

Antioch College/Maryland

MASTER OF ARTS
 PLANNING AND ADMINISTRATION
 OF
 VOLUNTEER PROGRAMS

Below is the table of contents for this overview of the Antioch University/Maryland MASTER OF ARTS Program in Planning and Administration with an emphasis on Volunteer Programs.

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INTRODUCTION

A national assessment of voluntary action was attempted in 1965 by the Census Bureau and in 1974 by ACTION. In the latter study it was found that 37,000,000 people contributed time in support of community needs; be it recreation, education, civic, or social. Founded on the principles of voluntary action and consensual association the citizens of this country direct their voluntary activities at long range betterment of society and the improvement of the general welfare. Social observers have frequently commented on this unique American way of solving problems.

Voluntary action and citizen participation may be structured and programmed or unstructured and informal. It may be done individually or in groups. In every walk of life, individuals donate their personal resources both in time and money in the economic, social, and political improvement of their communities. Voluntary action and voluntary association may be found at all stages of community development including policy formulation, planning, program implementation, delivery of service and evaluation.

Voluntary action and voluntary association have been instrumental in major social reform movements in this country including the movement toward unionization, civil rights and recently, the feminist movement. Public policies nationally and locally have been challenged in order to better meet the social needs of the citizens of this country.

Until recently national trends have indicated an increase in the public sector responsibility for meeting the community needs of its citizens through an increase in publicly financed programs. However, there are indications that this trend has peaked. The recent move toward a ceiling on taxation has forced a cutback on services. Indications are that there is a reemergence of the voluntary impulse in order to continue to provide services that have become commonplace in American life.

Simultaneously, the traditional programs that have depended on voluntary assistance have had to develop efficient systems for effective use of the resources provided by voluntary action. In fact, persons engaged in voluntary support have brought pressure to bear on agencies for increased volunteer recognition, higher standards of supervision, and administration as well as more sympathetic use of skills and talents of the volunteers themselves.

Professionalization of the volunteer administrator is in the early stages of development. Recognition is the first step and many states are moving toward State Offices concerned with programs highly dependent on voluntary assistance. In 1976, for the first time, the positions of Director and Supervisor of Voluntary Services were listed in the U. S. Directory of Occupational Titles. Career ladders including job descriptions and salary level policies are being accepted in many public and private agencies.

The time for "ad-hocracy" in volunteer administration is fast moving to an end. The increased sophistication of individuals who volunteer, not only in direct service but also those who assist in making policy, demand that professionals plan and administer programs. These professionals must be knowledgeable and have an educational experience that is well grounded in both theory and practice. For these reasons an innovative, academically sound educational program is a necessity.

While many colleges and universities have offered and are currently offering short-term, non-degree courses in programs dependent on voluntary action, Antioch University/Maryland has developed a graduate program curriculum that brings together both the theoretical aspects of voluntary action and the practical application of planning and administration techniques.

Through consultation with voluntary action educators and scholars, volunteers and practitioners in both the public and private sectors, a fundamental body of interdisciplinary knowledge has been identified. This curriculum is continually evolving, changing, and dynamic. As scholars and practitioners continue to concern themselves with the changing nature of our society, so this curriculum will continue to reflect the changing nature of the times in which we live.

The program outlined herein is designed to be both theoretical and practical in its implementation. It has been designed with the administrator or the manager in mind. It is designed to provide the theoretical foundations relevant to voluntary action as it has evolved over the centuries both in Western Europe and in this country. In addition, it is designed to assist in the preparation of individuals as they confront changes in a post-industrial society.

ACADEMIC PROFILE

Since at all stages this curriculum has been designed with the occupational or volunteer professional in mind, completion of this course of study will provide the manager with the capability to manage day-to-day while planning for the achievement of long range goals and objectives. Because this component is integrated into the Antioch Planning and Administration Program, the curriculum emphasizes the principles that have occupational applicability to the management of social programs including education, health, and the environment.

Antioch University/Maryland is for people who have experience in organizations and who want the additional analytical, technical and human relations skills to improve their role in the work place. The programs are designed for the mature adult who is working full or part time. Antioch believes that education is most effective when it evolves around daily experiences. Antioch/Maryland achieves this design by constructing courses that relate theories and skills acquired in the classroom to on the job experiences.

Under the guidance of a committed faculty, the majority of whom are active practitioners in their chosen fields, Antioch/Maryland encourages and supports independent pursuit of student interests. Acknowledgement is made that students have different styles of learning and accommodation to these individual differences is part of Antioch's philosophy of education. Course material is problem centered and relationships are developed to students occupational experiences. Small classes are planned to encourage discussion.

