Mondays 12:00-3:00 PM Janice Levin Building 006
Professor Janice Fine (fine@work.rutgers.edu)
Office hours: Mondays 3-5 pm or by appointment

Teaching Assistants: Hannah Roe hannahjoyroe@gmail.com,
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Course Overview

Our democracy is imperfect as long as those who participate and the rewards that accrue to them are so dramatically skewed by age, class, race, ethnicity, gender and sexual preference. Classics of American politics from Tocqueville to Truman have celebrated the nation’s tradition of pluralism, interest group formation and grassroots participation but as Schattschneider famously opined: “The flaw in the pluralist heaven is that the heavenly chorus sings with a strong upper-class accent…”

This course examines the history, theory, art and practice of organizing for social change. Organizing is how people come together to pursue their collective interests. Organizing is moving people into Relationship, Reflection, Story-telling, Leadership and Action in order to:
  - Build their collective power
  - Take greater control over their own lives
  - Achieve shared goals

It is a life skill that students will need no matter the field they end up pursuing or the community in which they end up settling.

How do students, tenants, poor people, workers, immigrants, people of color, women, LGBT people or environmentalists come together to form organizations and take action to win on the issues we care about? How do organizations build power? How do we develop winning strategies?

The curriculum and examples are drawn from my twenty-plus years working as an organizer and trainer before entering academia and from classics of political science, sociology, urban studies, economics, public policy and anthropology that shed light on key ideas. The course will cover the building blocks of organizing including:

  - Building the organization
  - Power
  - Research
  - Strategy Development
  - Effective Actions and Turnout
We will read both practical and scholarly work in these topics and explore them through class discussions, exercises and role plays.

**The Learning Objectives of this course are to:**

1) Examine critically the theory and practice of organizing
2) Learn a set of concrete organizing skills
3) Analyze the role of community organizing as an empowerment strategy in disadvantaged and marginalized communities, especially communities of color and think about its relationship to broader movements for social change.
4) Engage in dialogue and debate around issues of power, inequality, organizing and politics
5) Understand different theoretical perspectives on concepts related to organizing drawn from political science, sociology, history, anthropology, urban planning and political theory
6) Write an essay that puts forward an argument

**Course Requirements:**

*Weekly Discussion Questions:* In order to help prepare for discussions during class, students must submit written responses on the readings each week through the sakai drop-box.

- Homework cannot be handwritten.
- You have the option to skip TWO weeks of your choice.
- I will be grading the homework: one check means you must re-do it, two checks means it is acceptable, three checks means it is good and four means it is excellent.
- Occasionally, I will throw out extra credit questions that you can hand in the following week.

Finally, I will expect these questions on the day they are due. If they are more than one day late I will deduct ten points from the grade and will not accept any homework that is more than one week late.

*Organizing Practicum:* Each student must choose a campus organizing organization or off-campus organizing organization and actively participate in it over the course of the semester including organizing and participating in at least one direct action or conducting fifteen one-on-one meetings for the purposes of recruitment. Students must choose an organization and notify me of their choice by February 10th and begin working with the group from that week on. You will submit one paragraph per week along with your homework, beginning February 17th, about your organizational experiences. Teaching Assistants are available to help with matching students to organizations. Please note: I strongly support doing community service but for the purposes of the class, the practicum must be with an organization engaged in organizing.
Essays: Students will write two 6-8 page essays based upon their reflections on the main issues and themes that emerged in the readings, lectures, role plays and class discussions. Please remember that you MUST substantively refer to several different class readings pertaining to the question (this means you cannot just mention the article, you must engage with it).

Essay #1: What is power? What is the relationship between power and social change?
DUE: March 3, 2014

Essay #2: What is organizing? What is the relationship between organizing and social change?
DUE: April 28, 2014

Group Assignment

Strategy Chart: Over the course of the second half of the semester, student groups of 5 students per group will collectively choose an issue and then meet weekly to work on each column of the strategy chart. Students will need to work on the chart and conduct research on the issue and the components of the chart outside of class and during finals week must present a power point of a full strategy chart, along with a timeline and written 68-12 page campaign plan in lieu of a final exam. To ensure that all group participants are contributing, students will be asked to grade their peers.

