COURSE TITLE: Introduction to Community Organization, Management & Policy Practice
COURSE NUMBER: 560
CREDIT HOURS: 3
PREREQUISITES: None
LOCATION: Foundation macro methods; Required for all students
SEMESTER: Fall 2005
FACULTY: Mary C. Ruffolo, Ph.D.
CONTACT INFO: 2726 SSW Building  936-4799  mruffolo@umich.edu

Course Description
This course is a foundation offering in the Macro Practice Concentrations (Community Organization, Management, and Policy/Evaluation). It covers basic content in these areas of social work method and prepares students to take the more advanced courses in their concentration. It is partly survey in nature, touching on a range of methodologies and emphases, and providing an appreciation of the historical and contemporary importance of these methods in social work. In addition, it deals with the process of professionalization and introduces students to a range of practice tools. Issues of gender, race, and ethnicity will be emphasized throughout, with special focus on culturally sensitive practice – i.e., multicultural community organizing, culturally sensitive management practices, culturally sensitive analyses of policy proposals and their impact, and culturally sensitive research practices. Students’ field experience and future methods courses will build upon the knowledge and skills presented in this course.

Course Content
Students learn beginning macro practice skills, including skills sets in the areas of community organization, management, and policy analysis. They learn the overall sequence of phases and roles and skills attached to them – the beginning phase, the middle phase, and the ending phase. The course will also provide students with the opportunity to integrate learning from relevant HBSE, policy, and research courses, designed to be taken concurrently.

During this course, students focus on (1) understanding the context of macro practice; (2) identifying problems at the community and organizational level; (3) organizing and building relationships within communities and organizations; and (4) organization-based and community-based policy making, planning, and program development.

This course will provide a common framework for learning, which sets the stage for more detailed development of skills sets. Readings will be related to theories, concepts, and practice skills involving assessments and interventions at the mezzo-macro level and in working effectively with communities and organizations. Some class time will be devoted to a discussion of issues raised by students’ experiences in the field, in the context of the theories, concepts, and skills covered by the readings, lectures, and exercises. These include various community assessment and problem solving models, reflective practice, interpersonal skills in macro policy research, and the analysis of organizational culture.
**Course Objectives:**
On completion of this course, students will be able to:

1. describe the historical, social, political and economic forces that have shaped and continue to shape macro practice in social work, with special attention to community organization, management, policy, and research.

2. identify community organization, management, and policy-planning strategies for dealing with contemporary social work and social welfare problems;

3. demonstrate beginning level community organization, management, and policy/evaluation skills in identifying the major internal and external environmental factors that affect the selection of those strategies;

4. apply NASW’s *Code of Ethics* to the selection of action strategies, and in particular to those situations which affect women, people of color, and disadvantaged/discriminated against populations;

5. demonstrate the ability to utilize selected assessment tools for designing practice relevant issues (e.g., human resource assessment, flow-charts, force field analysis, nominal group technique, task analysis, community profiling, Eco-Mapping, asset mapping, community needs and strengths assessment, and utilizing frameworks of ethical and policy analysis);

6. specify/identify those situations in which social workers are likely to be central to and have leverage over major social welfare concerns;

7. identify salient connections between Macro Practice and IP Practice.

**Course Design**
While using the lecture/discussion mode as the primary pattern, class sessions will also include skill building activities and exercises, speakers, and videotapes.

**Relationship Of This Course To Four Curricular Themes**
- **Multiculturalism and Social Diversity** are addressed through methods such as the use of readings, examples, cases, and role plays, and the development of intervention tools that explore multi-cultural and diversity issues from at least five perspectives: 1) the worker, (community organizer herself or himself); 2) the manager; 3) the policy analyst/advocate; 4) the organization or program; 5) the community or client system.

- **Social Justice and Social Change** are addressed through the use of readings, examples, cases, and role plays, and the development of intervention tools that enable workers to secure better representation of underrepresented community members and points of view in the community, agency, and polity, and to address, through the attainment of program goals, issues of historic exclusion and exploitation. Techniques of both transactional and transformational change are considered, as well as the five costs of change and ways to address them: inertia costs; rationality costs; self-interest costs; cultural costs; and subordination costs.

- **Behavioral and Social Sciences Research** is addressed through the use of readings, examples, cases, and role plays, and the development of intervention tools that explore the perspectives of social and behavioral science theory on the community, the organization, and the polity. Organizational, political science, and community theories will be important bases for class analyses.
• Promotion, Prevention, Treatment, and Rehabilitation are addressed through the use of readings, examples, cases, and role plays, and the development of intervention tools that explore special attention to the benefits of early intervention, (promotion and prevention), risks attendant to the use of various methods (treatment), and the need for longer term connection and follow-up (rehabilitation).

