

(revised 9/24/2004)

**COMMUNITY ORGANIZING AND LEADERSHIP/
COMMUNITY INTERNSHIP
URBAN & ENVIRONMENTAL POLICY 310/311
Fall 2004
Tuesday/Thursday 10-11:25 a.m.**

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What This Course is About

"Organizing," writes author Si Kahn, "is people working together to get things done." This course focuses primarily on community organizing efforts by people working together to improve their neighborhoods and cities. Community organizing can focus on a wide variety of issues housing, the environment, public safety, public health and health care, child care, jobs, poverty, discrimination, and many others. We will also focus on union organizing as a compliment to community organizing.

The purpose of the course is to help prepare you to be effective leaders. Some of you may want to become professional organizers, but all of you are) and will continue to be) citizens in some community. If you want to be an effective, active citizen who can make a difference in your community, you will need to use the tools of leadership and organization-building.

The course examines the history of community organizing in the United States. It explores the different theories and approaches to effective grassroots organizing. It emphasizes the skills and techniques used to empower people so they can win victories and improve their communities.

Course Requirements

The course is intended to be a small, participatory seminar. Active student participation is critical to its success. The course involves five ways of learning:

1. We will read several books and a number of articles about organizing, including several case studies, and discuss them in class.
2. We will watch several films (including documentaries) and discuss them in class.
3. We will talk with several guest speakers who have experience as effective organizers.
4. We will participate in several hands-on exercises.
5. You will spend at least 12 hours a week working with a community organization in the L.A. area. You should already have picked one of these groups to work with during the entire term. You will attend meetings and public events, work in the office, meet the staff and members, and undertake research that will help the organization achieve its goals.

Grades

Your grade will be based on four things:

1. Your participation in class. Students are expected to do the reading on time, participate in class discussions and exercises, and complete writing assignments on time.
2. Your participation in a community organization internship. Students are expected to be responsible volunteers and complete the tasks assigned to you. Each student should keep a journal about their internship experiences. The journal will be handed in at the end of the term. To evaluate your internship, I will discuss your work with the supervisor and with you.
3. A short paper (15 pages) describing and analyzing your internship and the organization you worked with. The paper should draw on the class materials (readings, films, speakers, exercises) as well as your experiences and your journal. The paper should explain what you learned about community organizing especially, and how well the organization met the criteria of effective organizing. Some guidelines for your journal and final paper are attached at the end. A draft of this paper is due **Thursday, November 18**. The final version is due on **Tuesday, December 7**. I won't accept any late papers.
4. A class project. The entire class will select an on-campus organizing project, develop a strategy, and carry it out.

Required Readings

Much of the course reading will be found in the books listed below. In addition, all readings with an asterisk (*) will be found on the website for this course. Go to the Oxy library webpage, go to the **electronic reserves**, and find the website for UEP 310.

Students should also regularly bring to class articles from newspapers or magazines that relate to the topics discussed in the course.

You should purchase the following paperback books from the Bookstore:

Si Kahn, Organizing: A Guide for Grassroots Leaders

Kim Bobo, Jackie Kendall and Steve Max, Organizing for Social Change: A Manual for Activists, 3rd edition

Mary Beth Rogers, Cold Anger: A Story of Faith and Power Politics

David Reynolds, Taking the High Road: Communities Organize for Economic Change

Recommended Readings

The following paperback books are recommended for basic reference:

Robert Fisher, Let the People Decide: Neighborhood Organizing in America (2nd edition)

This is the best overview of the history of community organizing. It describes various efforts and strategies to organize communities and neighborhoods in this century.

Saul Alinsky, Rules for Radicals and Reville for Radicals

Alinsky was the "father" of community organizing, starting in the 1940s. These two books are the "bibles" of organizing -- the lessons he learned from his decades as an organizer. They are both in

paperback, easy to read, and full of great insights, most of which have stood the test of time.

Gregory Pierce, [Activism That Makes Sense: Congregations and Community Organization](#)

This book discusses the relationship between religious commitment and social activism and describes the role of religious faith in community organizing.

Charlotte Ryan, [Prime Time Activism](#)

This book is a handbook for grassroots activists about dealing with the media.

Randy Shaw, [The Activist's Handbook](#)

Mark Homan, Promoting Community Change

These are two good handbooks for community organizers about nuts-and-bolts stuff.

Mark Warren, [Dry Bones Rattling](#)

This is case study of effective community organizing around a variety of issues in Texas. It is also an analysis of how community organizing relates to the persistent crisis of American democracy -- inequalities of power, participation, and policymaking.

