3).*

*Please cut-and-paste the degree map or manually enter the degree map in the table below*



August 2, 2017

To whom it may concern,

On behalf of University Neighborhood Partners, I would like to express my support and enthusiasm for the proposed new Graduate Certificate in Leadership, Justice and Community Practice in the College of Social Work. This effort is both timely and critically important to the core goals of the University to better respond to pressing issues in our local and broader communities through transformative student experiences, knowledge creation and dissemination, and engagement that increase the health and quality of life for all in our community.

UNP has worked for almost 15 years to respond to a clear community-identified priority to build the capacity of local leaders and organizations as a key strategy for creating positive community change from within west side neighborhoods themselves. The creation of this Graduate Certificate allows the University to engage in mutually beneficial collaborations with these community efforts in a way that will create transformative scholarship through long-term, sustainable partnerships.

University Neighborhood Partners, which is overseen directly by President Pershing and SVPAA Watkins, relies on the long-term involvement of faculty and students to work in reciprocally-beneficial partnerships with community organizations and residents in west side neighborhoods. CSW has a strong history of community engaged-work, and has been a key partner in the University's strategies through University Neighborhood Partners to reduce systemic barriers faced by underrepresented youth and adults to higher education. We know that community-engaged learning is among the most transformative experiences a student can have at the University of Utah. We also know that in successful partnerships, faculty are key 'holders' of community relationships over time, and this enables collaborations to achieve real lasting impact instead of being limited to semester-long projects. The creation of the new Graduate Certificate will support more integrated coursework and coordination of community-based partnerships, and will thus strengthen the capacity of both CSW and the University to engage in these community partnerships in ways that fulfill the University's academic and community missions.



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1060 South 900 West • Salt Lake City, Utah 84104 • University Neighborhood Partners • [www.partners.utah.edu](http://www.partners.utah.edu) • 801-972-3596 • Fax 801-972-3628

This is a key time to capitalize on the energy and commitment of those both at the University and in the community to work together in meaningful ways to actively shape the future of our city and our democracy. This Certificate will allow for a deeper understanding of the opportunities and challenges of this work as it plays out in both scholarship and 'on the ground'. I very much look forward to this new phase of work.

With best regards,

A handwritten signature in black ink, appearing to read 'Sarah D. Munro', with a long horizontal flourish extending to the right.

Sarah D Munro, PhD

Director, University Neighborhood Partners

Special Assistant to the President for Campus Community Partnerships



Sonia Salari, Ph.D.  
HDSP Graduate Director  
Associate Professor  
Department Family & Consumer Studies  
University of Utah  
Salt Lake City, UT 84112  
[sonia.salari@utah.edu](mailto:sonia.salari@utah.edu)  
801-581-5725 Office

Dr. Lindsay Gezinski  
College of Social Work

July 1, 2017

Dear Dr. Gezinski,

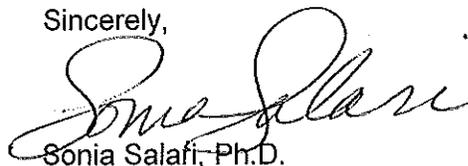
As director of the Human Development and Social Policy (HDSP) master's program in the Department of Family and Consumer Studies, I am happy to endorse the proposal for the creation of a graduate certificate in *Leadership, Justice and Community Practice* through the College of Social Work. The proposed certificate would support the educational goals of social work internally, but would also be of benefit to the university, community members and many other stakeholders. We are excited to have some of our FCS courses included in the list of electives, as we have similarities in the focus on social policy and community development.

I have introduced the proposed certificate to our Graduate Admissions and Policy Committee, as well as the Associate Dean of the College of Social and Behavioral Sciences. All members unanimously expressed approval for development of this program. We appreciate your attention to the slight modifications or corrections communicated in a previous email.

