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Cal State Los Angeles  
Social Work 482  
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## COMMUNITY ORGANIZING: Theory & Technology

### Syllabus

#### **Course Description**

Community organizing is a form of social work practice to address social problems and for the social development of national states. Community organizers use theories and technologies to help citizens join together to bring *their* values and beliefs into action. The social work goal is that they reach for and realize fully their individual and collective human potential.

The particular methods of community organizing in the social work tradition implicitly or explicitly reflect a belief in the possibility for greater “goodness” to emerge in the world. This goodness can be summed up in a set of social conditions that are serially connected: that without righteousness (i.e., morally justifiable action), there is no truth; that without truth, there is no justice; that without justice, there is no freedom (i.e., opportunities for *directly* participating *in* governance); that without freedom, there is no peace; and that without peace, there is no humanity.

SW 482, Community Organizing, is a methods course aimed at surveying the knowledge and skill base of community organizing practice, to familiarize students with the specifics of the organizer’s role and the dynamics of the arena in which the organizer works.

Professional practice is based on praxis, that is, on the dialectic of organizing experience and systematic reflection (theorizing) on it, leading to conscious strategic and tactical action.

Community organizing, as a practical matter, involves four primary tasks: building community, building organization, building mobilization, and building institutions.

Except in the most superficial way, this course does not include study of religious and political movements or social development of national states.

#### **Course Outline**

The outline below reflects as nearly as possible the full base of organizing knowledge and skill, except as noted above. This course, like any other that attempts to prepare people for professional practice, can barely touch upon the full scope of knowledge and skill that practice entails. There are two reasons for this limitation: first, the quantity of the material to be covered is much too great; and second, the instructor’s experience is far too limited.

The value of an extensive course outline and bibliography, however, in addition to providing the student with a resource for future reference, is to help prospective organizers *know what they don't know*—and thus avoid, as much as possible, becoming immersed inextricably in situations for which they are not prepared.

### **Required Texts**

Saul Alinsky, *Reveille for Radicals* (New York: Vintage Books, 1990).

Saul Alinsky, *Rules for Radicals* (Vintage Books, 1971).

Kim Bobo, Jackie Kendall, and Steve Max, *Organizing for Social Change, A Manual for Activists in the 1990s* (Washington, D.C.: Seven Locks Press, 1991).

Robert Fisher, *Let the People Decide, Neighborhood Organizing in America* (New York: Twayne Publishers, 1994).

### **Bibliography**

REQUIRED READINGS ARE INDICATED BY “>>”. Readings marked “[ONLINE]” at the end of their entry are available online as Adobe Acrobat (pdf) files at <http://www.gatherthepeople.org/Pages/CSULA-CO.htm>. Others marked “[RES]” at the end of their entry are available on a reserve basis at the Kennedy Library.

### **Base of Organizing Knowledge & Skill**

#### **I. FORERUNNERS & PRECURSORS**

- A. Related Practitioners
  1. Prophets
  2. American revolutionaries
  3. Settlement and social work organizers
  4. Adult educators
  
- B. Institutional Antecedents
  1. Labor movement
  2. Populist movement
  3. Women's movement
  4. Civil rights movement
  5. Anti-war movement
  6. Gay rights movement
  7. Alinsky tradition

#### **II. PRACTICE THEORY**

- A. Values in Organizing
- B. Field of Social Action
- C. Unified Theory

1. Learning
2. Exchange
3. Reality-construction
4. Development and social infrastructure

D. Theory-Based Practice Roles

### III. PRACTICE KNOWLEDGE

A. Definitions of Community

1. Relationships
2. Power structure theories

B. Organizational Structure

1. Contingencies of learning and exchange
2. Purposes/goals
3. Institutional and legal forms
4. Resource bases
5. Membership types
6. Tax status options
7. Decision-making
  - a. structural
  - b. policy
  - c. management
  - d. supervision
  - e. judicial
  - f. strategic

C. Organizational Culture

1. Ideological realities
2. Objectives
3. Tasks
4. Labor division
5. Transitions
6. Leader roles
7. Member/constituent/client/citizen roles
8. Staff and cadre roles
9. Consultant roles

D. Problem-Solving Processes

1. Leadership development
2. Decision-making
3. Problem definition/goal setting
4. Action style
5. Issue, strategy, and tactic development
6. Change barriers

E. Technologies

1. Fundraising
2. Community research and analysis
3. Intelligence
4. Community entry
5. Doorknocking

6. Housemeetings
7. Role-playing (“Rehearsing”)
8. Organizing (founding) meetings
9. Meeting management
10. Campaigns
11. Mobilization
12. Media and publicity
13. Negotiations
14. Volunteers and activists
15. Training
16. Budgeting
17. Evaluation
18. Administration and management