Lunchtime Discussions

In addition to speakers I've invited to our seminar, several prominent activists, policymakers, and thinkers will be speaking on campus for lunchtime discussions with the class. These are listed on the syllabus.

Web Sites

I hope that all of you will become familiar with the World Wide Web as a way to connect to the larger worlds of public policy, advocacy, and organizing. There are thousands of web sites that deal with social issues and thousands of advocacy organizations and political networks that have their own web sites. Here are several key sites with which you should be familiar. I encourage you to bookmark them so you can find them easily.

1. Policy Action Network (<http://movingideas.org>) and Campaign for America's Future

(<http://www.ourfuture.org>) -- These sites link with dozens of organizations and publications that deal with public policy issues. They includes organizations such as the Center for Budget and Policy Priorities, Economic Policy Institute, Public/Private Ventures, The American Prospect magazine, Center for Law and Social Policy, and others. They include links to issues such as economics and politics, welfare and families, education, civic participation, and health policy.

2. Community Organizing and Development (<http://comm-org.utoledo.edu>) -- This site is a link with hundreds of groups involved in urban community development. If you want to find out what groups are working on different urban issues, this is the site. It also has many articles and reports on urban community development and community organizing.

3. The Center for Neighborhood Technology (<http://www.cnt.org>), the National Housing Institute (www.nhi.org), the Metropolitan Initiative (<http://www.cnt.org/mi/index.html>), Planners Network (<http://www.plannersnetwork.org>), Civic Practices Network (<http://www.cpn.org>), and Citistates (<http://www.citistates.com>), and Livable Places (<http://www.livableplaces.org>) all focus on innovative research and programs that strengthen urban neighborhoods and metropolitan areas. Each site has links to many other resources about particular issues, programs, cities, and metropolitan areas.

4. **The U.S. Department of Housing and Urban Development** has its own web site with information about its programs, policies, data bases, and many links. HUD's Office of Policy Development & Research (<http://www.huduser.org>) has its own site with a great deal of information about housing and urban problems, studies and publications, and available data. You reach can the HUD library, with many reports and publications about cities and housing problems, at this site.

5. **United Students Against Sweatshops** (<http://www.usasnet.org>), **Sweatshop Watch** (www.sweatshopwatch.org), **Global Exchange** (<http://www.globalexchange.org>); and **National Labor Committee** (www.nlcnet.org) -- these are three of the leading organizations working to raise awareness about and eliminate sweatshops in the U.S. and overseas.

6. **American Prospect** (<http://www.prospect.org>), **The Nation** (<http://www.thenation.com>) . These are two of the most important magazines analyzing American politics from a progressive, grassroots perspective

Demos - A Network for Ideas and Action (<http://www.demos-usa.org/demos>); **Center for Responsive Politics** (<http://www.opensecrets.org>); **Public Campaign** (<http://www.publiccampaign.org>); **Good Jobs First** (<http://www.goodjobsfirst.org>); **Center on Budget and Policy Priorities** (<http://www.cbpp.org>); **California Budget Project** (<http://www.cbpp.org>); <http://www.scanph.org>); **Institute for the Study of Homelessness and Poverty in Los Angeles** <http://www.weingart.org/institute>); **Tom Paine: Common Sense** (<http://www.tompaine.com>) -- These think tanks all provide interesting policy ideas on such issues as tax policy, campaign finance, anti-poverty policy, economic development, citizen participation, housing and homelessness, voting rights, and others

Moveon.Org: Democracy in Action (<http://www.moveon.org>); **Jobs with Justice** (<http://www.jwj.org>); **AFL-CIO** (<http://www.aflcio.org>); **Union Summer** (<http://www.aflcio.org/unionsummer>); **Center for Community Change** (<http://www.communitychange.org>); **California Peace Action** (<http://www.californiapeaceaction.org>); **ACORN - Association of Community Organizations for Reform Now** (<http://www.acorn.org>); **Industrial Areas Foundation** (<http://www.tresser.com/IAF.htm>); **Los Angeles Alliance for a New Economy (LAANE)** (<http://www.laane.org>); **Los Angeles County Federation of Labor** (<http://www.launionaflcio.org>); **Community Coalition** (<http://www.ccsapt.org>); **Communities for a Better Environment** (<http://www.cbecal.org>) **Strategic Action for a Just Economy (SAJE)** (<http://www.saje.net>); **Southern California Assn. for Non-Profit Housing (SCANPH)** (<http://www.scanph.org>); **Liberty Hill Foundation** (<http://www.libertyhill.org>) -- These websites from various activist organizations reflect much of the best organizing taking place around the U.S. and in L.A.