DUE: Draft: Goals, Organizational Considerations, Preliminary Research List:
March 31, 2014

DUE: Draft: Allies, Constituents and Opponents and Actual Research: April 14, 2014


FINAL FULL ASSIGNMENT DUE: May 12, 2012

Attendance: Class meets only once a week and attendance is mandatory. You should have no unexcused absences. After the second unexcused absence, you will be marked down one letter grade per unexcused absence. This means that if you are at a B+ you would receive a B. You must also arrive at class on time. Students arriving more than ten minutes late will be penalized.

One-on-Ones and Class Discussions:

- The richness of our larger conversations about the reading will be totally dependent upon having done the reading ahead of time and bringing thoughts and ideas to the larger discussion. I will be keeping track of who is participating.
• Each week at the start of class, students will engage in a one-on-one conversation with each other.
• Most weeks students will also meet in small groups to plan role plays and exercises, discuss the reading assignments or work on strategy development. You must pull your weight in the group.

Readings

1. All of the required articles are available on the web through Sakai. Go to http://sakai.rutgers.edu
2. Enter your Rutgers ID and password in the upper right corner
3. Click on the tab that says 37 575 359
4. Click on “Resources” at the left
5. Click on the folder titled “S14 Resources”

Click on the folder for the week you want, then the file you want to download. Many of the readings are in Adobe Acrobat format. If your computer doesn’t have it, you can download the reader for free at http://www.adobe.com/products/acrobat/readstep2.html

Grading

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Week 1: January 27

***See if you can download and read prior to the first class:

Introduction to Organizing: This class will begin by asking students to think about their own beliefs and passions. It will go on to provide students with an understanding of what organizing is, what it entails and what the work life of an organizer looks like.

Why Organize? First One-on-ones
Organizing and Power
Hungry Person Exercise
Carey Daniels diary
Choosing An Issue Exercise
Some Basics on Power and other handouts
Student Organizing in NJ: Story and Lessons of the In-State Tuition Campaign: Jack Yoon, Giancarlo Tello, Frangy Pozo
Winning the Wage Theft Ordinance in New Brunswick: Marien Casillas Pabillon, Craig Garcia, New Labor

Readings for Week 2:
Saul Alinsky, Reveille for Radicals, Chapter One: What is a Radical? 3-23
Kim Bobo, Kendall and Max Organizing for Social Change: 6-13
Rinku Sen, Stirring it Up Introduction: Community Organizing-Yesterday and Today

Optional additional reading on these topics:
Gary Delgado, Organizing the Movement Chapter Two: The Sixties Movements: Roots of Community Organization 13-38

Week 2: February 3, 2014

Relations of Power: What is power? The next two classes will provide students with an understanding of the nature of power and the use and sources of power in organizing for social change. Readings and class lecture will provide an overall conceptual framework for thinking about power and in particular the systemic power of business in advanced industrial societies.

Readings for Week 3:
John Gaventa: Power and Powerlessness, Power and Participation 1-32
Richard Healey and Sandra Hinson: http://www.strategicpractice.org/system/files/power_and_social_change.pdf
Ed Chambers, Roots for Radicals: Organizing for Power, Action and Justice pp. 27-31
Choose 1:
Lawrence Lessig, Republic, Lost: How Money Corrupts Congress-and a Plan to Stop It, pp. 67-86.

Optional additional readings on power:
Lawrence Goodwyn The Populist Moment, Introduction
E.E. Schattschneider, The Semi-Sovereign People

Week 3: February 10
Relations of Power, continued

Readings for week 4:

Taylor Branch, Parting the Waters: America in the King Years: 1954-1963, Chapter Five: The Montgomery Bus Boycott 120-196

Additional reading:

Aldon D. Morris, The Origins of the Civil Rights Movement: Black Communities Organizing for Change, chapters 3, 6 and 7

Week 4: February 17

Strategy and Designing Campaigns: The essence of effective organizing is strategy and planning campaigns that accurately identify and concentrate power on specific targets for the achievement of specific goals. This class will lay out a key tool from the Midwest Academy called the Strategy chart which will form the basis for the semester-long group assignment.