The graduate certificate in *Leadership, Justice and Community Practice* represents a unique and exciting opportunity for students to enhance well-being and social justice in their local communities. The planned line-up of 15 credits of core and elective courses will certainly serve to meet or exceed those goals by developing skills associated with community engagement, leadership and advocacy. Thank you for making our department aware of this new program proposal, and I hope to remain informed about its progress toward approval.

Please do not hesitate to contact me if I can be of further assistance.

Sincerely,



Sonia Salari, Ph.D.

Department of Family and Consumer Studies

College of Social and Behavioral Science  
225 South 1400 East, Room 228  
University of Utah  
Salt Lake City, UT 84112  
(801) 581-7847  
FAX: (801) 581-5156



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344 East 100 South, Suite 301  
Salt Lake City, Utah 84111  
(801) 322-4257

**Admissions**

344 East 100 South, Suite 201  
Salt Lake City, Utah 84111  
(801) 322-3222

**Adult Residential Program**

68 South 600 East  
Salt Lake City, Utah 84102  
(801) 322-1001

**Adolescent Program &  
Odyssey Academy**

607 East 200 South  
Salt Lake City, Utah 84102  
(801) 363-0203

**Youth in State Custody Program**

880 East 3375 South  
Salt Lake City, Utah 84106  
(801) 708-7004

**Mothers with Children Program**

42 South 500 East  
Salt Lake City, Utah 84102  
(801) 596-1990

**Fathers with Children Program**

623 South 200 East  
Salt Lake City, Utah 84111  
(801) 428-3476

**Outpatient Services**

350 East 2100 South  
Salt Lake City, Utah 84115  
(801) 322-1185

**Transitional Services**

344 East 100 South  
Salt Lake City, Utah 84111  
(801) 428-3463

**Vocational Training Services**

68 South 600 East  
Salt Lake City, Utah 84102  
(801) 428-3464

**Children's Services Center**

340 East 100 South  
Salt Lake City, Utah 84111  
(801) 532-4184

**Martindale Integrated Health Clinic**

340 East 100 South  
Salt Lake City, Utah 84111  
(801) 428-3500

**Generously Supported by**

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Salt Lake County Division of  
Behavioral Health Services

[www.odysseyhouse.org](http://www.odysseyhouse.org)



August 14, 2017

Utah System of Higher Education

Re: University of Utah College of Social Work Community and  
Organizational Leadership Graduate Certificate Program Proposal

To Whom It May Concern:

I am writing to express my fervent support for the University of Utah College of Social Work Leadership, Justice, and Community Practice Graduate Certificate program proposal. As an administrator at a local non-profit, the ability to recruit and retain Social Workers who not only bring experience with clinical services delivery and research capacity, but also with organizational leadership and management would be incredible. As Dr. Gezinski indicates in her proposal, a significant number of Social Workers who enter our agency as clinicians quickly rise to the level of program managers and supervisors. Arming them with the skills, knowledge, and ability to fill these roles in an informed fashion would strengthen our agency. This training would increase our ability to operate efficiently and effectively in providing mental health and Substance Use Disorder treatment services to thousands of Utahns.

Personally, as a Social Worker who came to Odyssey House a natural leader with the best of intentions but without any formal management training, the opportunity to engage in the proposed program would have been invaluable. Rather, my development as a leader has come from trial and error or replicating the efforts and approaches demonstrated by those around me who hold business degrees.

Thank you for your consideration of this proposal. I encourage your endorsement of the program which will empower Utah's Social Workers, enhance the operations and professionalism of our non-profit human service agencies, and meet the needs and interests of the University of Utah College of Social Work students.