READINGS, FILMS, SPEAKERS, AND DISCUSSION TOPICS

The course will cover the following topics. Students should have reading assignments completed before the class discussion on the topic. Readings with an asterisk will found on the course website.

Problems and Issues

How do you learn about your community and neighborhood? How do you identify what the "problems" are? What's the difference between a "problem" and an "issue?" How do you decide what issues to work on? What are "winnable" issues?

Thursday, Sept. 2 -- Introduction

Overview of the course. Milltown Role Play exercise.

Tuesday, Sept. 7 -- What Makes a Good Issue?

Bobo, OSC, Ch. 3 (Choosing an Issue)

Kahn, Organizing, Ch. 5 (Issues)

*Tobar, "Housing Laws No Cure for Slums' Ills" (LA Times, July 20, 1997)

*Lopez, "Fewer Fire Inspections Conducted in Inner City" (LA Times, Oct. 8, 1993)

*Stein, "Taking the MTA for a Ride" (Third Force, July/August 1995)

*Bobitaille, "Voting Rights Activists Seek Spanish Materials" (SJ Mercury News, July 24, 1993)

*Mozingo, "Residents Want Action After Fatal Accident on Figueroa" (LA Times, Oct. 18, 1998)

*Monmaney, "Cuts Hamper Anti-Smoking Bid, Study Says" (LA Times, Sept. 9, 1998)

*Holmes, "Huge Bank Mergers Worry Consumer Groups" (NY Times, April 19, 1998)

*Bustillo and Morain, "Panel Backs Raise in State Minimum Wage" (LA Times, Aug. 18, 2000)

*Stewart, "Homeless Advocates Sue LA Over Downtown Plan" (LA Times, Aug. 21, 2002)

Thursday, September 9 -- What Organizing is Going on in LA?

Go to Liberty Hill Foundation website and spend at least 15 minutes learning about this organization.

(<http://www.libertyhill.org>) Then read the section "Issues 101: LA's Economic Divide"

(<http://www.libertyhill.org/donor/economics101.html>)

*Murray, "Cause That Refreshes" (LA Magazine, August 2001).

*Dreier, "America's Urban Crisis a Decade After the Los Angeles Riots" (National Civic Review, Spring 2003)

*Cooper, "The Two Worlds of Los Angeles" (The Nation, August 21/28, 2000)

*Cleeland, "Hotel Contract Talks Falter as Union Tries Power Play" (LA Times, June 24, 2004)

*"New Report Finds Hospitality Workers' Incomes Too Low for Los Angeles" (press release, National Economic Development & Law Center, August 17, 2004)

Hernandez, "Inside Agitators: The City's Most Effective Activists," "Hall of Fame," and "Activists

Turned Elected Officials" (LA Weekly, October 2-8, 1998)

Meyerson, "Introduction" <http://www.laweekly.com/ink/01/16/features-meyerson.php>

and "A Vision for the City: Roundtable" (LA Weekly March 9-15, 2001)

<http://www.laweekly.com/ink/01/16/featuress.php>

Speaker: Torie Osborn, Liberty Hill Foundation

Why Organizing Is Difficult -- And Why It Is Necessary

What is the relationship between organizing and democracy? How do economic, social and political conditions shape what people care about and are willing to organize around? How do the relations of power influence people's options? What values are reflected in community organizing? What's the connection between community organizing and solving large-scale social problems?

Tuesday, September 14 – Is Apathy a Serious Problem?

- *Bellah, et. al., "Individualism" (from Habits of the Heart)
- *Witt, "We Rarely See Those Who Labor" (Baltimore Sun, Aug. 22, 1999)
- *Putnam, "The Strange Disappearance of Civic America" (American Prospect, December 1996)
- *Schudson, "What If Civic Life Didn't Die?" (American Prospect, March/April 1996)
- *Valley, "Couch-Potato Democracy?" (American Prospect, March/April 1996)
- *Dreyfus, "The Turnout Imperative" (American Prospect, July/August 1998)

Thursday, September 16 – What Is Organizing for Power?

- Frederick Douglass quote (Bobo, Organizing for Social Change, first page)
- Bobo, OSC, Ch. 2 (The Fundamentals of Direct Action Organizing)
- Kahn, Organizing, Ch. 1 (Organizing)
- *Renwick, "Fed-Up Tenants Take Over" (LA Times, Aug. 15, 1994)
 - *Rivera, "Staples Center's Displaced Have New Homes and New Worries" (LA Times, Oct. 9, 1999)
 - *Greenhouse, "Thousands of Home Aids Strike, Seeking \$3 Hourly Raise" (NY Times, June 8, 2004)
 - *Cleland and White, "LA Hotels, Union Returning to Table" (LA Times, August 14, 2004)
 - *Gold, "A School, Factories and Plenty of Fear" (LA Times, Feb. 27, 1999)
 - *Geis, "Antiwar, Profit Protest: Religious Group Rallies at Halliburton Subsidiary" (Pasadena Star-News, August 8, 2004)
 - *Greenhouse, "Controversial Overtime Rules Take Effect" (NY Times, August 23, 2004)

Tuesday, September 21 – How Do Organizers View Power?