#### IV. ORGANIZATION-BUILDING

- A. Developing or Adopting a Model
  1. Personal agenda
  2. Organizational agenda
  3. Sponsorship and funding
  4. Input and output targets
  5. Recruiting strategies
  6. Decision-making structures and processes
  7. Action style
  8. Pitch
  9. Internal and external communications
- B. Organizing Sponsorship
- C. Documentation and Legal Groundwork
- D. Getting Started
  1. Targeting a community or constituency
  2. Community analysis
  3. Legitimizers and gatekeepers
  4. Entry
  5. Organizing drive
- E. Organizing Meeting
  1. Timing
  2. Groundwork
  3. Organizer’s role
  4. Committee preparation
  5. Agenda
  6. Chairing
  7. Meeting management
  8. Follow-up
- F. Campaigns and Actions
  1. Strategic context
  2. Action principles
  3. Organizational mileage

4. Issue criteria and development
  5. Targets
  6. Coalitions
  7. Tactics
  8. Media
- G. Survival
1. External threats
  2. Internal threats
  3. Succession
  4. Termination
- H. Pitfalls and Prtfalls
1. Fear and anxiety
  2. Over-confidence
  3. Under-estimation
  4. Insufficient resources
  5. Insufficient energy
  6. Morale collapse
  7. Personal life strains

### ***Assigned Reading***

#### **Class One**

##### GETTING STARTED

- A. Introductions
- B. Definitions
- C. Character of Organizing
- D. Organizer Roles
- E. Knowledge Base
- F. Class Structure, Requirements & Goals

>> Moshe ben Asher, "GTP Organizer Training, Training Guide #3, The Organizer's Roles" (Gather the People, c. 2000). [ONLINE]

>> Moshe ben Asher, "GTP Organizer Training, Training Guide #29, "Introduction to Organizing" (Gather the People, c. 2000). [ONLINE]

>> Warren C. Haggstrom, "The Argument" (unpublished, n.d.). [ONLINE]

>> Warren C. Haggstrom, "Unhappiness and Formal Education" (unpublished, n.d.). [ONLINE]

#### **Class Two**

##### I. FORERUNNERS & PRECURSORS

- A. Related Practitioners

Felis Rivera and John L. Erlichman (eds.), *Community Organizing in a Diverse Society* (3d ed.), (Boston: Allyn and Bacon, 1998). [RES] (Select *one reading* that reflects your interest.) [RES]

1. Prophets

>> Abraham Joshua Heschel, *The Prophets* [excerpts from the book, and explanatory comments] (New York: Harper & Row, 1962). [ONLINE]

2. American revolutionaries
3. Settlement and social work organizers

Allen F. Davis, *American Heroine: The Life and Legend of Jane Addams* (New York: Oxford University Press, 1973).

Christopher Lasch (ed.), *The Social Thoughts of Jane Addams* (Indianapolis and New York: Bobbs-Merrill, 1965).

Barbara Levy Simon, *The Empowerment Tradition in American Social Work: A History* (New York and Oxford: Oxford University Press, 1994). [RES]

4. Adult educators

- B. Institutional Antecedents

>> Kim Bobo, Jackie Kendall, and Steve Max, "The Fundamentals of Direct Action Organizing," in *Organizing for Social Change, A Manual for Activists in the 1990s* (Washington, D.C.: Seven Locks Press, 1991), pp. 6-13. [RES]

1. Labor movement

Thomas R. Brooks, *Toil and Trouble, A History of American Labor* (New York: Delacorte Press, 1971).

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Walter Galenson, *The American Labor Movement, 1955-1995* (Westport, Conn.: Greenwood Press, 1996).

Ruth McKenna, *Industrial Valley* (New York: Harcourt, Brace and company, 1939). [RES]

Leon F. Litwack, *The American Labor Movement* (Englewood Cliffs, N.J.: Prentice-Hall, 1962).

2. Women's movement

Susan Bassnett, *Feminist Experiences: The Women's Movement in Four Cultures* (London & Boston: Allen & Unwin, 1986).

Kathleen C. Berkeley, *The Women's Liberation Movement in America* (Westport, Conn.: Greenwood Press, 1999).

Leah Fritz, *Dreamers and Dealers: An Intimate Appraisal of the Women's Movement* (Boston: Beacon Press, 1979).

Nancy Whittier, *Feminist Generations: The Persistence of the Radical Women's Movement* (Philadelphia: Temple University Press, 1995).

### 3. Populist movement

Paul H. Boase (ed.), *The Rhetoric of Protest and Reform, 1878-1898* (Athens, Oh.: Ohio University Press, 1980). [RES]

Harry C. Boyte, Heather Booth, and Steve Max, *Citizen Action and the New American Populism* (Philadelphia: Temple University Press, 1986).

Robert Fisher, *Let the People Decide: Neighborhood Organizing in America* (New York: Maxwell Macmillan International, 1994).

