Syllabus

Course Overview

In this course, you will investigate how various methods of organizing and utilizing community resources can address social systems and their related problems. You will also demonstrate through assignments the strengths and weaknesses of these methods when used in a variety of social systems. Specific topics addressed are theories relating to social organization, community organizing, self-help organizations, use of volunteers, and the use of social policy to influence human behavior.

No two communities are the same. Because the resources available to people in a community vary widely across time and space, prescribed resource programming is nearly impossible. Furthermore, any resources available will directly affect what sorts of resource mobilization can take place and what organizing methods may be most effective in using such resources. With this in mind, you will critique past resource mobilization projects regarding why some succeed and some fail. You will pay particular attention to solving problems you might face working in your own communities as social workers, police officers, medical practitioners, and in other professions.

Course Competencies   **(Read Only)**

To successfully complete this course, you will be expected to:

1. Assess the importance of specific resources and demographics in a community.

2. Demonstrate the ability to gather new data and use existing research.

3. Analyze how collaboration within a community impacts system stability.

4. Assess those factors surrounding the organization and mobilization practices of a community and its use of resources within its diverse membership.

5. Formulate a set of best practices in community organizing based on positive application of relevant system theory and methodology.

6.

Analyze various culturally based resource systems and their impact on social policies relative to a community.

Course Prerequisites

There are no prerequisites for this course.

Required

The materials listed below are required to complete the learning activities in this course.

Integrated Materials

Many of your required books are available via the VitalSource Bookshelf link in the courseroom, located in your Course Tools. Registered learners in a Resource Kit program can access these materials using the courseroom link on the Friday before the course start date. Some materials are available only in hard-copy format or by using an access code. For these materials, you will receive an email with further instructions for access. Visit the Course Materials page on Campus for more information.

Book

Homan, M. (2016). *Promoting community change: Making it happen in the real world* (6th ed.). Boston, MA: Cengage Learning. ISBN: 9781305101944.

Library

The following required readings are provided in the Capella University Library or linked directly in this course. To find specific readings by journal or book title, use Journal and Book Locator. Refer to the Journal and Book Locator library guide to learn how to use this tool.

- Covey, S. R. (2003). *Principle-centered leadership.* New York: Free Press.
- Garcia, K. M., Martin, E, Garney, W. R., & Primm, K. M. (2018). Qualitative analysis of partnerships' effect on implementation of a nationally led community-based initiative. *Health Promotion Practice*, *19*(5), 775–783.
- House, L. D., Tevendale, H. D., Martinez-Garcia, G. (2017). Implementing evidence-based teen pregnancy-prevention interventions in a community-wide initiative: Building capacity and reaching youth. *Journal of Adolescent Health*, *60*(3) [Supplement], S18–S23.
- Subica, A. M., Grills, C. T., Villanueva, S., & Douglas, J. A. (2016). Community organizing for healthier communities: Environmental and policy outcomes of a national initiative. *American Journal of Preventive Medicine*, *51*(6), 916–925.

Suggested

The following materials are recommended to provide you with a better understanding of the topics in this course. These materials are not required to complete the course, but they are aligned to course activities and assessments and are highly recommended for your use.

Optional

The following optional materials are offered to provide you with a better understanding of the topics in this course. These materials are not required to complete the course.

Projects

Project ›› Community Organization

Project Overview

This project is a cumulative assessment strategy that provides you the opportunity to evaluate and identify important community resources, research both qualitative and quantitative data, and analyze cultural dynamics along with effective practices involving collaboration within the community. You will also be able to apply your research to identify the viability of a new program to meet a specific community need. These combined strategies will provide you the skills to develop and strengthen community organizations.

- **Content:** Prepare a final paper that incorporates the 10 sections listed in the Content Format section below.
- **Number of pages:** The body of the paper must be 12–15 pages.
- **Formatting:** Use current APA formatting. Refer to APA Style and Formatting for more information. You must use proper APA style in listing your references.
- **Written communication:** Establish precise written communication that focuses on the specific goals of the course project.

Content Format

For your course project, develop a paper that consists of the following sections. You must use proper APA style and formatting for each section of the paper.

Review scholarly journals for best practices. Review your community resources and identify their best practices. Describe how they are used within the diverse membership of the community. Identify the best practices that will support your community organization. Identify practices that do not meet your mission and purpose. Apply the information from your readings and journals to formulate your own set of best practices. Validate that they will support the viability of your new organization to meet a specific and unique community need.

1. **Title Page.**
2. **Table of Contents.**
3. **Abstract.**
4. **Introduction** – Mission and Purpose (1–2 pages).
   - The first step in your course project is to select an area and purpose in which there is a need in your community. In this section, you will identify and introduce your organization and its mission and purpose. Initially, this step will be completed as a discussion posting.