Mary Beth Rogers, Cold Anger (entire book)

Thursday, September 23: History of Community Organizing: Saul Alinsky and His Legacy

Film: "The Democratic Promise"

- *Fisher, "Saul Alinsky and the Back of the Yards Neighborhood Council," "The Roots of the New Populism," "Neo-Alinskyism," "The New Community Development," "Building Confidence and Developing Working Class Women Organizers" (from Robert Fisher, Let the People Decide: Neighborhood Organizing in America, 2nd edition, 1994)
- *Stern, "ACORN's Nutty Regime for Cities" (City Journal, Spring 2003)
- *Atlas and Dreier, "Enraging the Right" (Shelterforce, May/June 2003)

Tuesday, September 28 -- Economic and Political Power

- *C. Wright Mills quote (from Mills, The Power Elite)
- Bobo, OSC, Ch. 1 (Introduction); Ch. 26 (You Mean You're Not Getting Rich?)
- *Sanders, "Whither American Democracy?" (LA Times, January 16, 1994)
- *Dreier, "The Vault Comes Out of the Shadows" (Boston Business Journal, Oct. 10, 1983)
- *Leibowitz, "Committee of One" (Los Angeles Magazine, June 2003)

- *Domhoff, "Class and Power in America" (Who Rules America? fourth edition, 2002)
- *Birnbaum, "Where America Shops: Wal-Mart" (America@Work, April 2001)
- *Reich, "The Bridgestone Tire Controversy" (from Locked in the Cabinet)
- *Sifry, "How Money in Politics Hurts You" (Dollars & Sense, July/August 2000)
- *Mandle, "Politics and Corporate Greed" (Democracy Matters, May 1, 2002)
- *Brooks, "Enron and the Clintonites" (Weekly Standard, January 1, 2002)
 - *Grimaldi and Edsall, "An Industry Gets Its Way" (Washington Post National Weekly, March 31-June 6, 2004)
- *Hagwood and Chen, "Quiet Revolution: Under Bush Regulatory Rollback Has a Major Impact," Wall Street Journal, Aug 3, 2001)
 - *Greenhouse, "Battle Lines Drawn Over Ergonomic Rules" (NY Times, Nov. 18, 2000); and "Bush Plan to Avert Work Injuries Seeks Voluntary Steps By Industry" (NY Times, April 6, 2002)

Thursday, September 30 – What Are We Organizing For? – The Near and the Far

Reynolds, Taking the High Road (Introduction, Chapters 1, 4, 5 and 6)

Tuesday, October 5: The IAF Approach to Organizing

- *Chavez and Cardenas, "Group Aims to Improve Schools by Parent Power" (LA Times, July 22, 2001)
 - *Cardenas, "Building a Power Base for Better Education" (LA Times, May 13, 2002)
 - *Rourke, "Her Calling: To Help Others Find a Voice" (LA Times, August 12, 2002)
 - *Watanabe, "Church Seeks Lessons from Neighbors" (LA Times, October 6, 2003)
 - *Fausset, "Thousands Attend Parley to Improve Life in County" (LA Times, July 12, 2004)
- Speaker: Ernesto Cortes

Tuesday, October 5 – What's It Like Being an Organizer? (lunch discussion: 11:30 am)

- o Catalina Mendiola (OneLA)
- o Francesca de la Rosa (Center for Food & Justice)
- o Deanna Furman (CNA)

Thursday, October 7 – What's the Connection Between Changing Individuals, Neighborhoods, Communities, the Nation, and the World?

