**Course Title:** Management, Community Organization, & Policy Practice  
**Course Number:** 560  Section 001  
**Credit Hours:** 3  
**Prerequisites:** None  
**Location:** Foundation Macro methods; required for all students  
**Semester:** Winter 2003  
**Faculty:** Dale Fitch, Ph.D.  
**Office Hours:** By Appointment  
**Contact Info:** O: 2794 SSWB  P: (734) 763-6286  E: dale@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.

**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.

**Required Reading**
The following books are required texts for the course. They are available for purchase at Ulrich’s Bookstore (across the street from the School of Social Work):


In addition:
- A coursepack of articles is available at Excel, (1117 South University Avenue).

Copies of the book and the coursepack will be placed on reserve in the School library.

**Assignments**
There are five (5) major assignments for this course. They are summarized below with their relative weight in parentheses. Details follow the course outline.

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Due Date</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Take Home Exam</td>
<td>February 3rd</td>
<td>15%</td>
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<tr>
<td>Concept/Pre-Proposal Paper</td>
<td>February 17th</td>
<td>15%</td>
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<tr>
<td>Organizational Analysis</td>
<td>March 24th</td>
<td>15%</td>
</tr>
<tr>
<td>Community Profile</td>
<td>April 14th</td>
<td>30%</td>
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<tr>
<td>Final Take Home</td>
<td>April 18th</td>
<td>25%</td>
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In addition, the Community Profile will have progress updates due periodically throughout the semester. Timely submission of these updates will be calculated with your final grade for the project.

**Grading**
Grades are earned by successfully completing the work on the assignments and by attending and participating in class. 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:

- A+ 97-100
- A  94-96
- B+ 87-90
- B  84-86
- C+ 77-80
- C  74-76
- D  <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 an incomplete
with the instructor prior to the final week of classes. Students with specialized learning needs are requested to make an appointment with the instructor to see to necessary arrangements.

All assignments are to be completed by the date due. Exceptions will need the permission of the instructor in advance of the due date for the assignment. At least one letter grade will be deducted for late submission of assignments.

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 addresses plagiarism, harassment and discrimination policies.

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, different style fonts, underlining, italics, bold, etc. Examples will be provided in class.
**Course Outline and Readings (\* = reading in CoursePak)**

<table>
<thead>
<tr>
<th>Session</th>
<th>Topic</th>
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| Jan 6   | **Introductory Class: The History and Components of Macro Practice**  
| Jan 13  | **Models of Community Organization Practice & Their Implications**  
-- Rothman’s Typology and Updates  
-- Empowerment Theory and Community Organization Practice  
-- Multiculturalism and Community Organization  
| Jan 27  | **Assessing Community Needs and Strengths**  
-- Defining the Community  
-- Conducting a Needs Assessment  
-- Community Profiles  
-- Asset Mapping  
-- Proposal Writing  
| Feb 3   | **Organizing and Mobilizing Communities**  
-- Organizer Roles in Community Development, Social Planning and Social Action  
-- Group Skills in Community Work (Meetings, etc)  
**Take Home Exam Due**  

Feb 10 **Ethical and Legal Issues in Macro Practice**
-- Meaning of Ethics/Ethical Analysis
-- Legal Foundation of Nonprofit Organizations

Reading:


**Social Planning and Program Development at the Community Level**
-- Logic Models: Moving from Problem Definition to Problem Solution
-- Promoting Community Participation in the Planning Process
-- Stages of Planning and Program Development

Reading:


Feb 17 **Advocacy as a Form of Social Action**
-- Models of Advocacy (case, class, self)
-- Legislative Advocacy: Blending Policy and Practice

“**Concept/Pre-Proposal Paper Due**”

Reading:


Mar 3 **Inter-Organizational Practice**
-- Coalitions, Collaboratives, Networks
-- Issues of Power
-- Practice in Multicultural Communities

**Reading:** Netting, et al, Social Work Macro Practice, Chapter 6, 168-182.

the Community: Local Politics in the Era of the Global City, Newbury Park, CA:
Sage Publications, 103-127.

Collaboration to Prevent Child Abuse and Neglect,” Social Work 42(3), 255-
264.

Mar 10  
The Structure of Community-Based Nonprofit Organizations
-- Nature of Nonprofit Organizations (Mission, Goals, Structure, Systems)
-- Decisionmaking, Power, Authority, and Politics in Organizations


Publications, 21-35.


Mar 17  
Resource Development and Management in Organizations
-- Strategies for Resource Development
-- Budgeting
-- Management Information Systems

**Reading:** Netting, et al, Social Work Macro Practice, Chapter 8, 233-274.

Building a Strong Foundation: Fundraising for Nonprofits, Washington, DC:
NASW Press, 23-63.