5. **Section 1** – Demographics and Community Resources (3 pages).
    - Use your research to justify the purpose of your community organization. Determine that it is an area in which you can establish a new program to meet a specific community need. Acknowledge long-term sustainability.
    - Identify the demographics and resources available that can be used to support your mission and purpose for your community organization, and create a list of these available resources.
    - Assess and evaluate your list of community resources to determine which resources would be the most effective.
    - Analyze how resources and demographics can affect and impact your community organization and its members.

6. **Section 2** – Community Collaboration (3 pages).
    - Evaluate the list of available resources you created in Section 1 and identify 10–12 organizations that would be most beneficial for collaboration and networking. Provide a rationale to explain why these are most effective for collaboration. Assess the factors and resources used within each organization. Provide a plan on how each organization will be utilized to support your mission. Then, analyze how collaboration impacts system stability overall.

7. **Section 3** – Cultural Analysis (3 pages).
    - Develop a qualitative analysis of your community, its population, and, in particular, your defined membership. Identify your community's unique culturally based resource system and its impact on social policies relative to a community. Describe how your community's cultural dynamics impact collaboration and will support your mission as well as justify your existence. The following practices in gathering qualitative data will be accepted: observation, informal interviews, and demographic data.

8. **Section 4** – Best Practices (3 pages).
9. **Conclusion** (1 page).
10. **Reference List** of peer-reviewed sources.

Introduction

Most of us are introduced to change through the efforts of others. We become engaged through recruitment efforts such as e-mail, mail, and advertisements. We write a check or click a website form. Most of the time, we never actually see the individuals who work behind the scenes to make the organization function, nor do we see the individuals who benefit from these efforts.

In this unit, you will gain a sense of what it takes to run an organization. This week, consider these questions:

- What does community have to do with community organization?
- What is the importance of cultural dynamics?
- How can change happen effectively and meaningfully?
- How do you fit into the picture, and is your passion enough to energize and sustain an organization?

One of the most important aspects of community organization is community benefit. Sometimes what we think will help a community actually harms it. Since it is necessary to understand your community when developing a community organization, it is important to collaborate closely with people living in the community, and to know intimately the cultural dynamics at play.

One example of this can be found in research documents involving ethnographic studies of American Indian populations. Researchers who have studied American Indian communities have sometimes misinterpreted customs and culture. This has led to stereotyping and bias. Most American Indians involved in this process were left with feelings of distrust. Thus, they became reluctant to participate in studies. It is important to take to time to understand a community in order to gain trust as well as commitment.

Creating an organization is tough, and it takes a lot of energy. People often create organizations because they are angry about problems in their communities. While it is important to consider the passion behind the effort, we should also analyze the effort's purpose and meaning and understand who will benefit from it.

This unit will help you understand community as well as yourself. It will examine the dynamics of community and its needs. Finally, it will produce a picture that will help you in your final design and purpose.

Learning Activities

u01s1 - Studies

Readings

Use your *Promoting Community Change* text to read the following:

- Chapter 1, "Understanding the Challenge to Change," on pages 1–34.
  - This chapter introduces community change, basic issues, the need for cultural awareness, and the importance of the community as a client.

Use the Capella University Library to read the following:

- House, L. D., Tevendale, H. D., Martinez-Garcia, G. (2017). [Implementing evidence-based teen pregnancy-prevention interventions in a community-wide initiative: Building capacity and reaching youth.](#) *Journal of Adolescent Health*, *60*(3) [Supplement], S18–S23.

u01s1 - Learning Components

- Identify the importance of community demographics.
- Identify the importance of community resources.
- Assess the importance of passion and idealism in relation to community change.

u01s2 - Preparation

Read your course project description to learn the requirements for your course project.

u01d1 - Choose Your Topic

Read the Discussion Participation Scoring Guide to learn how the instructor will evaluate your discussion participation throughout this course.

In this course, you will learn various methods of utilizing community resources. To create effective change, it is important to consider the numerous factors that influence the organization's place within the community.

For your final project, you will identify the viability of a new program to meet a specific community need. The first step in the project is to select an area and purpose in which there is a need in your community, and identify what area of need you plan to focus on for the final project.

For example, say you choose to focus on homelessness for your final project. Homelessness is the problem, and you, as the community organizer, will determine the most effective solutions. But what if there is an organization that already successfully focuses on homelessness in your community? Should you choose this topic? If you feel that there is still a community need, despite existing organizations, discuss how your organization will meet that need.

After you have selected your topic, consider the following:

- Are there similar organizations already meeting this need? If so, how will your organization stand out?

- Is there community support for this initiative? If so, identify where the support will come from within the community.
- Would long-term sustainability be a concern?
- Consider different approaches to the problem and determine if your focus is the most effective approach to the problem.
- What would your mission and vision be for this organization?

Response Guidelines

Respond to at least two other learners.

Consider the following questions in your response.

- Has this learner successfully determined an area of need in their community?
- As someone who does not live in their community, you can offer objective feedback. What questions do you have?

What advice might this community organizer find in the *Promoting Community Change* course text?

Course Resources
Graduate Discussion Participation Scoring Guide
Promoting Community Change

u01d1 - Learning Components

- Analyze the theoretical frameworks for community change.
- Identify the importance of community resources.