Antioch University is 125 years old and is accredited by the North Central Association of Colleges and Secondary Schools. As part of a national network of instruction sites, the Baltimore Center has been offering a degree in Maryland since 1970. It is accredited by the Maryland Commission on Higher Education and approved for study by the Veterans Administration. National Direct Student Loans and College Work Study Programs are available to eligible students.

PROGRAM GOALS

To prepare competent professionals to manage and administer programs dependent on voluntary resources.

To educate administrators to understand and apply the principles of effective program management particularly in programs dependent on voluntary resources.

To develop a comprehensive understanding of the complexity of voluntary organizations, the functions they plan in society, and the techniques for planning change in response to human needs.

To develop an appreciation for the consensual association that leads to voluntary action and that provides support for an enriched Democratic society.

PROGRAM REQUIREMENTS

The plan of study leading to the degree of Master of Arts in Planning and Administration with a concentration in Volunteer Administration requires a total of sixty credits. Forty-eight credits are earned in course work, twelve credits are awarded upon successful completion of the thesis.

A student may transfer a maximum of twelve graduate credits, or one quarter's work, from an accredited college or university if those credits are directly applicable to the program. Antioch operates on the quarter system and each course carries four credits.

The program requires a minimum of five quarters to complete. A Full time student is expected to successfully complete twelve credit hours for four quarters. The fifth quarter is reserved for candidacy and thesis work.

VOLUNTEER COMPONENT OVERVIEW

I. General Program Requirements:

1. Planning of Change
 2. Survey Research/or Evaluation
 3. Graduate Seminar
- 12 Credits

II. Volunteer Major Program Requirements:

1. Foundations of Voluntary Action
 2. Issues in Voluntary Action
 3. Voluntary Organizations and Their Managing
 4. Analysis of Social Policy Development
 5. Volunteer Program Models
- 20 Credits

III. General Course Offerings

1. Fiscal Management and Budget Preparation
2. Grantsmanship
3. Management Theories and Techniques
4. Organizational Development
5. Public Participation/Advocacy
6. Statistics
7. Alternative Futures Planning*
8. Domestic and International Developmental Service*

*Offered Intermittantly 16 Credits

Additional electives are available from the Human Services Program including Health, Communications and Juvenile Justice. Practicums can be arranged for those who would like to broaden their experience in the volunteer field.

IV. Credit Distribution Analysis

12 Credits - General Requirements
16 Credits - Major Requirements
20 Credits - Electives
12 Credits - Thesis

60 Credits - Total

COURSE DESCRIPTIONS

General Program Requirements

Planning of Change: This course will focus on the relationship of value structure to philosophies and theories of change for management. The nature of change will be investigated. Emphasis will be placed on the varieties and meanings of resistance to change, indicators of various forms of change, and the function of change and effects of transition in organizations and institutions. Additional emphasis will be placed on the effects of change in individuals through a look at theories of interpersonal dynamics, particularly as these deal with the concepts of alienation, isolation, conflict and collaboration.

Survey Research Methods: The aim of this course is to master the discipline of survey methodology through a number of activities including class lecture, an actual survey project and a variety of readings and resources and critical analysis. Specific objectives include: (1) participation in all phases of a small scale survey research project including specification of the research problem, questionnaire construction; survey sampling, interview training and interviewing, codebook construction and coding, data analysis, summary and interpretation of results; (2) the ability to articulate and discuss all the steps of carrying out a survey; (3) the ability to critically evaluate the class research project according to good research practices and other criteria of validity and reliability.

Evaluation Methodology: The focus of this course will be on the application of quantitative and qualitative skills in action and policy contexts. The student will be expected to develop knowledge of and ability to use "multi-trait-method" approaches to field problems, use methodological discipline flexibility and appropriately to field problems in the context of conducting an evaluation of a human service delivery system.

Graduate Seminar and Thesis: The purpose of the Graduate Seminar is to aid students in articulating and exploring their research projects for the Thesis. In this regard, students are assisted in stating and clearly defining the research problem; developing a research design; and writing a proposal for implementation. Students in the Volunteer Administration Component are provided with material that defines the research needs in the voluntary action sector.

