COURSE TITLE: Introduction to Community Organization, Management, and Policy Advocacy (Fall Term, 2015) *
COURSE NUMBER: SW560-004
TIMES & PLACES Mondays 2-5 pm, Room 2752 SSWB
CREDIT HOURS: 3
PREREQUISITES: None
LOCATION: Foundation macro methods; required for all MSW students
INSTRUCTOR: Thaddeus Jabzanka, MSW
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OFFICE HOURS: By appointment

Course Description
This course is a social work foundation offering in methods for macro practice, specifically community organization, management, and policy advocacy. It is partly survey in nature, touching on a range of methods, strategies, and skills. It provides an appreciation of the historical and contemporary importance of these social work methods. The relevance of these methods to diverse populations and identities is addressed. Aspects of culturally sensitive and socially just practice are emphasized.

Course Content
Students learn beginning knowledge and skills in the areas of community organization, management, and policy advocacy. They learn to understand a variety of roles attached to them, e.g., community organizer, manager, and policy advocate. The course will also provide students with the opportunity to integrate learning from SW502, which is designed to be taken concurrently.

Students focus on:
(1) understanding the context of macro practice;
(2) identifying community and organizational interventions to address social needs and problems;
(3) organizing and building relationships within communities and organizations; and
(4) organization-based and community-based policy making, planning, and program development.

Course content addresses concepts and practice skills involving assessment, problem solving, and intervention planning at the macro level, and strategies to work effectively with communities and organizations. Content also includes reflective practice and utilizing interpersonal skills in macro practice.

* This syllabus reflects the past collaborative efforts of SW560 instructors Janet Ray, Tony Rothschild, Sarah Crider, Shane Brady.
Course Objectives

On completion of this course, students using a generalist social work practice framework 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.

2. Identify community organization, management, and policy-advocacy strategies for dealing with contemporary social work and social welfare problems.

3. Demonstrate beginning level community organization, management, and policy advocacy skills in promoting social work values.

4. Apply NASW’s Code of Ethics and other professional codes to the selection of action strategies, and in particular applying them to those situations which affect disadvantaged/discriminated against populations.

5. Demonstrate the ability to utilize selected macro assessment tools (e.g., community profiles, asset maps, community needs and strengths assessment, Census data analysis, windshield surveys, SWOT analysis, force field analysis, flow-charts, nominal group technique, task analysis, and ethical analysis) to develop client-centered interventions.

6. Specify/identify those situations in which social workers are likely to be central to addressing major social welfare concerns.

7. Identify salient connections between macro practice and interpersonal practice.

Course Competencies & Practice Behaviors

This course addresses the following competencies and practice behaviors:

COMPETENCY 1 Identify as a professional social worker and conduct oneself accordingly.
Social workers serve as representatives of the profession, its mission, and its core values. They know the profession’s history. Social workers commit themselves to the profession’s enhancement and to their own professional conduct and growth. Social workers:

[1.1] advocate for client access to the services of social work
[1.3] attend to professional roles and boundaries

COMPETENCY 2 Apply social work ethical principles to guide professional practice.

Social workers have an obligation to conduct themselves ethically and to engage in ethical decision making. Social workers are knowledgeable about the value base of the profession, its ethical standards, and relevant law. Social workers:

[2.1] recognize & manage personal values in a way that allows professional values to guide practice
[2.2] make ethical decisions by applying standards of the National Association of Social Workers Code of Ethics and, as applicable, of the International Federation of Social Workers/International Association of Schools of Social Work Ethics in Social Work Statement of Principles
[2.4] apply strategies of ethical reasoning to arrive at principled decisions
COMPETENCY 3 Apply critical thinking to inform and communicate professional judgments.