Unit 2 >> A Framework for Action

Introduction

Why study theoretical frameworks as they pertain to community organization? This can be answered in two words: purposeful planning. A theoretical approach provides clarity in direction and ensures a solid foundation.

Another aspect when developing a purposeful framework for an organization is its relationship to community. Scholarly theories, while fine on paper, may not fit well when applied to the reality of a situation. As such, it is important to continually modify and adjust theory to fit the unique nature of each community. In Unit 1, you learned about the challenge to change. To initiate change, you must make an in-depth assessment of the community. You will need to assess available resources and understand community demographics as you begin to plan.

Imagine that a community organizer is planning a program to prevent diabetes. The community organizer would need to understand the overall demographics of the community, as well as the demographics relevant to the topic of diabetes. It would also be beneficial to know what resources are already available for diabetes prevention. The initial work that is undertaken to understand the dynamics of a community will help the community organizer gain an understanding of community needs and determine the most effective approach to initiate change.

Gaining insight into the community helps the community organizer shape the initial building blocks for the foundation. One of the first building blocks is the creation of a mission statement. In this unit, you will begin to understand the importance of a mission statement. "Mission is everything" is a popular saying in this field. This is very true as it pertains to maintaining integrity and developing validity as a community organization. In reading Bourne's review of *Principle-Centered Leadership*, you will begin to understand why the mission statement must be integrated into every aspect of the community organization.

Learning Activities

u02s1 - Studies

Readings

Use your *Promoting Community Change* text to read the following:

- Chapter 2, "Theoretical Frameworks for Community Change," pages 37–79.
  - This chapter discusses systems theory, healthy communities, and transformation.
- Chapter 5, "Knowing Your Community," pages 127–172.
  - This chapter examines community perspectives, and assessing the community's needs and resources.

Use the Capella library to complete the following:

- Covey, S. R. (2003). *Principle-centered leadership*. New York: Free Press.
  - Read Chapter 30, "Universal Mission Statement."

u02s1 - Learning Components

- Identify the importance of community demographics.
- Analyze the theoretical frameworks for community change.
- Identify the importance of community resources.
- Analyze how resources and demographics can affect and impact your community organization.

u02d1 - Principle-Centered Leadership

In this unit's studies, you read Chapter 30 of *Principle-Centered Leadership*, in which Covey focused on the importance of the principles and influence of an organization's mission statement.

For this posting, answer the following questions:

- Based on the Covey chapter, why is a mission statement critical to community organization and development?
- How would you apply Covey's principles to developing a mission statement?

Response Guidelines

Respond to at least two other learners.

Consider the following questions in your responses:

- How were your peers' responses to the importance of a mission statement similar to yours?
- What additional advice would you give to your peers on the importance of mission statements?

Course Resources
Graduate Discussion Participation Scoring Guide
Principle-Centered Leadership

u02d1 - Learning Components

- Analyze vision, mission, and values.

Unit 3 ≫ Knowing Yourself, Your Community, and Your Resources

Introduction

Have you ever burned out? What was the primary cause? Did you go into the project with too much passion and not enough energy to sustain that passion? As a professional, how do you know when it is time to step back and evaluate your purpose in the organization?

Passion is a driving force for most community organizations. Most people get involved in a community organization because their lives have been affected in some way by a similar experience. One example of this is Mothers Against Drunk Drivers (MADD). This organization was started by two women whose children were killed by drunk drivers.

The initial passion and purpose of creating a community organization can be sustained for a long time. But people who choose to work as community organizers should also develop a plan that will help them create a solid sense of personal boundaries. Each person needs to set personal limits for vacation and family time, and to cultivate a healthy understanding of how personal passion fits into the larger picture.

Burnout can occur when an individual takes on too much at work and does not delegate. A good manager will know when to ask for help. For example, if someone in the nonprofit organization has a talent for bookkeeping, the manager could delegate those responsibilities. By making good use of the assets and available resources, a community organizer can also find and maintain balance in the midst of a passion-filled career.

In this unit, you will begin to understand the importance of who you are, where you fit in, and how to define personal and professional boundaries. You will also being to understand your community and how to work with the assets and resources within it. Community organization is an important element of any society. Where there are needs, there are people who can meet those needs. Working together, with wisdom, is the key to successful community involvement.

Learning Activities

u03s1 - Studies

Readings

Use your *Promoting Community Change* text to read the following:

- Chapter 4, "Putting Yourself in the Picture," pages 107–126.
    - This chapter focuses on your ability to promote change while avoiding burnout.
- Chapter 6, "People—The Most Valuable Resource," pages 173–200.
    - This chapter proposes ways to get people involved in your initiative and discusses working with volunteers.

Multimedia

In the Riverbend City media piece, you will learn about the nonprofit organization Fuerza y Unidad. Pay particular attention to how the various individuals involved with the organization are addressing questions of purpose and function.