Reynolds, Taking the High Road (Chapter 12, Toward a National Movement)

- *Dreier and Piven, "Anti-Corporate Insurgency Making Itself Seen, Felt" (Boston Globe, May 21, 2000)
- *Frantzich, "Wouldn't You Just Love to Live Here - Lois Gibbs" (in Citizen Democracy, 1999)
 - *Bousquet, "Wage Issue May Be a Poll Magnet" (St. Petersburg Times, April 19, 2004);
 - Bousquet, "Democrats Hang Hats on Minimum Wage Push" (St. Petersburg Times, July 31, 2004); and
- James, "Campaign to Raise Wage Plans Rallies Today" (St. Petersburg Times, Aug. 10, 2004)
- *Greene, "Thinking Outside the Big Box" (LA Weekly, August 13-19, 2004)
- *Featherstone, "Will Labor Take the Wal-Mart Challenge?" (The Nation, June 28, 2004)
- *Dreier, "Lobbying for Peace" (The Nation, Feb. 10, 2003)
- *Rosin, "People Powered: In New Hampshire, Howard Dean's Campaign Has Energized Voters" (Washington Post, Dec. 9, 2003)

Building Organizations, Developing Leaders, Getting People Involved

Organizing requires participation. Participation depends on motivating people to take the responsibility

to act -- the "iron law" of organizing. Since people have a lot of other things to do in their lives, How do effective organizers and leaders build organizations by getting people to actively participate? How do they avoid the "free rider" problem? (If I can benefit from what an organization does without having to participate, why should I participate?) How do they find out what motivates people? What's the difference between organizing and manipulation? What is the difference between direct action organizing, social work, advocacy, and community development as approaches to solving community problems? What are the skills and roles of a good organizer? What's the difference between an organizer and a leader? How do you find people to participate in community organizations and actions? How do you help people to become effective, self-confident leaders? How do you divide up responsibilities to maximize people's involvement and skills? How do you keep up morale and enthusiasm among members? How do you keep an organization together that becomes the vehicle for grassroots "empowerment?"

Tuesday, October 12 – What's the Difference Between Community Organizing, Community Advocacy, and Community Development?

*The Hungry Person Exercise

Peirce and Steinbach, Corrective Capitalism: The Rise of America's Community Development Corporations (Ford Foundation, 1987) (handout)

*Kretzman, "Building Communities From the Inside Out" (Shelterforce, Sept./Oct. 1995)

*Weir, "People, Money, and Politics in Community Development" and Dreier, "Comment" (Ferguson and Dickens, eds., Urban Problems and Community Development, 1999)

*Holt, "What Every Community Organization Should Know About Community Development" (Just Economics, date unknown)

*Traynor, "Community Development and Community Organizing" (Shelterforce, March/April 1993)

Thursday, October 14 -- What Keeps People Going When Things Look Bad?

*Mosle, "How the Maids Fought Back" (New Yorker, Feb. 26 and March 4, 1996)

Casey, "College Grads: Back the Maids" (Houston Chronicle, May 29, 2004)

Articles on HERE campaign

Film: "One Day Longer"

Thursday, October 14 – A Career In Organizing (lunchtime discussion, 11 am - 12:30 pm)

Speaker: Roxanne Tynan, LAANE

Tuesday, October 19 -- Organizers Organize Organizations

Kahn, Organizing (Chapter 3, Organizations, Chapter 4, Money)

*Swarts, "What Makes Community Organizing Succeed?" (Snapshots, Jan/Feb 2002)Y

*Shirley, "Ysleta Elementary School" (from Community Organizing for Urban School Reform, 1997)

Articles on ACORN's campaigns (handout)

Speaker: Amy Schur, ACORN

Thursday, October 21 – No class today

Tuesday, October 26 – Why Do People Participate?

Kahn, Organizing, Ch. 4 (Constituencies), Ch. 6 (Members)

Bobo, OSC, Ch. 10 (Recruiting)

Beckwith and Lopez, "Community Organizing: People Power from the Grassroots"

<http://comm-org.utoledo.edu/papers97/beckwith.htm>

*Ballenger, "Why People Join" (Community Jobs, April 1981)

*Reed, "Miracle at the Grassroots" (from Politically Incorrect, 1994)

*Zinn, "Young Ladies Who Can Picket" (from Zinn, You Can't Be Neutral on a Moving Train)

*Reagon, "Songs that Moved the Movement" (Civil Rights Quarterly, Summer 1983)

*Feingold, "Putting Faith in Labor" (LA Times, August 28, 1998)

*Pensack, "Illinois Tenants' Union" (Shelterforce, September/October 1993)

Tuesday, October 26 – Building a Movement to Social Justice (lunchtime discussion, 11:30 am)

Speaker: Anthony Thigpen – Metropolitan Alliance

Tuesday, October 26 – How Do You Get People Involved?

Organizing Role Play Exercise

Thursday, October 28 – The Upcoming LA Mayoral Race (lunchtime discussion, 11:30 am)

Speaker: Prof. Raphael Sonenshein, CSU-Fullerton; author, A City At Stake

Tuesday, November 2 – How Do Organizers Find and Develop Leaders?