Mar 24  
Program Planning and Development in Organizations
-- Linking Programs to Organizational Mission and Goals
-- Translating Goals into Objectives
-- Evaluating Program Outcomes: Efficiency, Effectiveness, Effect

**Organizational Analysis Paper Due**

**Reading:**


Neighborhood Centers to Increase Access to Services by Low-Income,

**Mar 31**

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

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

**Reading:**


**April 7**

**The Relationship of Social Policy to Community & Organizational Practice**

- Program Implementation
  -- Policy Development & Implementation at the Community Level:
    Translating Problems into Policies
    Translating Policies into Programs

**Reading:**


**April 14**

Community Profile Presentations and Project Due

**April 18**

Take Home Examination Due
Descriptions of Assignments for SW 560

1. 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 7 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 objectives
   (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 Cover Letter with the proposal. The cover letter should highlight the main points of the proposal 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 cover letter and proposal.
2. Organizational Analysis

In this assignment, you need to select an organization to analyze. For those of you who are in a field placement, you may select your field site for this project. For those of you who are not in field placement, you will need to conduct a few key informant interviews with individuals in the organization selected and collect annual report information.


2. Conclude with a review of the organization’s strengths, weaknesses, opportunities and threats. Break the last section into several short paragraphs in which you summarize (through the use of bullets) the main points in your assessment. That is:
   - List the 3-4 greatest strengths of the agency.
   - List the 3-4 most concerning weaknesses.
   - List potential threats to the agency (whether internal or external based upon your systems analysis) and address how the threats may be exacerbated by the agency’s weaknesses.
   - List potential opportunities for the agency.
   - Finally, conclude by listing strategies the agency may want to consider (based upon its strengths) to counter these potential threats and maximize their opportunities.

The organizational analysis should be approximately 8-12 pages. Include in the Appendix any supporting documentation such as, organizational charts, program descriptions and mission statement. If the organization that you are analyzing does not have some of the information for this assignment, discuss this in your analysis.
3. Community Profile

This is a group assignment in which 3-5 students will identify a community and develop a profile of that community using one or more of several models used for this purpose. The community profiled can be a geographic community (e.g., a neighborhood or a catchment area); a community of identity (e.g., African American youth, the elderly and their caretakers, the hearing impaired, gays and lesbians, victims of domestic violence); or some combination of the two. This multi-part assignment will focus on data collection, analysis, and presentation of findings, as well as the skills involved in working with task-oriented groups. The assignment will be completed in the following stages:

**Week 2:** Students will select their topics and form groups. Within each group, students will assign themselves key roles (facilitator, timekeeper, note taker, scribe, and reporter).

**Weeks 2-4:** Students will (1) Develop ground rules for their group; (2) Select the profile model(s) they will use; (3) Identify and assign work-tasks; and (4) Develop a work plan.

**Weeks 4-8:** Students will conduct the research needed to profile their community. This includes resolving such issues as: (1) What type of data will be collected? (2) How will these data be collected? (e.g., analysis of written documents, interviews, focus groups, windshield surveys); (3) Who will collect which data? (i.e., task assignments) (4) When will the data be collected? (timeline)

**Weeks 8-10:** Students will integrate the data collected. This will involve (1) Identifying major themes; (2) Synthesizing quantitative and qualitative materials; (3) Determining what findings should be included/excluded; and (4) Resolving conflicts in the data.

**Weeks 10-12:** Students will determine in what format(s) they will present their profiles and begin to develop these presentations. These include (1) Written report; (2) Photovoice project; (3) Geographic Information System (GIS) Presentation; (4) Videotape; (5) Powerpoint (or some combination thereof).

**Weeks 12-14:** Students will turn in an Executive Summary (2-3 pages) of their profile and make brief presentations in class (schedule to be determined).

**Week 14:** Students will turn in (1) their final profile and (2) a process evaluation critiquing their group experience.

In addition, beginning with week 4, students will be expected to turn in minutes of their meetings and bi-weekly progress reports every two weeks. Class time will be set aside for brief group meetings, for updates, and for group problem-solving.
Developing a Community Profile: Alternative Approaches

Model 1: A Community “Guide” (Emphasis on problems)

I. Identification/Demographic Information
   A. Does the community have a name? What is its derivation/significance?
   B. What are the physical/locational boundaries of the community?
   C. What is the population?
   D. What are the geographical characteristics of the community?
   E. What are the main economic bases of the community?
   F. What is the political character of the community? (e.g., voting trends)

II. Resources in the Community
   A. Note any special items of interest in regard to the following:
      1. Education  2. Health care  3. Recreation/Leisure

III. Community Problems
   A. What are the major social problem areas within the community? Describe
   B. What are the major economic problems within the community? Describe
   C. Who defines the problem areas?
   D. What – if any – special problems exist regarding race, ethnicity, gender, age?
   E. What inter-group tensions or conflicts exist within the community?
   F. What are the forces that hold power, leadership, or influence, especially in problem situations?