- Click **Riverbend City: Community Organizations** to launch the presentation.

Course Resources

Riverbend City: Community Organizations

- Identify the importance of community demographics.
- Identify the importance of community resources.
- Analyze how resources and demographics can affect and impact your community organization.

u03a1 - Demographics and Community Resources

In Section 1 of your course project, Demographics and Community Resources, you will:

- Identify the demographics and resources available to support your mission and purpose for your community organization.
  - Create a list of these available resources.
- Analyze how resources and demographics can affect your community organization and its members.
- Assess and evaluate your list of community resources to determine which resources would be the most effective.

Then, use your research to justify the purpose of your community organization. Determine whether it is an area in which you can establish a new program to meet a specific community need. Acknowledge long-term sustainability.

u03d1 - Riverbend City: Community Organizations

Review the *Riverbend City: Community Organizations* media piece. In this scenario, you saw board members of a new nonprofit organization struggling with issues about their structure, purpose, and role in the community.

Proceeding as if you are a member of the Fuerza y Unidad board, respond to the following questions:

- Are any other board members at risk of burnout? Who and why do you think burnout could be a problem?
- How could you help other board members develop and identify their boundaries so that they can continue to help launch this organization?
- What recommendations do you have for other members of the organization?

Response Guidelines

Review the responses of at least two other learners. Do you agree with the approach and recommendations offered by your peers? Why or why not?

u03d1 - Learning Components

- Analyze how resources and demographics can affect and impact your community organization.

Unit 4 >> Community Collaboration

Introduction

Community collaboration is one of the most important dynamics in any organization. A network of caring individuals with a shared goal of creating a better world not only provides energy to collaboration, but also diminishes the need to work alone on important issues. A great example of this is holding a community event that requires more financial and human resources than your organization can afford. Often, the other organizations in your community have the same problem. Therefore, the organizations can choose to work together to ensure a shared success.

It is also important to know the community and its resources so that the community organizer can determine if their organization will fulfill a specific and appropriate community need. For example, a community may already have three organizations focused on domestic violence. As a next step, consider whether it is possible to develop a niche within this area to fill an unmet need. If three organizations are already providing services for those experiencing domestic violence, where will the new organization fit without being duplicative? This is a question often asked of community organizations when they seek financial support.

Understanding what already exists will help the community organizer understand the strengths and weaknesses of their plan for collaboration. It will also help them develop a vision embraced by the people being served, the volunteers, and potential financial supporters. Successful collaboration requires more than passion. It requires you to create a picture of who, what, and where your community is—and why it is unique.

This unit will help you to develop an understanding of community and to consider the following questions:

- Why are cultural dynamics important?
- How can you draw, from a simple conversation, the insight to know and work with your community effectively?

Learning Activities

Readings

Use your *Promoting Community Change* text to read the following:

- Chapter 13, "Enhancing the Quality of Neighborhoods," pages 464–497.
  - This chapter defines the idea of a neighborhood and discusses neighborhood organization.

Multimedia

Complete the following interviews with American Indian community practitioners:

- [Interview With Denise Bellecourt Levy](#).
- [Interview With Betty Laverdure](#).

u04s1 - Learning Components

- Identify the importance of community demographics.
- Identify the importance of community resources.
- Analyze how resources and demographics can affect and impact your community organization.
- Describe how collaboration within a community impacts system stability.

u04a1 - Community Collaboration

In Section 2, Community Collaboration, evaluate the list of available resources you created in Section 1, Demographics and Community Resources.

Of these resources, identify 10–12 organizations that would be the most beneficial for you for collaboration and networking. Then, address the following.

- Explain why these organizations are most effective for collaboration.
- Assess the factors and resources used within each organization.
- Provide a plan to explain how each organization will be used to support your mission.
- Analyze how collaboration affects system stability overall.

u04d1 - Interview With American Indian Community Practitioners

Values, communication, beliefs, economics, clothing, assumptions, and interpretation are all part of cultural dynamics. Understanding this, review the interviews with American Indian community practitioners from this unit's studies. Listen for their expectations toward culturally appropriate ways in which to communicate and work with tribal communities.

Provide a synopsis of the interviews and address the following questions:

- How do cultural dynamics impact collaboration?
- What are the cultural dynamics at play?
- How will you use the information to better understand working with American Indian communities?

Response Guidelines

Respond to at least two other learners. What did you find most interesting about the lessons learned from this activity?

Course Resources
Graduate Discussion Participation Scoring Guide
Interview With Betty Laverdure	Transcript
Interview With Denise Bellecourt Levy	Transcript

u04d1 - Learning Components

- Analyze best practices within the context of cultural sensitivity and diversity.
- Analyze how resources and demographics can affect and impact your community organization.
- Analyze culturally-based resource systems and their impact on social policies.

Unit 5 >> Planning and Power

Introduction

What do we think of when we hear the word *empowerment*? How do we empower someone? When planning your organization's approach, should empowerment be included as one of the approaches? If so, is it more than just words on paper? Imagine that a client requests help completing a tax return. Empowerment would be providing training for them to complete their taxes rather than doing their taxes for them.