Kahn, Organizing, Ch. 2 (Leaders)

Bobo, OSC, Ch. 11 (Developing Leadership)

*Hoerr, "Solidaritas at Harvard: Organizing in a Different Voice" (American Prospect, Summer 1993)

*Jarrat, "The Forgotten Heroes of the Montgomery Bus Boycott" (Chicago Tribune, December 1975)

*Cesar Chavez, "The Organizer's Tale" (Ramparts, July 1966)

*Gecan, "All Real Living is Meeting" (from Michael Gecan, Going Public, 2002)

Thursday, November 4 -- What Do Good Leaders Do?

*Alinsky, "Native Leadership" (from Reveille for Radicals)

*Von Hoffman, "Finding and Making Leaders" (Midwest Academy, 1975)

*Freeman, "The Tyranny of Structurelessness" (Berkeley Journal of Sociology, 1970)

*White, "Fall From Grace" (City Limits, August/September 1994)

*Leland, "Savior of the Streets" (Newsweek, June 1, 1998)

*Chacon, "1,000 Work on Community at Interfaith Meeting" (Boston Globe, March 15, 1998);

"Q&A with Rev. Daniel Finn and Rev. Frank Kelley" (Boston Globe, March 22, 1998; "An

Interfaith Crusade" (Boston Globe, March 19, 1998); Ebbert, "Emboldened Interfaith Group

Cheered by Housing Gains" (Boston Globe, August 12, 2000)

*Payne, "Men Led, But Women Organized" (from West and Blumberg, eds., Women and Social Protest)

*Martin Luther King, "The Drum Major Instinct" (1968)

Thursday, Nov. 4 – What Makes a Good Leader? (lunchtime session: 11:am - 1 pm)

*Firestone, "Victory for Union At Plant in South Is Labor Milestone" (NY Times, June 25, 1999)

*Belkin, "Showdown at Yazoo Industries" (New York Times Magazine, Jan. 31, 1995)

Film: "Norma Rae" (114 minutes)

Taking Action: Campaigns, Strategies, and Tactics

How do you pick the most effective way to mobilize people around issues? How do you design winning issue-oriented campaigns around government policy and corporate conduct? When do you use "direct action," such as confrontation and civil disobedience? How do you lobby effectively? How do you organize an effective rally or demonstration? How do you organize a successful public hearing? How do you run a successful meeting? How do you negotiate with people in power? What's the difference between winning and losing, or between a "cop out" and a "compromise?"

Tuesday, November 9 -- Case Study: LA Housing Trust Fund Campaign

Kahn, Organizing, Ch. 8 (Strategy), Ch. 10 (Tactics), and Ch. 15 (Coalitions)

Bobo, OSC, Ch. 9 (Building and Joining Coalitions), Ch. 17 (Working with Religious Organizations)

*Breidenbach, "LA Story" (Shelterforce, March/April 2002)

*Candaele and Dreier, "Housing: An LA Story" (Nation, April 15, 2002)

Fact sheets on LA housing crisis (handout)

Speaker: Beth Steckler, Livable Places

Thursday, November 11 -- Thinking Strategically

Bobo, OSC, Ch. 4 (Developing a Strategy), Ch. 5 (Guide to Tactics), Ch. 7 (Designing Actions), Ch. 8 (Holding Accountability Sessions)

*Cleeland, "Missteps Hurt Union in Supermarket Strike" (LA Times, Feb. 11, 2004)

*"A Win for the Working Poor: The Moral Minimum Wage Campaign"

*Lassen and Adamson, "Erasing the Red Line" (From CTWO manual)

*Sabert, "From Moral Majority to Organized Minority: Tactics of the Religious Right" (Christian Century, August 11-18, 1993)

*Dreier and Glasser, "What Went Wrong: The Defeat of California's Single-Payer Health Reform Initiative" (Social Policy, Spring 1995)

*Cummings and Coogan, "Organizing Communities to Prevent the Sale of Tobacco Products to Minors" (Quarterly of Community Health Education, 1992)

*Dreyfuss, "Reform Gets Rolling: Campaign Finance at the Grassroots" (American Prospect, July/August 1999)

*Cleeland, "Farm Workers Urge Davis to Sign Binding Arbitration Bill" (LA Times, August 11, 2002)

*Jones, "History Echoes As Farm Workers Rally for Bill" (LA Times, Aug. 26, 2002)

*Hirsch, "Ahmanson Ranch Protestors Turn Up the Heat on Sizzler Chairman" (LA Times, Jan. 1, 2003)

*Barry Rehfeld, "A Suite Victory for Shareholders" (Institutional Investor, July 1998)

Thursday, November 11 – Connecting Local and National Campaigns: Justice for Janitors (lunchtime discussion, 11:30 am - 12:45 pm)

Speakers: Javier Gonzalez, SEIU Local 1877 and Angelica Salas, Coalition for Humane Immigrant Rights in LA.