IV. Community Appraisal
   A. What are the dominant social values of the community? (as expressed in its interests, traditions, attitudes, etc.)
   B. What is the nature of the community’s sense of identity (positive/negative)?
   C. What are the major strengths/assets and weaknesses of the community?
Model 2: An Outline of a Guide for a Community Profile (Emphasis on systems)

I. Background and Setting of the Community
   A. Local History
   B. Geography – Natural boundaries, location
   C. Transportation – Types, patterns, isolation/integration into surroundings

II. Demography
   A. Total population – trends
   B. Distribution by age, sex, gender, ethnicity, religion, class

III. Communications
   A. Print Media
   B. Electronic Media
   C. Informal Patterns of Communication

IV. Economic Life of the Community
   A. Sources of income/patterns of employment-unemployment/occupational analysis of working population
   B. Consumption patterns
   C. Distribution of public assistance (Social Security, TANF, etc.)
   D. Insurance owners (life, health, house, etc.)
   E. Distribution of wealth in the community (property, other assets) – internally or externally owned

V. Government, Politics, and Law Enforcement
   A. Structure and Functions of local government units
   B. Political organizations (parties, pressure groups, etc.)
   C. Sources/Pattern of expenditure of public funds
   D. Relationship of local government to rest of the community
   E. Crime statistics and nature of law enforcement

VI. Housing
   A. Overall conditions
   B. Distribution of owners/renters – are there absentee landlords?

VII. Education
   A. Level and range of education of community residents
   B. Structure/resources of the educational system (teachers, special services, adult education)
   C. Libraries and other sources of education

VIII. Recreation
   A. Public, private, and semi-public facilities
   B. Informal recreational and leisure activities
   C. Planning and administration of community-wide activities

IX. Religion
   A. Number and type of churches
   B. Clergy
   C. Church-related organizations
   D. Church-related activities
   E. Interfaith relationships

X. Social Services

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XI. Patterns of Inter-organizational Relationships
A. Types of associations/networks
B. Characteristics
C. Targets/Outcomes of inter-organizational efforts

XII. Health System
A. Health and mental health-related facilities (hospitals, HMOs, clinics, etc.)
B. Ownership/auspices of facilities (public, non-profit, private)
C. Indicators of health (e.g., life expectancy, morbidity patterns, epidemiology)
D. Distribution of other health-related resources (doctors, dentists, nurses, pharmacies, etc.)
E. Linkage of health programs to other services (e.g., housing, schools)
F. Receipt of public benefits (Medicare, Medicaid)
G. Voluntary Health Agencies (Red Cross, Visiting Nurses, In-Home Hospice, etc.)
H. Indicators of Environmental Health (water supply, sewage and waste management, housing conditions, pollution, pest control, industrial health)
Model 3: Focus on Major Issue Areas

I. Social
   A. Demographics
      1. Migration patterns
      2. Age structure
      3. Household composition
      4. Crime and delinquency
      5. Income and wealth distribution
      6. Education and occupation
      7. Physical and mental health
   B. Values, culture, and life styles
   C. Social structure (e.g., social class distribution, urban/rural)

II. Economic
   A. Pattern of economic growth/stagnation
   B. Tax base and revenue sources
   C. Employment/unemployment
   D. Inflation, prices, and personal income
   E. Work force composition
   F. Labor force growth or contraction
   G. Corporate economics (e.g., interest rates, profits of local companies)
   H. Natural resources (e.g., water, land)

III. Political
   A. Public opinions and major policy issues/controversies
      1. What people value
      2. Support for government, government services
   B. Political structure (centralized vs. decentralized)
   C. Locus of political power (public/private; which institutions/people)
   D. Patterns of government spending
   E. Government regulations
   F. Legislative behavior
   G. Rates of political participation (e.g., voting)

IV. Technological
   A. Impact of scientific and technological developments on community
   B. Changes in work environment (e.g., due to computerization)
      1. Job security
      2. Labor/management relations
      3. New industries/relocation or closure of older industries
      4. Jobs vs. skills
   C. Patterns of education/work/retirement
   D. Patterns of work/leisure
   E. Patterns of processing communications and information