Empowerment and choosing to empower as a community organization is another building block for the foundation of a community organization. The decision to empower will provide focus for every decision that has

to be made pertaining to the community organization. When an organization creates an approach that denotes empowerment in everything it does, it allows people to learn to help themselves.

Planning and power is the name of this unit. Power is critical to helping communities. An organization can have expertise, an excellent staff, and a lot of money, but if the people working for the community organization and those being served are not empowered, the organization will fail. To ensure long-term success, it is critical that everyone involved within the community organization is empowered to keep the community organization functioning. It is also essential to give the clients being served the tools for success. In doing so, the community organization will begin to see a level of autonomy that will allow it to grow.

Planning is also very crucial to the daily operation of a community organization. A community organizer must consider what has been done and plan for what can be done. Through purposeful planning and empowering others, long-term success is possible. This unit talks about how important it is to empower and how planning with purpose is critical to community organization.

Learning Activities

u05s1 - Studies

Readings

Use your *Promoting Community Change* text to read the following:

- Chapter 7, "Power," pages 201–227.
  - This chapter defines power and introduces methods to empower others.
- Chapter 8, "Powerful Planning," pages 228–258.
  - This chapter defines planning, discusses elements of planning, and looks at obstacles.

Use the Capella University Library to read the following:

- Subica, A. M., Grills, C. T., Villanueva, S., & Douglas, J. A. (2016). [Community organizing for healthier communities: Environmental and policy outcomes of a national initiative](). *American Journal of Preventive Medicine*, *51*(6), 916–925.

Multimedia

In the Riverbend City media piece, you will learn about the progress Fuerza y Unidad's board has made in clarifying its role in the community and developing a new focus on collaboration. You will discuss this later in this unit as well as in the next unit.

- Click **Riverbend City: Community Organizations** to launch the presentation.

Internet Search

Locate the websites of two nonprofit organizations that relate to your course project. Review their vision, mission, and values.

u05s1 - Learning Components

- Analyze the theoretical frameworks for community change.
- Identify the importance of community resources.
- Assess the factors surrounding the mobilization practices of a community and its use of its resources within its diverse membership.
- Apply best practices to a variety of public empowerment issues.

u05d1 - Website

Refer to the two websites you selected and reviewed in this unit's studies. Write an abstract on each website that includes the following items:

- Introduction of the nonprofit organization (2–3 sentences).
- Summary of the vision (2–3 sentences).
- Summary of the mission statement (2–3 sentences).
- Summary of the values of the organization (2–3 sentences).
- Your opinion: Do you think the organization successfully supports their vision, mission, and values?

Response Guidelines

Review and evaluate the responses of at least two other learners. Contrast the information with the knowledge you presented in your discussion posting.

u05d1 - Learning Components

- Analyze vision, mission, and values.

u05d2 - Riverbend City: Collaborative Relationships

Review the cultural diversity graphic from this unit's studies, and then consider how these elements might be affecting Fuerza y Unidad and the greater community the organization is trying to serve. How do cultural issues affect the organization itself? How does culture affect the mission and purpose of this organization? How will culture affect the decisions and collaborations Fuerza y Unidad undertakes?

In your response, address the issues that might affect the organization and discuss how you would advise the organization to address those issues. Explain your recommendations and support your position with citations from your readings.

Response Guidelines

Respond to the suggestions of at least two other learners. When possible, elaborate upon the ideas and suggestions being offered or suggest alternatives that the original poster may not have considered.

Course Resources
Graduate Discussion Participation Scoring Guide
[Riverbend City: Community Organizations](#)	Transcript

Unit 6 >> Cultural Analysis

Introduction

Why is it important to understand the dynamics of a community? Are communities really that different from one another? Imagine starting a rape crisis center in an American Indian community. What is it that you should know? A great example comes from the Anishinaabe (Ojibwa or Chippewa) community, where leaders hold healing ceremonies after traumatic events. As a community organizer, it is important to understand how the traditional practices within the Anishinaabe community are valid and must be taken into consideration when providing services.

The cultural dynamics involved in community organizing impact every aspect of the organization. It is essential to understand that each community is unique and has its own cultural dynamics. Integrating community beliefs into the community organization plan ensures a level of success that will be embraced by the people being served. A community organization that mirrors the personal and community beliefs encourages trust and support for the organization.

One important way of understanding community is data gathering. One method used to gather information is known as qualitative analysis. Qualitative data is gathered through several means, and one of these is observation. By observing the environment and the people within it, the community organizer can gain in-depth information that will provide cues to further analysis and understanding. Through qualitative analysis, it is possible to get a sense of the cultural and interpersonal dynamics involved. Once this information is gathered, an organization can focus on finding its niche within the community.

In this unit, you will consider the following questions:

- What is unique about the community and how can this information be used to strengthen an organization?
- What community resources already exist and how can this information be used to strengthen an organization?
- How many people will be served by the organization and how can this information provide the validity necessary for funding or other community organization needs?