Relationship of the Course to Social Work Ethics and Values
The course will address ethical and value issues related to working with, and in, organizations, communities, societies, and in conducting policy-focused research in these areas. For example, as employees of organizations, members of communities, and citizens of states, social workers must work to ensure equal treatment for all citizens, while at the same time expressing preferential programmatic attention to the most disadvantaged within those systems. The course will also focus on social workers’ responsibility as professionals to promote the general welfare through working toward the elimination of discrimination, expanding choices for all persons, encouraging respect for diversity, advocating for progressive changes in social policies, and encouraging informed participation by the public.

Accommodations
If you need or desire an accommodation for a disability, please let me know at your earliest convenience. Many aspects of this course, the assignments, the in-class activities and the way that the course is taught can be modified to facilitate your participation and progress throughout the semester. The earlier that you make me aware of your needs, the more effectively we will be able to use the resources available to us, such as the services for Students with Disabilities, the Adaptive Technology Computing Site, and the like. If you do decide to disclose your disability, I will (to the extent permitted by law) treat that information as private and confidential.

Please notify me if religious observances conflict with class attendance or due dates for assignments so that we can make appropriate arrangements.

Required Reading
The following book is the required text for the course. The book is available for purchase at Ulrich’s Bookstore (across the street from the School of Social Work):


In addition:
• This course has required articles and book chapters that can be accessed on-line through the University of Michigan Course Reserve system under SW 560. The web location is: http://mirlyn.lib.umich.edu. Click on course reserves and course name.

Assignments & Grading
There are three (3) graded assignments for this course. They are summarized below with their relative weight. Details follow the course outline.

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Due Dates</th>
<th>Weight</th>
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</thead>
<tbody>
<tr>
<td>Community Assignment</td>
<td>Oct. 31, 2005</td>
<td>30%</td>
</tr>
<tr>
<td>Advocacy Assignment</td>
<td>Nov. 21, 2005</td>
<td>30%</td>
</tr>
<tr>
<td>Concept/Pre-Proposal Paper</td>
<td>Dec. 12, 2005</td>
<td>35%</td>
</tr>
<tr>
<td>Attendance &amp; Participation</td>
<td>Ongoing</td>
<td>5%</td>
</tr>
</tbody>
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Grading

Grades are earned by successfully completing the work on the assignments. A 100 point system is used. At the end of the term, the numerical grades earned for each written assignment will be translated into letter grades according to the following formula:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Range</th>
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<tbody>
<tr>
<td>A+</td>
<td>97-100</td>
</tr>
<tr>
<td>A</td>
<td>94-96</td>
</tr>
<tr>
<td>A-</td>
<td>90-93</td>
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<tr>
<td>B+</td>
<td>87-89</td>
</tr>
<tr>
<td>B</td>
<td>84-86</td>
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<tr>
<td>B-</td>
<td>80-83</td>
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<tr>
<td>C+</td>
<td>77-79</td>
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<tr>
<td>C</td>
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<tr>
<td>C-</td>
<td>70-73</td>
</tr>
<tr>
<td>D</td>
<td>&lt;69</td>
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</tbody>
</table>

<69 (no credit)

PLEASE NOTE:

- Incompletes are not granted unless it can be demonstrated that it would be unfair to hold the student to the normal limits of the course. The student must formally request in writing an incomplete with the instructor prior to the final week of class.

- All assignments are to be completed by the date due. Exceptions will be granted with the permission of the instructor in advance of the due date for the assignment. Assignments submitted late without such permission will be downgraded.

- Students are to use APA “citation format” for each of the assignments. Each assignment needs to include appropriate attribution of authorship for paraphrases or ideas acquired from another source or appropriate citations, including page numbers, for direct quotes. Please review the Student Guide section on "Ethical Conduct in the University Environment." This section specifically addresses plagiarism and the possible consequences for engaging in this behavior. The University of Michigan Library system has an on-line resource that can assist you in preparing proper citations for assignments using APA format. Go to: (http://www.lib.mich.edu/ug/research/citation guide/AP5thed/pdf)

- No other aspects of the APA style guide will be used. Instead, students are expected to prepare all assignments as “professional reports,” i.e., single-spaced, generous use of headings & sub-headings, underlining, italics, bold, etc.
# Course Outline and Readings