Sincerely:

Christina Zidow, LCSW  
Chief Operating Officer

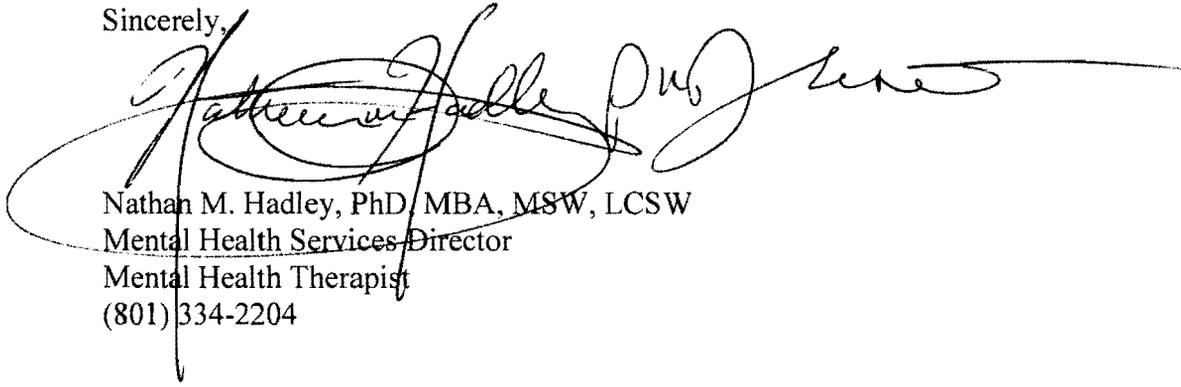


August 10, 2017

To Whom It May Concern:

This letter of support is in reference to the proposal by Dr. Lindsay Gezinski to develop a Leadership, Justice, and Community Practice Graduate Certificate. Having worked in multiple organizations in both the private and non-profit sectors, I have observed the significant need for social workers to receive more specialized training and education in the areas of organizational and community leadership. As a director of mental health services, I have had the opportunity to work with many skilled clinicians that excel in their practice on a micro level and yet lack the necessary skills and training to be effective supervisors, managers, directors, and community organizers. I believe that students, clients, agencies, communities and the university will greatly benefit from the additional training that social workers will receive in the areas of mezzo and macro practice as outlined in the certificate proposal. I wholeheartedly support the proposal for a graduate certificate in community and organizational leadership.

Sincerely,



Nathan M. Hadley, PhD, MBA, MSW, LCSW  
Mental Health Services Director  
Mental Health Therapist  
(801) 334-2204



MASTER OF PUBLIC ADMINISTRATION  
The University of Utah

Building 73, 332 S 1400 E, Room 236 • Salt Lake City, Utah 84112-9154 • (801) 581-6781

Lina Svedin  
Director of Public Affairs Programs  
College of Social and Behavioral Science  
University of Utah

12 July, 2017

To Whom It May Concern :

This letter is in reference to the Master of Public Administration's support of the proposed Graduate Certificate in "Leadership, Justice, and Community Practice." through the College of Social Work. The MPA Program shares a strong professional relationship with the College of Social Work through our current joint degrees: MPA/MSW and MPA/Ph.D. in SW. The MPA Program believes the proposed certificate offers another collaborative opportunity between Social Work and Public Administration.

The certificate provides an avenue for students to gain administrative and policy skillsets and knowledge around social change issues. The University of Utah MPA Program is well-known for its nonprofit course offerings and faculty research, and believes nonprofits play a valuable role in social change. The same is true for public policy, which is another focus of the U of U MPA Program.

The MPA will support this certificate by regularly offering the following core courses: PADMN 6560 Developing Revenue in Nonprofit Organizations and PADMN 6965 Adaptive Leadership. The MPA will also support the certificate by rotating elective course offerings: PADMN 6380 Public Budget and Finance; PADMN 6540 Nonprofit Advocacy; PADMN 6340 Organizational Productivity and Change; PADMN 6570 Management of Nonprofit Organizations; PADMN 6525 Engaging Volunteers in Nonprofit Organizations; PADMN 6323 Policy Analysis; PADMN 6563 Program and Policy Evaluation.

The MPA Program will also encourage current MPA students to explore this certificate option. We have had, and/or currently have students pursuing other certificates on campus, including: Gerontology, Disability Studies, Urban Planning and Gender Studies. The MPA Program has seen an increase in student interest around social justice and related social change issues, and believes this will drive interest in the certificate.