George McKenna (ed.), *American Populism* (New York: Putnam, 1974).

Robert L. Morlan, *Political Prairie Fire* (Minneapolis: University of Minnesota Press, 1955).

### 4. Civil rights movement

James W. Button, *Blacks and Social Change: Impact of the Civil Rights Movement in Southern Communities* (Princeton, N.J.: Princeton University Press, 1993).

David J. Garrow (ed.), *Birmingham, Alabama, 1956-1963: The Black Struggle for Civil Rights* (Brooklyn, N.Y.: Carlson Publications, 1989).

Daniel Levine, *Bayard Rustin and the Civil Rights Movement* (New Brunswick, N.J.: Rutgers University Press, 2000).

### 5. Anti-war movement

Irving Louis Horowitz, *The Struggle Is the Message: The Organization and Ideology of the Anti-War Movement* (Berkeley, Cal.: Glendessary Press, 1970).

Melvin Small and William D. Hoover (eds.), *Give Peace A Chance: Exploring the Vietnam Anti-War Movement*, Essays from Charles DeBenedetti Memorial Conference (Syracuse, N.Y.: Syracuse University Press, 1992).

### 6. Welfare rights movement

Lawrence Neil Bailis, *Bread or Justice* (Lexington, Mass.: Lexington Books, 1974).

Nick Kotz and Mary Lynn Kotz, *A Passion for Equality, George A. Wiley and the Movement* (New York: W.W. Norton, 1974).

Betty Reid Mandell and Ann Withorn, "Keep On Keeping On: Organizing for Welfare Rights in Massachusetts," in (Robert Fisher and Joseph Kling, eds.) *Mobilizing the Community: Local Politics in the Era of the Global City* (Newbury Park: Sage Publications, 1993), pp. 128-48.

## 7. Gay rights movement

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Dudley Clendinen and Adam Nagourney, *Out for Good: The Struggle to Build a Gay Rights Movement in America* (New York: Simon & Schuster, 1999).

Sabra Holbrook, *Fighting Back: The Struggle for Gay Rights* (New York: E.P. Dutton, 1987).

Eric Marcus, *Making History: The struggle for Gay and Lesbian Equal Rights, 1945-1990: an Oral History* (New York: Harper Collins Publishers, 1992).

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## Class Three

## 8. Alinsky tradition

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>> Warren C. Haggstrom, "For a Democratic Revolution: The Grassroots Perspective" in (John E. Tropicman, John L. Erlich, and Jack Rothman, eds.) *Tactics and Techniques of Community Intervention* (Itasca, Ill.: F.E. Peacock Publishers, 1995), pp. 134-42. [RES]

Joan E. Lancourt, *Confront or Concede: The Alinsky Citizen Action Organizations* (Lexington, Mass.: Lexington Books, 1979). [RES]

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### Class Four

## II. PRACTICE THEORY

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>> Martin Luther King, Jr., "Letter from Birmingham City Jail," in (Hugo Adam Bedau) *Civil Disobedience: Theory and Practice* (New York: Pegasus, 1969), pp. 72-89. [RES]

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>> Richard Korn, "The Moral Career of the Human Service Functionary," *The Private Citizen, the Social Expert, and the Social Problem* (in "GTP Organizer Training, Training Guide #22, Reforming Organizations"). [ONLINE]

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#### B. Field of Social Action

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>> Richard J. Johns, "Swimming With Sharks," *Perspectives in Biology and Medicine* (Summer 1973). [ONLINE]

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### Class Six

#### C. Unified Theory

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## Class Fifteen

## IV. ORGANIZATION-BUILDING

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### A. Developing or Adopting a Model

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2. Organizational agenda
3. Sponsorship and funding

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4. Input and output targets
5. Recruiting strategies

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6. Decision-making structures and processes
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>> Ralph G. Nichols, "The Ten Most Frequently Found Listening Habits" (source unknown, n.d.). [ONLINE]

>> J. William Pfeiffer and John E. Jones, "'Don't You Think That . . .?': An Experiential Lecture on Indirect and Direct Communication," in (Pfeiffer and Jones, eds.) *The 1974 Annual Handbook for Group Facilitators* (San Diego, Calif.: University Associates Publishers, 1974), pp. 203-08. [RES]

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>> Brenda Ueland, "Tell Me More, On the Fine Art of Listening," *Utne Reader* (November/December 1992). [RES]

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Nancy Brigham, *How to Do Leaflets, Newsletters, and Newspapers* (Boston: Boston community School, 1976).