<table>
<thead>
<tr>
<th>Session</th>
<th>Topic</th>
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</table>
| Sept. 12 | Introduction: The History and Components of Macro Practice  
  -- The values, history and components of macro practice  
  -- The challenges of macro practice in a multicultural society |
| **Readings** (Please read before class): |  
  Long, Tice, and Morrison, Chapter 1 & 10, pp. 1-25, 206-225. |
| Sept. 19 | Models of Community Organization Practice & Their Implications  
  Understanding Communities: Their Problems & Their Populations  
  -- Different conceptualizations of community and their implications  
  -- Typologies of community organization  
  -- Empowerment theory and community organization practice  
  -- Multiculturalism and community organization practice |
| **Readings:** |  
  Long, Tice, and Morrison, Chapter 6, pp. 117-143. |
| Preparation for computer lab session –  
  [http://www.lib.umich.edu/socwork/rescue/sw560html](http://www.lib.umich.edu/socwork/rescue/sw560html) |
| Sept. 26 | Assessing Community Needs and Strengths  
  -- Defining the community  
  -- Conducting a community needs assessment  
  -- Constructing a community profile: Frameworks for community analysis  
  -- Asset mapping: Identifying community strengths  
  **Computer Lab Session –Using data to describe communities-profile development** |
| **Readings:** |  
  Long, Tice, and Morrison, Chapter 2, pp. 26-49. |


**Oct. 3**

**Community Observational Study Day –Small Group Task**

**Oct. 10.**

**Organizing and Mobilizing Communities**

-- Roles of the organizer
-- Group skills in community work
-- Selecting appropriate strategies and tactics
-- Social capital and community mobilization

**Readings:**

Long, Tice, and Morrison, Chapter 4, pp. 74-94.


**Oct. 17**

**Fall Break**

**Oct. 24**

**Advocacy as a Form of Social Action**

-- Models of advocacy
-- Policy advocacy

**Readings:**

Long, Tice, and Morrison, Chapter 9, pp. 186-205.


**Oct. 31**

**Ethical and Legal Issues in Macro Practice**

-- The meaning of ethics and ethical analysis in macro practice
-- Ethical issues in macro practice
-- Legal foundations of community-based nonprofit organizations

**Group Presentations of Community Assignment**

**Readings:**

Long, Tice, and Morrison, Chapter 12, pp. 249-280.


**Nov. 7**

**Understanding Community-Based Organizations**

-- The structure, mission & goals of nonprofit community-based organizations
-- Management theories
-- Decisionmaking, power, authority, and politics of nonprofit organizations

**Readings:**

Long, Tice, and Morrison, Chapters 3 & 5, pp. 50-73, 95-116.


**Session 10.**

**Planning and Program Development in Community-Based Organizations**

-- Linking programs to organizational mission and goals: Models & stages
-- Translating goals into objectives: Promoting community participation
-- Proposal writing

**Readings:**

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**Nov. 21**

Resource Development & Management in Community-Based Organizations

-- Strategies for resource development
-- Managing budgets

**Advocacy Assignment Due**

Readings:
Long, Tice, and Morrison, Chapter 8, pp. 165-185.

Brody, R. *Effectively managing human service organizations* (pp. 3-19).


**Nov. 28**

Program Implementation, Monitoring, and Evaluation

-- Evaluating program outcomes
-- Managing information

Readings:


**Dec. 5**

Inter-Organizational Practice

-- Coalitions, collaboratives, networks
-- Issues of power
-- Inter-organizational practice in multicultural communities
Readings:


Dec. 12

**Human Resources Management: Managing Staff in Organizations**

-- Personnel Policies
-- Supervisory Roles and Functions
-- Staff Development

**Concept/Pre-Proposal Assignment Due**

**Course Summary and Issues for the Future**

Readings:


Descriptions of Assignments for SW 560

1. Community Assignment

This assignment includes two parts. You will work in small groups to complete the community assignment.

Part 1: Your small group will have an opportunity to conduct an observational study of a neighborhood. In this part, your group will be collecting observational data to gain a perspective on a particular neighborhood. This neighborhood may be located in the county that you examine in Part 2 or may be a different community. When your group begins to observe the neighborhood, you might walk; stand on a corner or by drive slowly through the neighborhood. Use all your senses to begin to understand the neighborhood. Note the following:

1. What are the main geographic boundaries and natural barriers? Is the neighborhood geographically isolated or cut off from surrounding neighborhoods?
2. Is there evidence of what people do for a living? What kinds of commercial enterprises do you see? Do you see evidence of unemployment? What type of transportation is available?
3. What kinds of people (social class, race, ethnicity, and age) are observed? How do people react to you? Are there many religious buildings? What types of parks or recreational areas are present? What are the housing conditions like? Are there distinct sub-communities within the larger community? What do people do who live here? Where are the schools, the primary stores, bars, community centers? Are they accessible?
4. What is the condition of the roads, sidewalks, garbage collection, and other services?
5. What kinds of schools are located in the community? What is their condition? Is there a local library?
6. What kinds of voluntary agencies/social services are located in the community?