Sincerely,

A handwritten signature in black ink, appearing to read 'Lina Svedin', with a long horizontal flourish extending to the right.

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Dr. Lina Svedin

Director of Public Affairs Programs  
(Master of Public Administration, Master of Public Policy, Master of International Affairs and Global  
Enterprise programs)  
Associate Professor, Political Science



NASW

National Association of Social Workers, Utah Chapter



Social Workers  
Help starts here.

December 12, 2016

**RE: Leadership, Justice, and Community Practice Graduate Certificate**

I am writing this letter of support to encourage your consideration of a *Leadership, Justice, and Community Practice Graduate Certificate* in the College of Social Work at the University of Utah. Advanced and targeted training in community organization aligns with the mission of social work, and a graduate training certificate in community and organization leadership will provide a well-structured means for students to pursue this much needed and highly desired course of study.

For over a century, the social work profession has not only promoted individual well-being, but advocated for systemic improvements, sound social policies, economic maintenance and the availability of critical services. Regardless of job title, all social workers are encouraged to affect change, and are philosophically bound to a value system that emphasizes protecting and empowering individuals, organizations and communities. However, increasing compartmentalization within social work training programs has led to decreasing integration of direct practice methods with community organization and social action. An unfortunate trend because the knowledge and value base of a truly integrated social work education equips social workers to be highly effective community leaders, namely because social workers see first-hand the challenges faced by clients and communities, and possess the social and clinical acumen to bridge divides and build new realities that reflect a collective well-being.

A focused certificate program in leadership, justice, and community practice will leverage the talents of existing faculty in the College of Social Work and impart the skills and knowledge to collectively and effectively address problems, concerns or issues with the goal of enhancing self-determination, achieving greater equality, and enhancing our communities.

The National Association of Social Workers, Utah Chapter enthusiastically supports a graduate certificate in leadership, justice and community practice. As the largest association of professional social workers in the country, we recognize that social workers are a voice for change and social justice, and have the potential to move people and communities from despair to hope and inspire a better world for all of us.

Thank you for your consideration.

Sincerely,

Emily W. Bleyl, MSW, LCSW

Executive Director

National Association of Social Workers, Utah Chapter

August 3, 2017

University of Utah College of Social Work  
395 South 1500 East, #111  
Salt Lake City, UT 84112

To Whom It May Concern:

I am delighted for this opportunity to express not only my support and enthusiasm, but also my viewpoint of the need, for the *Leadership, Justice, and Community Practice Graduate Certificate*. As a Social Worker myself, I strongly believe that it is this systems-focus that differentiates Social Work from other helping professions. That being said, at United Way of Salt Lake we are lucky to employ several macro practitioners with MSWs.

The work we do in the community is unique not only among nonprofits, but also among other United Ways across the globe. In addition to traditional resource development and granting, we engage in lobbying and legislative efforts and, mostly notably, operationalize the practical application of Collective Impact. The required skills and perspectives to implement these frameworks would be well served by a corps of Social Work graduates well versed in mezzo and macro level thinking, tools, and experiences.

We've just concluded our first internship placement and I would love to have more students directed toward the type of work we do in the community. With macro-focused students, a partnership between UWSL and the College of Social Work seems quite a natural fit. I believe the creation of macro certificate would only help to make that relationship more mutually beneficial.

More broadly, in our work with the community, the need for individuals to promote and lead social change—guided by the principles and ethics of the Social Work profession—cannot be overstated. It is my experience that the College of Social Work would benefit from preparing its students to be more competitive with graduates of comparable programs (MPA, MPP, etc.) to bring a humanistic lens to the efforts guiding our community.

Thank you for the opportunity to share a few of the reasons I support, and indeed encourage, the establishment of the *Leadership, Justice, and Community Practice Graduate Certificate*. If I can be of assistance, please be in touch.

My best,

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