Tuesday, November 16 -- Unions and Coalitions

Reynolds, Taking the High Road (Chapters 7-10)

Kahn, Organizing, Ch. 16 (Unions)

Bobo, OSC, Ch. 18 (Working with Local Unions) and Ch. 19 (Building Labor-Community

Partnerships)

- *Murray, "On the Ropes" (National Journal, March 8, 2003)
 - *Candaele and Dreier, "Canadian Beacon" (Nation, Dec. 16, 1996)
 - *Bernstein, "All's Not Fair in Labor Wars" (Business Week, July 19, 1999)
 - *Rohrlich, "Union's Fight with Hotel Reverberates Across LA" (LA Times, Dec. 5, 1997)
 - *Articles on Los Angeles "living wage" campaign ("Council Approves 'Living Wage' Law for City Contracts," LAT, March 19, 1997; "Council Overrides Veto, Oks Wage Law," LAT, April 2, 1997; "Business Takes a Beating," LA Business Journal, March 24, 1997)
 - *Leovy, "Unions Plan to Pressure Universal" (LA Times, June 30, 1998)
 - *Murray, "Living Wage Comes of Age" (The Nation, July 23/30, 2001)
 - *Rector, "Interview: Madeline Janis-Aparicio" (LA Times, July 26, 1998)
 - *Johnson, "Activist Plays Key Role in Passage of Living-Wage Law" (LA Times, June 4, 2001)
- Speaker: Madelaine Janis-Aparicio, LAANE

Tuesday, Nov. 16 – Inside LA's Labor Movement (lunchtime discussion, 11:30 am)

Speaker: John Grant, United Food & Commercial Workers

Thursday, November 18 -- Working Inside Government

Kahn, Organizing, Ch. 17 (Politics)

Reynolds, Taking the High Road (Chapter 13)

Speakers: Josh Kamensky and Sharon Delugach

Tuesday, November 23 – Building Political Coalitions

*Fine, "An Organizer's Checklist for Coalition Building" (from Brecher and Costello, eds., Building Bridges)

*Rath, "Grassroots: The Next Generation: BUILD and the Groups It's Inspired Remake Baltimore Politics from the Ground Up" (City Paper, June 15, 1999)

*Bolz, "Can Seattle's Renters Put Judy Nicaastro in the Hot Seat?" (Shelterforce, May/June 1999)

*Feit, "Seattle's Pragmatic Populist" (The Stranger.Com, January 25-31, 2001)

*Shearer, "How the Progressives Won in Santa Monica" (Social Policy, Winter 1982)

*Gills, "Chicago Politics and Community Development" (From Clavel and Wiewel, eds., Harold Washington and

*Kelleher and Talbott, "The People Shall Rule" (Shelterforce, Nov./December 2000)

*Simmons, "Labor and the LEAP: Political Coalition Experiences in Connecticut" (Working USA, Summer 2000)

*Kest, "Gaining Ground by Holding Back" (Shelterforce, March/April 1997)

*Dreier and Pitcoff, "I'm a Tenant and I Vote: New Yorkers Find Victory in Rent Struggle" (Shelterforce, July/August 1997)

*Walljasper, "Burlington, Northern Light" (Nation, May 19, 1997)

*Dreier, "Ray Flynn's Legacy: American Cities and the Progressive Agenda" (National Civic Review, Fall 1993)

*Adamson, "Clearing the Air" & "Registering for a Change" Politics Unusual, 1996)

Role-Playing Exercise

Thursday, November 25 – No Class Today. Happy Thanksgiving

Action Research, Intelligence Gathering, and Communication

How do grassroots organizations use information to help them win victories? How and where do they get that information? What's the difference between "research" and "intelligence gathering?" How do you do research about an issue? How do you do research about the political, economic, and civic "power structure?" How do you interview people? How do grassroots organizations communicate their message? What are the different audiences for their message? How do they get the mass media to pay attention?

Tuesday, November 30 – How Do Organizers Use the Media?