Your group should process your observations and prepare to share with the class in a 10 minute presentation what your group learned about the neighborhood from this observational study. Submit a 2-3 page group paper, identifying what your group considered strengths or assets in the neighborhood and needs or shortcomings of the neighborhood from this observation. Part 1 will be due the week after the observational class session (Oct. 10, 2005).

Part 2: Your small group will use the American Community Survey 2003 and other relevant data sets to develop a community brief. A community brief for this assignment is a written account and analysis that describes a community using survey data. Your group will select a county as the unit for analysis for this community brief. Your group will use quick tables, data profiles, multiyear profiles and narrative profiles provided in the American Community Survey 2003 to describe the county. Your group will also develop your own custom tables. The community brief will include: general characteristics, social characteristics, economic characteristics and housing characteristics. In addition, your group will compare the county selected to other counties in the State on key characteristics and to relevant national data sets. The community brief can be formatted as a brochure or as an executive summary. The
brochure or executive summary needs to include narrative information, analysis and relevant graphs or tables. Your group will submit the written community brief to the instructor. Your group will also make a 10 minute presentation to class on your community brief. Part 2 (the community brief and presentation) is due on Oct. 31, 2005.

2. Advocacy Assignment

Select the Advocacy Practice Assignment: Speak Out or the Coalition Assignment to complete before the end of the term

Option 1: Advocacy Practice Assignment: Speak Out

In this assignment you will need to review the definition of Social Work Advocacy as developed by Schneider and Lester “Social work advocacy is the exclusive and mutual representation of a client(s) or a cause in a forum, attempting to systematically influence decision making in an unjust or unresponsive system(s)” (Schneider, R. L. and Lester, L. 2000). Also, keeping in mind the School’s emphasis on Privilege, Oppression, Diversity and Social Justice (PODS), you are expected to speak on behalf of a client or a cause in a public forum in order to influence decisions regarding your client or cause.

At sometime during the semester you may select any issue, cause or client group that is of interest to you and:

1. Research the topic from its historical perspective to the current situation including review and incorporation of some relevant social work literature. Cite any evidence in the literature supportive of your position

2. Based upon your review of the literature and the facts of the case, write an outline of the remarks you will use to guide your oral presentation or advocacy.

3. Select the proper forum for your advocacy effort. This could include a letter to the editor, a policy brief or a speak out script at a forum that may consist of any public hearing, legislative committee, or special commission that is authorized to deal with your issue such as county board of commissioners, the regents of a university or community college, school board trustees, the planning commission of a unit of government, or the board of directors of a human service organization.

4. Reflect on the potential impact of your advocacy effort of behalf of your client group or cause. What change or outcome occurred because of your advocacy?

Your work product will consist of a 3 to 5 page (single spaced) paper which includes the content identified in number 1 through 4 above. The paper may be turned in at any time during the semester but is due no later than Nov. 21, 2005.

Option 2: Coalition Assignment

Identify a local organization, coalition or collaboration (public or private) that is working for change on an issue that you have interest in. Attend a meeting of this group, interview someone in a leadership role and review written materials that the organization, coalition or collaboration has available and use newspapers as resources to understand the current context. Prepare a written 3 to 5 page (single spaced) overview and analysis of the effort and your opinion of its effectiveness. In
this overview, describe the organization, coalition or collaboration, define the issue, who is involved in the effort, identify the goals and strategies that the group is using to advocate for change, and identify what would be considered a success or failure for this group. In an Appendix, include a summary of the meeting you attended and of the key informant interview. The paper may be turned in at any time during the semester but is due no later than **Nov. 21, 2005.**

3. Concept/Pre-Proposal Paper

In this assignment, you are developing a concept or pre-proposal paper for program innovation/development to be submitted to a foundation or funding organization. Identify a target population for the project. The paper **may not** exceed 5 pages. The concept/pre-proposal paper needs to contain the following:

1. A brief description of the problem you propose to address and why it is important (include relevant literature/research/policies, document need for addressing the problem now)

2. State the project’s goals and major objective (link the goals and the objectives to your description of the project)

3. Discuss principal components of the project and expected measurable outcomes (include enough information for the potential funder to understand how their money will be used to address problem area and goals identified)

4. Estimate project cost (how much money will you need to carry out the project…develop a budget)

5. Provide a timeline (This should give the funding source an idea of the project steps and activities)

Include a transmittal letter with the proposal. The transmittal letter should highlight the main points of the concept paper and indicate to the potential funding source why this project is important for them to fund. Check out foundations on the web that might be relevant for your proposal to determine which foundation you might send this transmittal letter.

**Due:** **Dec. 12, 2005**