Volunteer Component Program Requirements

Foundations of Voluntary Action: This course will focus on the volunteer movement, including the political, philosophical and social forces which have shaped voluntarism into its current widespread but as yet unfocused power. At the conclusion of this course the student must be able to demonstrate knowledge of the chronology of social reform, the relationship of social reform movements to the founding of a voluntary agency or institution, future issues that will be confronted by voluntary agencies and volunteer administrators as a result of the changing social policies of Western Europe and the United States.

Issues in Voluntary Action: This course will consider such issues as private philanthropy and charitable giving, volunteerism/voluntarism, unions, women's movement, professional volunteerism, stipends, and tax credits as well as the debate regarding the public involvement in the traditional voluntary action sector. Included will be issues regarding the continued vitality of voluntary associations as well as the role of the volunteer as change agent and service provider.

Voluntary Organizations and Their Managing: This course will describe the theoretical interrelationships between staff and volunteer resources including the roles, duties, responsibilities, and functions of each. Topics will include descriptions of an effective voluntary board, utilization of voluntary support at all levels of administration, organizational development through education and training for staff and volunteers, resource development, financial management and budget preparation.

Analysis of Social Policy Development: This course will examine the formulation of national public policy in the human, social, and environmental areas, the impact of the private sector, particularly the public interest groups. Case studies will be analyzed and the impact of the social reformers in policy formulation will be described.

Volunteer Program Models: A review of volunteer recruitment, placement, and training models including a comparative analysis of volunteer mobilization programs. Also included will be the role and responsibilities of a Director of Volunteers or Coordinator of Volunteer Programs. Staff leadership, organizational climate, program planning and placement techniques will be compared and analyzed. Development techniques will be described.

Planning and Administration Course Electives

Financial Management and Budget Preparation: This course will provide the student with an overview of the role of financial functions and operations within the context of complex organizations. Upon completion the student should be able to do a financial analysis of the system including a budgetary analysis. The student will develop a basic awareness of the detailed processes which must be completed in order to develop a successful budget. The "political" and practical realities of budget preparation will also be described.

Grantsmanship: This course is designed to promote an appreciation of the techniques employed in writing a proposal with potential fundability. Each student is expected to acquire and demonstrate skills in every phase of the grantsmanship process. The development of a quality proposal is required as a final product.

Management Theories and Techniques: This course is designed to explore the technical human and conceptual skill area necessary to carry out the process of management at various levels of a business or organization and the concept of adaptive leader behavior in efforts toward goal achievement. The student should be able to distinguish between management and leadership, explain each element in the management process, write a program plan in a prescribed format, explain situational leadership and select a leadership style most appropriate to a given situation, and analyze an organization in terms of the maturity level of subordinates, the managerial assumptions operating and the appropriateness of leadership styles.

Organizational Development: This course will deal primarily with contemporary organizational issues and problems. The focus will be on the potentials and limits of organizational development for systematic planning, predicting, controlling and directing change within an organization. Emphasis will be placed on research and evaluation, information-decision systems, and the management of innovation. Students will look at trends, theories and philosophies of various types of organizational activities of problem-solving and decision making, current day analysis, as well as the practice and theory of modern day organizational development methods and their applications.

Public Participation/Advocacy: This course will outline the preparatory steps in effective public participation including the role of advocacy as a citizen technique. In addition to describing public participation theories and techniques, application to local, state, and national networks will be illustrated.

Statistics: This course will focus on basic descriptive and inferential statistics, and research design, as they are utilized in the social sciences. Topics include frequency distribution, measures of central tendency, probability, non-parametric statistics, experimental, parametric statistics and non-experimental design. Students will apply statistical concepts to human service area data.

Alternative Futures Planning:* This course is designed to review current developments in strategic planning for alternative futures. This course will consider methods for improving planning from the perspective of the Congress and the Judiciary. In addition an overview of citizen intervention in public programs will be presented. Students will become familiar with the concepts of alternative futures planning and the impact of the Executive, Congressional, and Judicial branch of the Federal Government. Students will be able to relate alternative futures concepts in program planning and project development. Students will describe access points for the intervention of the individual citizen and citizens groups in the planning process.

Domestic and International Developmental Service:* This course will compare and analyze the service learning programs for youth in the United States and Internationally. An indepth study of the impact of the VISTA and PEACE CORP experience on the volunteers themselves as well as on the recipient communities. The concepts underlying national service as a policy will be reviewed.

Practicum:* Practicum experiences for students can be arranged in the Baltimore/Washington D. C. area. This includes placement in grassroots, private-non-profit, or public agencies that are concerned with the use of volunteer resources. A directed study plan is developed for each student and monitored by a faculty advisor.

*Offered Intermittantly