Social workers are knowledgeable about the principles of logic, scientific inquiry, and reasoned discernment. They use critical thinking augmented by creativity and curiosity. Critical thinking also requires the synthesis and communication of relevant information. Social workers:

[3.1] distinguish, appraise, and integrate multiple sources of knowledge, including research-based knowledge, and practice wisdom
[3.2] analyze models of assessment, prevention, intervention, and evaluation
[3.3] demonstrate effective oral and written communication in working with individuals, families, groups, organizations, communities, and colleagues

COMPETENCY 4 Engage diversity and difference in practice.

Social workers understand how diversity characterizes and shapes the human experience and is critical to the formation of identity. The dimensions of diversity are understood as the intersectionality of multiple factors including age, class, color, culture, disability, ethnicity, gender, gender identity and expression, immigration status, political ideology, race, religion, sex, and sexual orientation. Social workers appreciate that, as a consequence of difference, a person’s life experiences may include oppression, poverty, marginalization, and alienation as well as privilege, power, and acclaim. Social workers:

[4.1] recognize the extent to which a culture’s structures and values may oppress, marginalize, alienate, or create or enhance privilege and power
[4.2] gain sufficient self-awareness to eliminate the influence of personal biases and values in working with diverse groups
[4.3] recognize and communicate their understanding of the importance of difference in shaping life experiences

COMPETENCY 5 Advance human rights and social and economic justice.

Each person, regardless of position in society, has basic human rights, such as freedom, safety, privacy, an adequate standard of living, health care, and education. Social workers recognize the global interconnections of oppression and are knowledgeable about theories of justice and strategies to promote human and civil rights. Social work incorporates social justice practices in organizations, institutions, and society to ensure that these basic human rights are distributed equitably and without prejudice. Social workers:

[5.1] advocate for human rights and social and economic justice
[5.2] engage in practices that advance social and economic justice

COMPETENCY 6 Engage in research-informed practice and practice-informed research.

Social workers use practice experience to inform research, employ evidence-based interventions, evaluate their own practice, and use research findings to improve practice, policy, and social service delivery. Social workers comprehend quantitative and qualitative research and understand scientific and ethical approaches to building knowledge. Social workers:

[6.1] use research evidence to inform practice
COMPETENCY 7  Apply knowledge of human behavior and the social environment.

Social workers are knowledgeable about human behavior across the life course; the range of social systems in which people live; and the ways social systems promote or deter people in maintaining or achieving health and well-being. Social workers apply theories and knowledge from the liberal arts to understand biological, social, cultural, psychological, and spiritual development. Social workers:

[7.1] utilize conceptual frameworks to guide the processes of assessment, intervention, and evaluation
[7.2] critique and apply knowledge to understand person and environment

COMPETENCY 8  Engage in policy practice to advance social and economic well-being and to deliver effective social work services.

Social work practitioners understand that policy affects service delivery, and they actively engage in policy practice. Social workers know the history and current structures of social policies and services; the role of policy in service delivery; and the role of practice in policy development. Social workers:

[8.1] analyze, formulate, and advocate for policies that advance social well-being
[8.2] collaborate with colleagues and clients for effective policy action

COMPETENCY 9  Respond to contexts that shape practice.

Social workers are informed, resourceful, and proactive in responding to evolving organizational, community, and societal contexts at all levels of practice. Social workers recognize that the context of practice is dynamic, and use knowledge and skill to respond proactively. Social workers:

[9.1] continuously discover, appraise, and attend to changing locales, populations, scientific and technological developments, and emerging societal trends to provide relevant services
[9.2] promote sustainable changes in service delivery and practice to improve the quality of social services

COMPETENCY 10 Engage, assess, intervene, and evaluate with individuals, families, groups, organizations, and communities.