Movements and Organizations: What is the difference between movements and organizations and how should we think about the relationships between them?

Erica Smiley, Jobs with Justice

Brief training and Role Play on How to Run A Meeting

Handouts:

Bobo, Kendall and Max, Organizing for Social Change “Developing a Strategy” 20-34, Strategy Chart and Blank strategy charts
Bobo, Kendall and Max, “Planning and Running Meetings” 95-102

Readings for Week Five:

Rinku Sen, Picking the Good Fight, in Stirring It Up, 48-78

**Week 5 February 24**

(TA’s note: Campaign scenarios due for presentation to students in class today)

*More on Campaign Strategy Development:* In this class we will further explore strategy. Students will also choose the issue they will develop into a full-blown strategy chart.

Handout: Campaign Strategy Exercise: Sludge Incinerators in Providence, Rhode Island

Reading for week 6:

Michal Gecan, *Going Public*, The Habit of Action, 49-99
Bobo, Kendall and Max: Designing Actions, 34-40, 48-54, 56-69

**Week 6: March 3**

*Organizer’s Math, Tactics, Actions and Accountability Sessions*  
This session will instruct students in the basics of preparing for (including doing systematic turnout), executing and evaluating actions.

Action Role Play

Group Work on Goals, Organizational Considerations and Research Needs column of the strategy chart

Reading for week 7:

Janice Fine, *Community Unions: Beyond the Politics of Particularism*, “Climbing Jacob’s Ladder: Solidarity and Baltimore” pp. 201-247  
Albert O. Hirschman The Rhetoric of Reaction: Perversity, Futility, Jeopardy, pp. 1-10

**Week 7: March 10**

Actions continued

Group Work on Goals, Organizational Considerations and Research Needs column of the strategy chart

**NO CLASS MARCH 17**

Reading for Week 8:
Lisa M. Gerry “10 Signs You’re Burning Out and What to Do About It”, Forbes, 4/01/2013.
Eric Mann, Organizing Upgrade, Self and Community Care
Sustainability Documents from Selah/Jewish Funds for Justice including:
Monthly Tool: Personal Ecology
Energy and Wellness Index Parts 1 and 2
Time Management Matrix
Urgency Index
Also:

**Week 8: March 24**

Organizing for the Long Haul: Wellness and Burnout: Frangy Pozo
Feminist Forms of Leadership

The University Administrator’s Playbook: The Art of Negotiation: Hannah Roe and Anna Barcy

Group Work on Goals, Organizational Considerations and Research Needs column of the strategy chart: DUE TO BE HANDED IN ON MARCH 31

**Readings for Week 9**


**Week 9 March 31**

Building the Organization: The essence of all effective organizing is recruitment and leadership development. Drawing upon ideas and exercises from Northeast Action, the IAF, Marshall Gans and others, the next two classes will focus on the analyses, strategic approaches and concrete skills necessary to recruiting participants to an organization and involving them in building and leading it. This week we will hear from Mike Gecan, IAF National Organizer and author of Going Public.

Handout: “Effective Organizing for Congregational Renewal” Mike Gecan, Industrial Areas Foundation

Group Work on: Constituents, Allies and Opponents and Actual Research
Readings for Week 10:

Malcolm Gladwell “Six Degrees of Lois Weisberg” the New Yorker Jan. 11, 1999 52-63
Marshall Ganz and the New Organizing Institute, “Creating Shared Story: Story of Self,” “Story of Us” and “Story of Now”.