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C. Documentation and Legal Groundwork

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D. Getting Started

1. Targeting a community or constituency
2. Community analysis

>> Moshe ben Asher, "GTP Organizer Training, Training Guide #2, Casing the Community" (Gather the People, c. 2000). [ONLINE]

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4. Entry

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- E. Organizing Meeting
  1. Timing
  2. Groundwork
  3. Organizer's role
  4. Committee preparation
  5. Agenda
  6. Chairing
  7. Meeting management
  8. Follow-up

### **Class Seventeen**

- F. Campaigns and Actions

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Mike Miller, *The People Fight Back, Building a Tenant Union* (San Francisco: Organize Training Center, 1979).

>> Shel Trapp, "Building Power & Victories," in *Dynamics of Organizing* (Chicago: National Training and Information Center, 1976), pp. 16-18. [RES]

1. Strategic context
- Action principles

>> Kim Bobo, Jackie Kendall, and Steve Max, "Designing Actions" and "Holding Accountability Sessions," in *Organizing for Social Change, A Manual for Activists in the 1990s* (Washington, D.C.: Seven Locks Press, 1991), pp. 48-54 and 56-59. [RES]

3. Organizational mileage
4. Issue criteria and development

>> Si Kahn, "Issues," in *Organizing, A Guide for Grassroots Leaders* (Silver Spring, Md.: National Association of Social Workers, 1991), pp. 79-96. [RES]

5. Targets
6. Coalitions

Madeleine Adamson (ed.), "Coalitions and Other Relations," Interview with Mike Miller, *Just Economics*, 5(6):6-7 (September 1977).

>> Moshe ben Asher, "GTP Organizer Training, Training Guide #39, Coalitions" (Gather the People, c. 2000). [ONLINE]

>> Kim Bobo, Jackie Kendall, and Steve Max, "Building and Joining Coalitions," *Organizing for Social Change, A Manual for Activists in the 1990s* (Washington, D.C.: Seven Locks Press, 1991), pp. 70-77. [RES]

>> Gary Delgado, "Building Multiracial Alliances: The Case of People United for a Better Oakland," in (Robert Fisher and Joseph Kling, eds.) *Mobilizing the Community: Local Politics in the Era of the Global City* (Newbury Park: Sage Publications, 1993), pp. 103-27. [RES]

>> Si Kahn, "Coalitions," in *Organizing, A Guide for Grassroots Leaders* (Silver Spring, Md.: National Association of Social Workers, 1991), pp. 238-45. [RES]

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David U. Thomas, "A Coalition: the Community Worker," "A Coalition: the Resources of a Community Project," "A Coalition: the Residents," and "Working with Social Service Agencies," *Organizing for Social Change* (London: George Allen & Unwin, 1976), pp. 107-29, 130-34, 89-106, 135-51.

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Joyce C. Welsh, "Operation Independence, Organization of a Community Coalition," in (Fred M. Cox et al., eds.) *Tactics and Techniques of Community Practice* (Itasca, Ill.: F.E. Peacock Publishers, 1977), pp. 167-72.

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>> Moshe ben Asher, "GTP Organizer Training, Training Guide #21, Alinsky on Organizing Tactics" (Gather the People: unpublished, c. 2000). [ONLINE]

>> Si Kahn, "Tactics," in *Organizing, A Guide for Grassroots Leaders* (Silver Spring, Md.: National Association of Social Workers, 1991), pp. 163-78. [RES]

## 9. Media

### Class Eighteen

#### G. Survival

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Robert Michels, "The Struggle Between the Leaders and the Masses," "Psychological Metamorphosis of the Leaders," and "Democracy and the Iron Law of Oligarchy," *Political Parties* (New York: Free Press, 1962, 1968).

Jon Kest, "Perfecting Local Group Maintenance" (memorandum, n.d.).

1. External threats
  2. Internal threats
  3. Succession
  4. Termination
- H. Pitfalls and Prtfalls
1. Fear and anxiety
  2. Over-confidence
  3. Under-estimation
  4. Insufficient resources
  5. Insufficient energy
  6. Morale collapse
  7. Personal life strains

A notional-functional syllabus is an approach where the organization of the material is determined with notions or ideas that learners expect to be able to express through the target language and the functions acts learners expect to be able to accomplish (Wilkins, 1976). In this type of syllabus, it contains the same teaching materials as traditional syllabus but organizes them in different way such as around uses or functions (Harlow & Linda L, 1978). According to Wilkins (1972), proponents of this kind of approach believe that the usage of language for learners is more important than th Syllabus of the course ORGANISATION THEORY Seventh and eighth semesters. Lecturer: Prof. Sergey Barcov, Ph.D., Classteachers: Prof. Sergey Barcov, Ph.D., Course descriptionÂ The organisation theory is a fundamental subject within modern managerial education. The purpose of the course is to present the fundamental concepts of the organisation theory. Introduction to various approaches to an organisation must teach the students to complete macro- and micro-analysis of organisations in the context of their development and interaction with the environment.Â A concept of technology. Relationship between technology and social organisation. Technology as a contingency parameter. The Aston studies.