Bobo, OSC, Ch. 14 (Using the Media)

Kahn, Organizing, Ch. 12 (Communication) and Ch. 13 (Media)

*Candaele, "Teamsters Go For Public's Heart" (LA Times, Aug. 17, 1997)

*Ryan, "What's Newsworthy" and "Pegs, Leads, and Bites" (from Ryan, Prime Time Activism)

*"Nonprofits and the Press: How Nonprofits Can Make the News" (Aspen Institute, June 1999)

*Deterline, "Strategic Publicity and Media Activism" (Extra!, Sept./Oct.1997)

*Model press advisory and model press release (from Fighting Toxics)*Ryan, "What's Newsworthy" and "Pegs, Leads, and Bites" (from Ryan, Prime Time Activism)

*"Nonprofits and the Press: How Nonprofits Can Make the News" (Aspen Institute, June 1999)

*Deterline, "Strategic Publicity and Media Activism" (Extra!, Sept./Oct.1997)

Speaker: Matt Witt, SEIU

Thursday, December 2 – How Do Organizers Use Research?

Kahn, Organizing, Ch. 9 (Research); Ch. 12 (Communication); Ch. 13 (Media)

Bobo, OSC, Ch. 20 (Tactical Investigations); Ch. 14 (Using the Media)

*Frammolino, "The Bolshevik Who Beat Belmont" (LAT Magazine, January 7, 2001)

*Rosenbaum, "Little-Known Crusader Plays a Big Role in Tax Debate" (NYTimes, May 21, 2001)

*Dreier, "Rent-a-Politician Exposed" (Shelterforce, 1981)

Film: "HERE's Los Angeles" (8-minute video)

Speaker: David Koff, HERE, Local 11.

Tuesday, December 7 – How Do Organizers Do Power Analysis?

Internet Guide to Power Structure Research. Spend half an hour looking at this site:

<http://darkwing.uoregon.edu/~vburris/whorules>

*Hospital campaign exercise (from CTWO manual)

*Obstetler and Kazis, "Corporate Campaigns" (from Cohen and O'Connor, Fighting Toxics)

*Crowther, "How to Research Companies" (from College Placement Council)

*AFL-CIO, Food & Allied Service Trades Dept., Manual of Corporate Investigation

*Kristof, "CEOs Paid 70% More..." (LA Times, Aug. 26, 2002)

*Richman and Kawano, "Neighborhood Information is Not Just for Experts" (Shelterforce, Sept./October 2000)

*Samuels and Glantz, "The Politics of Local Tobacco Control" (Journal of the AMA, October 16, 1991)

*Seelye, "Lobbyists Are the Loudest in the Health Care Debate" (NY Times, Aug. 16, 1994)

Journal/Final Paper

As part of this course, you should keep a journal. Your journal should record your internship activities. You should take notes on your observations and impressions about the people, the organization, the community, and issues you are dealing with. You should record your own activities -- including the highlights and problems.

Each student in this course is required to write a short paper (15 pages) describing and analyzing your internship and the organization you worked with. The paper should draw on the class materials (readings, films, speakers, exercises) as well as your experiences and your journal. The paper should explain what you learned about community organizing) especially, what are the key elements of effective community organizing and how well the organization met these criteria.

Your final paper should aim to be objective. That means you should view the organization from a variety of angles and perspectives -- not simply the perspective of your supervisor. You should look at the organization from the perspective of the staff, the board, constituents, allies, targets, and others. Then you can come to your own conclusion based on having an "outsider's" view of the organization. In order to write this paper, in other words, you will need to talk to people besides your intern supervisor. Your analysis of the organization's strengths and weaknesses should be based on the criteria we have discussed and read about in class. To help you think about these issues, I will put on the course website a chapter called "Getting to Know the Placement Site" from the book The Successful Internship: Transformation and Empowerment in Experiential Learning by H. Frederick Sweitzer and Mary A. King (second edition, Thompson-Brooks/Cole Publishers, 2004). Please read this chapter within the first two weeks of your internship.

The final paper should include an evaluation of the organization and of your internship. Topics should include (but aren't limited to) the following:

- o The history of the organization. How it was started and by whom? Why was it started? How and why it has changed since its beginning? What are the organization's missions and goals?
- o How is the organization organized? Discuss its budget, staff, board, and sources of funds. Who runs the organization? How does the way it is organized reflected its missions and goals? How does the way it is funded influence what it does?
- o How does the organization decide what issues to get involved with? What is the group's overall strategy? How does it decide on strategy and tactics?
- o What is the organization's constituency? How does it determine what its constituency is?
- o How does the organization deals with such matters as leadership, recruiting and maintaining members,

maintaining morale, fundraising, research, and the media?

o What impact does involvement in the organization have on the people -- staff, leaders, members?

o Discuss how your internship fit into the organization's overall activities. Discuss the specific role(s) you played in the organization. Evaluate the pros and cons of your internship.

o Discuss the overall strengths and weaknesses of the organization. Be sure to clarify what criteria you are using.