To be an effective community organizer, it is necessary to take a multi-prong approach. One of those critical prongs is the skill of being observant. By being observant, taking the information gathered from those observations, and applying them to practice, the community organizer develops the tools necessary to promote their organization as one that is unique and meets a specific community need. Using the information that has been observed wisely and effectively also helps to develop a strong and self-sustaining organization.

Learning Activities

u06s1 - Studies

Readings

Use the Capella library to read the following:

- Garcia, K. M., Martin, E, Garney, W. R., & Primm, K. M. (2018). Qualitative analysis of partnerships' effect on implementation of a nationally led community-based initiative. *Health Promotion Practice*, *19*(5), 775–783.

u06s1 - Learning Components

- Apply qualitative research to a cultural analysis.
- Assess the factors surrounding the mobilization practices of a community and its use of its resources within its diverse membership.
- Analyze an example of qualitative research.
- Analyze culturally-based resource systems and their impact on social policies.

u06a1 - Cultural Analysis

In Section 3, Cultural Analysis, address the following items:

- Develop a qualitative analysis of your community, its population, and your defined membership.
- Identify your community's unique culturally based resource system and its impact on social policies relative to a community.
- Describe how your community's cultural dynamics affect collaboration. Include how it will support your mission and justify its existence.

The following practices in gathering qualitative data will be accepted:

- Observation.
- Informal interviews.
- Demographic data.

u06d1 - Riverbend City: Collaborative Relationships

Review the *Riverbend City: Community Organizations* media piece, focusing on the various organizations with which Fuerza y Unidad is considering forming partnerships and collaborations. Select one of the three presenters—Nicole, Eduardo, or Hector—and describe the strengths, weaknesses, and opportunities you see in the organizations that person discussed. Do not select a presenter who has already been discussed extensively; try to help spread the discussion between all three presenters.

- Which, if any, of the proposed partnerships do you think the board should pursue?
- Explain your reasoning and support your argument with citations from your text and other readings.

Response Guidelines

Respond to the suggestions of at least two other learners who discussed organizations different than those you discussed. When possible, elaborate upon the ideas and suggestions being offered or suggest alternatives that the original poster may not have considered.

Course Resources
Graduate Discussion Participation Scoring Guide
[Riverbend City: Community Organizations](#)	Transcript

- Assess the factors surrounding the mobilization practices of a community and its use of its resources within its diverse membership.
- Analyze an example of qualitative research.

Unit 7 ›› Fundraising and Grant Writing

Introduction

Vision, mission, and sustainability are all part of what makes a community organization valid. What else is needed? Financial support.

Each organization must consider the source and longevity of financial support. This aspect of community organizing is difficult, but it is also the most important part of the job. Community organizers log many long hours writing grants, lobbying, and finding the funding necessary to help the organization survive and succeed.

Community organizers consider funding issues every day. They need to keep the books balanced and to determine if the number of staff members is adequate. They need to know if the necessary funds are available to begin new initiatives. These are all scary prospects. The good news? Money is available if the community organizer is diligent and creative in seeking it. The community organizer must become skilled at writing grants and fundraising.

This unit will address creative ways as well as standards of practice to apply while seeking funding to support an organization and its initiatives. How can an organization be packaged so it will sell itself? In previous units, you have gained insight into the necessary critical elements such as a mission statement, purposeful planning, and understanding yourself and your community. By pulling together all these elements, the community organizer will develop a unique approach or package for seeking out and gaining financial support.

Learning Activities

u07s1 - Studies

Readings

Use your *Promoting Community Change* text to read the following:

- Chapter 9, "Raising Other Resources," pages 259–321.
  - This chapter focuses on building a budget, securing funds, and grant writing.

- Evaluate grant writing methods.
- Identify fundraising methods used in community organization.

u07d1 - Case Study – Mohammed, Part 1

Mohammed is the executive director of an organization that provides assistance and resources to Somali refugees and immigrants within his community. His organization currently provides a variety of services, including health care, education services, employment services, and youth services. Lately, because of the fast-growing Somali population, he has decided it would be more efficient to develop more focused organizations that benefit the Somali community.

Mohammed wants to start a new organization that focuses specifically on health care services for the Somali population—an established need in both his cultural community and his city. Although there are other community organizations that focus on health care advocacy for immigrants, none focus specifically on the Somali community.

Mohammed has hired you to organize the fundraising and grant writing efforts for this initiative. For this discussion, write a letter to Mohammed in which you provide ideas for how you plan to gather the necessary resources. Use Chapter 9 in your *Promoting Community Change* text as a guide.

Response Guidelines

Review the responses of at least two other learners and respond to their work. Consider the following ideas in each response:

- Contrast each learner's posting with the plan you proposed.
- Evaluate the effectiveness of their plans.