Additional Reading:

Week 10: April 7

Building the Organization continued

Relational Organizing: One-on-ones and telling our stories
Matt Cordeiro, Anna Barcy and Hannah Roe on “the story of me, the story of us and the story of now”

Group Work on: Constituents, Allies and Opponents and Actual Research DUE NEXT WEEK

Readings for Week 11:

-----“Power at the Local Level: Growth Coalition Theory” pp. 1-22
-----“How to do Power Structure Research”
(All the Domhoff readings can be found at: WhoRulesAmerica.net)
Beryl Satter, Family Properties: Race, Real Estate, and the Exploitation of Black Urban America, Introduction

IMPORTANT: Go and mess around on the site:
http://pages.uoregon.edu/vburris/whorules/search.htm

Optional reading:
Week 11: April 14

Building the Organization, continued

Community power analysis/the Power matrix: This class will instruct students in a concrete method developed by AGENDA for thinking carefully and critically about the distribution of economic and political power in a specific geographic community. Readings and class lecture will unpack the forces that have traditionally shaped urban and regional planning, the role played by local elites in these processes and the debates political scientists, sociologists and others have engaged in about the existence of a cohesive power elite.

How to think about power analysis… Beth Breslaw
Who Rules Rutgers? John Connelly
Who Rules New Brunswick? Jason Rowe

Due: Write up of: Constituents, Allies and Opponents and Actual Research

Group Work on: Targets, Tactics and Message

Readings for Week 12

Bobo, Kendall and Max: Organizing for Social Change, Chapter 20 “Tactical Investigations” 162-192 (read the first ten pages and skim the rest)

Week 12: April 21

Movement Research: This class will introduce students to the art and science of “tactical investigations” for organizing campaigns and why it is different than academic research. We will hear from movement researchers: Jonathan Werberg, SEIU 1199, Nick Rudikoff, Change to Win, Jason Rowe, Catholic Charities.

Exercise: the power of research
Readings for Week 13:

Andrew Boyd and Joshua Kahn Russell, “Action Logic” in Beautiful Trouble
Doyle Canning and Patrick Reinsborough, “Think Narratively” in Beautiful Trouble and the “Battle of the Story” Worksheet from the Center for Story-Based Strategy
Bobo, Kendall, Max Organizing for Social Change, 14-19, 117-122
Charlotte Ryan, Prime Time Activism: Media Strategies for Grassroots Organizing
Chapter Three, Getting Framed: The Media Shape Reality: 53-92
Peter Dreier, “Occupy Wall Street: Changing the Topic, 11/1/11
“We are the 99% Creators Revealed” Mother Jones
http://motherjones.com/politics/2011/10/we-are-the-99-percent-creators

Additional Reading:
Andrew Boyd, TRUTH IS A VIRUS: Meme Warfare and the Billionaires for Bush (or Gore)
Sidney Tarrow, Power in Movement: Social Movements and Contentious Politics,

Week 13: April 28

Media Relations 101, Messaging/Framing: We will hear from David Donnelly, National Campaigns Director, Public Campaign, one of the most successful “media organizers” and political strategists.

Beautiful Trouble: We will hear from Andrew Boyd, agit-pop.com, culture-jammer and meme generator extraordinaire.

Group Work on Targets, Tactics and Message HAND IN NEXT WEEK

Readings for week 14:

Cesar Chavez, “On Money and Organizing”
Michael Brown, “Mobilizing Resources: Raising Money” 243-261 in Building Powerful Community Organizations: A Personal Guide to Creating Groups that Can Solve Problems and Change the World
Kim Klein, “The Ten Most Important Things You Can Know About Fundraising” and “Getting Over the Fear of Asking”
Marjorie Fine and the Linchpin Campaign, “Untapped: How Community Organizers Can Develop and Deepen Relationships with Major Donors and Raise Big Money”
Week 14: May 5

Fundraising: If you ain’t go the dough-re-me boys, you can’t support your organization! This week we will look at strategies for funding organizations. Marjorie Fine, veteran fundraiser, foundation executive and trainer extraordinaire will lead the training session.

Fundraising Exercise

Group work on Targets, Tactics and Message due

Reading for week 15:

Dreier, Peter “Community Organizing for What? Progressive Politics and Movement Building in America” in Transforming the City: Community Organizing and the Challenge of Political Change, Marion Orr, editor.

Group work on Targets, Tactics, Message and Research columns of the strategy chart

Week 15: May 12th Final Strategy Chart Presentations