Professional practice involves the dynamic and interactive processes of engagement, assessment, intervention, and evaluation at multiple levels. Social workers have the knowledge and skills to practice with individuals, families, groups, organizations, and communities. Practice knowledge includes identifying, analyzing, and implementing evidence-based interventions designed to achieve client goals; using research and technological advances; evaluating program outcomes and practice effectiveness; developing, analyzing, advocating, and providing leadership for policies and services; and promoting social and economic justice. Social workers:

COMPETENCY 10(a)—Assessment
[10.a.1] collect, organize, and interpret client data
[10.a.2] assess client strengths and limitations
[10.a.3] develop mutually agreed-on intervention goals and objectives
[10.a.4] select appropriate intervention strategies

COMPETENCY 10(b)—Intervention
[10.b.1] initiate actions to achieve organizational goals
[10.b.2] implement prevention interventions that enhance client capacities
[10.b.3] help clients resolve problems
[10.b.4] negotiate, mediate, and advocate for clients
[10.b.5] facilitate transitions and endings

COMPETENCY 10(c)—Evaluation
[10.c.1] critically analyze, monitor, and evaluate interventions

**Course Relationship to Curricular Themes**

**Multiculturalism & 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** is 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.

**Promotion, Prevention, Treatment & Rehabilitation** are addressed through the use of readings, examples, cases, and role plays, and the development of intervention tools that explore 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).

**Behavioral and Social Science Research** are 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.

**SW 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.

**Pedagogical Approach & Teaching Philosophy**

Our class employs an adult learning philosophy to promote and integrate both classroom and community learning experiences. This style of learning relies on the full participation and contributions of everyone in order to reach our highest potential as a group. This course will rely heavily on classroom discussions of assigned readings, group activities, and critical analysis and thoughtful, reflective dialogue about privilege, oppression, diversity, and social justice as it relates to macro practice.
“Go with the people:  
Live with them.  
Learn from them.  
Love them.  
Start with what they know.  
Build with what they have.  
But the best leaders  
When the job is done,  
The task accomplished,  
The people will all say,  
‘We have done this ourselves.’”

– Lao Tsu, China, 700 B.C.

Course Policies

Academic Integrity

We expect students to maintain the highest level of academic integrity in the classroom. **All work for this course must be your own. Use of someone else’s ideas without citation is unacceptable.** Academic misconduct or dishonesty of any sort will not be tolerated and will receive an automatic failure of the assignment; it also grounds for expulsion from the University. Be advised that instructors are obliged to report all incidents of academic misconduct to the Associate Dean (which then become part of the student’s permanent academic record). This policy is explained in the MSW student handbook. In order to avoid dishonesty and plagiarism, please review the following website for university guidelines and policies: http://www.lib.umich.edu/acadintegrity/.
Accommodations for Learning
If you have a disability or a condition that may interfere with your participation in this course, please schedule a private appointment with one of us as soon as possible to discuss accommodations for your specific needs. This information will be kept strictly confidential. For more information and resources, please contact the Services for Students with Disabilities Office at G-664 Haven Hall, (734) 763-3000. (http://www.umich.edu/~sswd) and the Adaptive Computing Site (http://itcs.umich.edu/atcs).

Communication
Stay in touch! We encourage you to communicate any questions or concerns you have either in person, on the phone or via email. We will try to respond to questions as soon as possible.

Grading
Grades are earned by successfully completing the assignment and turning it in by the deadline. A’s are given for exceptional, outstanding work, B’s indicate fine work, mastery of assignment concepts and clear writing, C’s indicate problems or difficulty with assignment concepts and writing that needs improvement, and a D indicates a unsatisfactory and/or unacceptable work.

On a 100 point scale,

A   95 - 100
A-  90 - 94
B+  85 - 89
B   82 - 84
B-  79 - 81
C+  75 - 78
C   72 - 74
C-  69 - 71

Assignments submitted late without an exception granted will be graded down. Exceptions may be granted with the permission of one of the instructors, and should be granted in advance of the due date of the assignment.

Course Materials
Our course will use one textbook, in addition to a series of other required readings. These additional required readings will be available on-line under the resource section of our class C-tools site.