Course Resources
Graduate Discussion Participation Scoring Guide

u07d1 - Learning Components

- Analyze best practices within the context of cultural sensitivity and diversity.
- Analyze an example of qualitative research.

u07d2 - Case Study – Mohammed, Part 2

For this discussion—a continuation of this unit's Discussion 1—write a summary addressing the following items.

- Outline a vision and mission for the organization.
- Define why the organization will be unique within the community and how it can support other initiatives that are ongoing within the parent organization.
- Describe how the organization can be sustained by identifying funding sources and how it can be sustained by identifying future endeavors.
- Finally, tell Mohammed why you would be the best person to lead this new initiative.

Response Guidelines

Review the responses of at least two other learners and respond to their work. Do you agree or disagree with their responses?

Course Resources
Graduate Discussion Participation Scoring Guide

u07d2 - Learning Components

- Analyze vision, mission, and values.
- Analyze how resources and demographics can affect and impact your community organization.

Unit 8 >> Best Practices

Introduction

This unit explores strategies such as negotiation, confrontation, collaboration, and co-optation, along with other tactical considerations. It also discusses the importance of ethics while pursuing a goal. Clearly, there are positive and negative methods in the process of instituting change in a community. The positive methods lead to a more beneficial and lasting change. Strategically pursuing a goal in a competitive environment is a challenge, but learning the appropriate strategies and tactics to do so can provide the community organizer with the necessary tools to succeed.

Community organizers can build an arsenal of best practices by learning strategic steps successfully used by other community organizers. It is important to learn from both the successes and the failures of other organizations. For example, we could study a successful organization such as MADD, which has shown long-term sustainability. In the same way, we could study a failed organization, learn from its mistakes, and take a different approach.

For this unit, you will consider the following questions:

- What are some best practices in the field of community organization?
- What are the strengths and weaknesses of other organizations?
- What are some ways of incorporating positive strategies and tactics to initiate change?

Learning Activities

u08s1 - Studies

Readings

Use your *Promoting Community Change* text to read the following:

- Chapter 12, "Taking Action—Strategies and Tactics," pages 416–460.
  - This chapter introduces types of strategies and tactical considerations, tricks, and opponents.

u08s1 - Learning Components

- Analyze best practices within the context of cultural sensitivity and diversity.
- Analyze how resources and demographics can affect and impact your community organization.
- Describe how collaboration within a community impacts system stability.

u08a1 - Best Practices

In Section 4, Best Practices, review scholarly journals for best practices and address the following items:

- Review your community resources and identify their best practices. Describe how they are used within the diverse membership of the community.
- Identify the best practices that will support your community organization. Identify practices that do not meet your mission and purpose.
- Apply the information from your readings and journals to formulate your own set of best practices; validate that they will support the viability of your new organization to meet a specific and unique community need.

u08d1 - Best Practices

Identify a cultural organization that you would like to model. You may find the organization on the Internet or in your community, or you may use an organization discussed in one of the readings. Provide a minimum 250-word summary in which you assess and evaluate the organization's best practices. Be sure to use current APA style to cite your electronic sources.

Use the knowledge gained from your evaluation to discuss how these best practices are used to promote quality programming within the organization. Clarify the successes and determine the areas of improvement.

Response Guidelines

Review the responses of at least two other learners and respond to their work. Consider the following questions in each response:

- Do you agree with the learner's assessment and evaluation of the organization's best practices?
- Has the learner successfully shown how the best practices promote quality programming?

Course Resources
Graduate Discussion Participation Scoring Guide
[APA Style and Format](#)

u08d1 - Learning Components

- Analyze best practices within the context of cultural sensitivity and diversity.
- Analyze culturally-based resource systems and their impact on social policies.

Unit 9 ►► Lobbying for Change

Introduction

Let us say a community organizer has started a rape crisis center. Imagine that one of the organization's initiatives is to get a law passed that will require all sex offenders to be placed on an Internet list. One way to get this initiative passed into law is by lobbying. Lobbying is a process for gaining commitment to legislative initiatives by working with government representatives and community representatives to secure legislative action. Lobbying for change becomes one of the most important aspects of community organizing. This unit will introduce you to some of the basic practices involved in lobbying.

Imagine that you plan to start lobbying. What do you need to know to begin lobbying for change? How many times have you actually talked to your representatives, and do you have a good relationship with them? Do they

know you by name when you call their offices? You can hire an expensive lobbying firm to help your cause, but it does not relieve you of your responsibility to know and understand lobbying.

Understanding the processes of lobbying is necessary to ensuring change. Wanting change and making change happen are two different things. It is not enough to sit back and see the need in your community. You must climb those legislative steps, make an appointment with your legislators, and secure their assistance. It is also important to get to know others in the legislative community who can become allies in this process.

Understanding lobbying is a great asset to have as a professional in the field of community organizing. Training is something that should be taken and shared often with others in your organization. Laws and regulations guiding lobbying are especially important today with the national attention evolving from various lobbying scandals.

Learning Activities

u09s1 - Studies

Readings

Use your *Promoting Community Change* text to read the following:

- Chapter 14, "Increasing the Effectiveness of Health and Human Services Organizations," pages 498–521.
  - This chapter discusses the elements affecting the behavior and additional processes that influence change.
- Chapter 15, "Lobbying for Change," pages 522–548.
  - This chapter discusses the lobbying myth and the basic components of an organized lobbying effort.
- Chapter 11, "Building the Organized Effort," pages 366–415.
  - This chapter focuses on building an organization, the stages of organizational development, and the types of organizations.

u09s1 - Learning Components

- Identify the importance of community resources.
- Assess the factors surrounding the mobilization practices of a community and its use of its resources within its diverse membership.
- Analyze culturally-based resource systems and their impact on social policies.

u09d1 - Organized Lobbying Effort

In your *Promoting Community Change* text, Homan suggests using an inclusive approach in influencing political decisions to further change. This approach should incorporate community support, encourage positive community attitudes, and establish direct communication with elected officials.

After reading Homan's chapter on lobbying activities in this unit's studies, consider the following questions.

- Which lobbying activities would be most effective in creating change in relation to your community?
- What unique collaborations would you have to develop to have an issue addressed?
- How would you maintain an organizational presence to insure that your efforts are not forgotten?

Response Guidelines

Respond to at least two other learners. What did you learn from their posts on lobbying?

Course Resources
Graduate Discussion Participation Scoring Guide
Promoting Community Change

u09d1 - Learning Components

- Analyze culturally-based resource systems and their impact on social policies.
- Apply best practices to a variety of public empowerment issues.
- Describe how collaboration within a community impacts system stability.

u09d2 - State Legislators

Using the basic lobbying activities mentioned in your text, reflect on the process of lobbying and its processes by completing the following.

- Determine who your state's legislators are and find their contact information.
- Outline a schedule of your legislative body meetings, noting approximately when legislation has to be introduced in order to be voted on in a timely manner.
- Decide what collaborations will help you with this process.

Response Guidelines

Respond to at least two other learners. How are your peers' lobbying experiences different from yours?

Graduate Discussion Participation Scoring Guide

u09d2 - Learning Components

- Identify the importance of community resources.
- Analyze culturally-based resource systems and their impact on social policies.
- Describe how collaboration within a community impacts system stability.

Unit 10 >> Networking, Collaboration, and Resources

Introduction

Sell, sell, sell. Brand the organization. Get a logo that is recognizable. Create a website that sells a unique view of the community organization. Then get out there and network, collaborate, and make use of any available resources. The more others know who you are, the easier it will be to do your job. By taking the time to sell yourself and your story, you will gain the validity needed to become a success.

Networking is important. Getting to know people inside and outside the community who are focused on similar issues is the beginning of developing an effective network. If you were a community organizer creating a rape crisis center, such as the one used in a previous example, you would discover other community organizations working in the area of sexual abuse, crisis counseling, and women's resource centers. Perhaps these organizations hold annual events where you can network, recruit, lobby, or fund-raise. By understanding the networks within the community, community organizers can make their job more effortless.

Collaboration is an enjoyable part of community organization. As a community organizer, you will be working with others to meet similar goals. Through networking, the community organizer also gains a gallery of friends and supporters along the way in which to develop collaborations. Most of the organizations identified as being within a certain network will also be happy to collaborate and most likely have noted in their grants that they will develop collaborations.

Understanding your resources is important. Knowing all the available resources inside and outside your community will help you to better serve your clients. Where can women who have just experienced a rape, for example, seek counseling? If you are prepared, you will provide them with a list of resources to help them in their recovery. In doing a "Taking the Night Back" activity, for example, the community organization can work with community resources to provide refreshments and community information along the way. Overall, once you have developed friendships, networks, and collaborations, you will have endless resources to draw upon.

Learning Activities

u10s1 - Studies

Readings

Use your *Promoting Community Change* text to read the following:

- Chapter 10, "Getting the Word Out," pages 322–365.
  - This chapter discusses techniques for spreading your message and identifying the people you need to reach.

u10s1 - Learning Components

- Identify the importance of community demographics.
- Identify the importance of community resources.
- Apply best practices to a variety of public empowerment issues.

u10a1 - Community Organization

The course project is a cumulative assessment strategy that gives you the opportunity to evaluate and identify important community resources, research both qualitative and quantitative data, and analyze cultural dynamics along with effective practices involving collaboration within the community. You can apply your research to identify the viability of a new program to meet a specific community need. These combined strategies provide you with the skills to develop and strengthen community organizations.

Submit your final project in the assignment area, including all components discussed in the course project description.

u10d1 - Key Takeaways

Post a summary of the key takeaways learned in the course. You may also discuss how you plan to use these concepts in your personal or professional life, future goals that relate to this course, or how you intend to proceed with networking.

Response Guidelines

Respond to at least two other learners. Do these learners share any of your goals? Did you take away different ideas?

u10d1 - Learning Components

- Formulate one's own set of best practices.