Required text:

Assignments

1. **Community Profile** 25%

Working collaboratively in groups of 4-5, you will develop a profile of a neighborhood or community within Southeast Michigan. The profile will include a combination of qualitative and quantitative data, and will be presented to the full class as a power point or prezi presentation on Monday February 23rd. Class time will be made available for working in your groups.

2. **Advocacy Project** 25%

You will attend or watch a public meeting of a governing body such as City Council or Board of Directors (see suggestions listed below) and research one issue that may be relevant to this group – current or future- and write a 2-3 page Advocacy Statement about the issue. You will submit the written statement and also present it to the class.

Some local examples and possibilities for you to choose from (groups outside of Washtenaw County are also possible):

- Ann Arbor City Council
- Washtenaw County Commissioners
- Ann Arbor School Board
- Housing and Human Services Advisory Board
- Washtenaw Housing Alliance
- Washtenaw County Continuum of Care Board

3. **Mini-Grant Proposal** 25%

You will write a 5-10 grant proposal- including a cover letter, budget, and grant narrative –to fund an unmet need for the organization of your choice. The organization can be real or not, and may be based on your internship or your community profile.

4. **Class Participation and Reflection Papers** 25%

We have structured this class with a strong focus on dialogue, group work, and presentation to help build skills that are key to macro practice. Class attendance, thoughtful participation and Reflection Papers will combine to equal 25% of your grade. You will submit three Reflection Papers over the course of the semester. They are for writing practice and to encourage the act of reflection. The first Reflection will be a personal reflection on anything of your choice related to the class, the second Reflection will be about your Community Profile project experience and the Third Reflection will be about your Advocacy Project experience. The papers will not be graded, but must be turned in for full Class Participation credit.
Class Sessions and Readings:

Week 1   September 14

Introductions, Review Syllabus, Philosophy, Expectations and Vision for the class

Week 2   September 21

The History and Components of Macro Practice
*The Social Worker as a Change Agent*

**Required Reading:**


**Recommended Reading:**

Branch, Taylor (1988), Parting the Waters, New York, Simon & Shuster, pages 128-155


Huff, D, The History of Social Work, Chapters 1,2,3 &5 – (on course ctools)

Week 3   September 28   Personal Reflection Due

Advocacy as a Form of Social Action

**Required Reading:**


**Recommended Reading:**


**Week 4 October 5 Community Profile Proposal Due**

Understanding Communities: Their Problems & Their Populations
Identity and Privilege - Organizing and Mobilizing Communities

**Required Reading:**


**Recommended Reading:**


**Week 5  October 12**

Assessing Community Needs and Strengths  
*Constructing a community profile: Frameworks for community analysis*

**Required Reading:**


**Recommended Reading:**


**Week 6  October 19  Fall Break  No Class**

**Week 7  October 26  Advocacy Statement Submission and Presentation**

Models of Community Organization Practice and Their Implications

**Required Reading:**


**Recommended Reading:**


**Week 8   November 2   No Class Community Observation Day**

**Week 9   November 9   Advocacy Reflection Due**

Organizing - Social and Community Change

**Required Reading:**


**Recommended Reading:**


**Week 10   November 16th**

Building a Movement: From Organizing back to Advocacy

*Disturbing the Universe – video on William Kuenstler*
Required Reading:


Recommended Reading:


Week 11 November 23 Community Profile Due

Social Policy and Grant Writing
Policy development & implementation at the community level

Required Reading:


**Recommended Reading:**

FUSE Grant


**Week 12  November 30th  Community Profile Reflection Due**

Building Strong Organizations,  SWOT Analysis

**Required Reading:**


**Recommended Reading:**


**Week 13  December 7th**

Visioning and Strategic Planning in Community-Based Organizations

*Servant Leadership and Effective Management*

**Required Reading:**


**Recommended Reading:**


Benevon - [http://www.benevon.com/online-video](http://www.benevon.com/online-video)

**Week 13 December 14th Grant Proposal Due**

Final Reflections - Where we go from here

**Required Readings:**

