

**Community Organizing and Leadership
Community Internship
UEP 310/311
Fall 2016**

Professor Peter Dreier
TR 10:05 - 11:30am
Johnson Hall 302

OFFICE HOURS
TR 3:30-5:00 pm and by appointment

“An individual has not started living until he can rise above the narrow confines of his individualistic concerns to the broader concerns of all humanity”
-- Rev. Martin Luther King, Jr.

(NOTE: This syllabus contains links to resources and readings that are accessible via the online version posted on Moodle)

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, communities, workplaces, 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 complement 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.

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. An intensive 12-hour/week internship with an organization engaged in direct organizing and coalition building.
2. We will read several books and a number of articles about organizing, including several case studies, and discuss them in class.
3. We will watch several films (including documentaries) and discuss them in class.
4. We will talk with several guest speakers who have experience as effective organizers and activists.
5. We will participate in several hands-on exercises.

Course Requirements

➤ **Internship.**

You should already have picked one of these groups to work with during the entire term. **You are expected to begin your internship the week of August 29 and work at least 10 hours/week through Tuesday, December 6, the last day of the semester.** 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. You will spend at least 12 hours a week working with a community organization in the L.A. area.

➤ **Lunchtime Discussions and Evening Films**

I've invited several prominent activists, policymakers, and organizers to meet and talk with students for lunchtime discussions (11:30 am to 12:45 pm) immediately following the class. Lunch will be provided. I have also scheduled four evenings where we'll share dinner and watch a film that deals with some aspects of organizing and activism. These will begin at 6:30 pm and last until about 8:30 pm. I will let you know the location of these dinners later on. The speakers and films are listed in the syllabus. There are 11 speaker lunches and 4 evening films – 15 sessions in all. You are required to attend at least 12 of these 15 sessions. If you miss more than three sessions, you will be penalized by one-half of your final grade (i.e. from A- to B+). If you miss more than five sessions, you will be penalized by a full grade on your final grade (i.e. A- to B-).

➤ **Written Assignments** (a summary of the written assignments is included at the end of the syllabus)

1. **Keep a journal.** 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 challenges you observed or experienced. Your journals should be handwritten but depending on your handwriting, you may have to type up your notes. You will turn in your journals with your Final Paper (on Monday, December 12).
2. **Complete a preliminary organizational assessment.** (Due Tuesday, November 1)
Completing this assignment will require you to research and find out information about your organization. Draw on newspaper articles and reports about your organization. You may have to ask your supervisor for information. Since some of the information may be sensitive organizational information, you may want to let your supervisor know that the information will be used only for classroom discussion and the professors will be the only ones reading your assessments. Your assessment should include the following:
 - Provide a one-page summary of the organization's history, including the date of its founding, its evolution over time, any significant changes in its mission or structure.
 - If your organization has a Board of Directors, list the names of the people on the Board of the organization.
 - Profile the Board of Directors in terms of the following categories: (1) community residents, (2) staff, (3) funders and/or business, (4) allies, (5) attorneys, (6) other
 - Annual budget of the organization for each of the past three years. In cases where you might be interning with a union local of a chapter/local office of a

statewide organization, you may have to determine local and higher level budgets.

- % of budget devoted to community organizing
- Number of full-time and part-time staff persons with responsibility for community organizing and advocacy Number of full-time and part-time staff persons in the whole organization
- Sources of funding for the organization for each of the past three years, including dues, foundations, fundraisers, other. List the foundations.
- List the issues that the community organizing staff have worked on in the past three years
- Describe the group's key organizing campaigns over the past three years, using a narrative version of the Midwest Academy's strategy chart. Who are their key constituencies, targets, allies? What are their strategies and tactics? List the outcomes of their community organizing campaigns -- victories, defeats, stalemates.

3. Final Paper (due Monday, December 12 by 5:00 p.m.; no late papers accepted)

Each student in this course is required to write a short paper (15-20 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 and your Preliminary Organizational Assessment. The paper should explain what you learned about community organizing, especially, the key elements of effective community organizing, and how well the organization met the criteria of effective organizing.

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 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, we 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 (third edition, Thompson-Brooks/Cole Publishers, 2009). Please read this chapter before you begin 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:

- 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?
- 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?
- 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?

- What is the organization's constituency? How does it determine what its constituency is?
- How does the organization deal with such matters as leadership, recruiting and maintaining members, maintaining morale, fundraising, research, and the media?
- What impact does involvement in the organization have on the people -- staff, leaders, members?
- Discuss how your internship fits into the organization's overall activities. Discuss the specific role(s) you played in the organization. Evaluate the pros and cons of your internship.
- Discuss the overall strengths and weaknesses of the organization. Be sure to clarify what criteria you are using.

Grades

Your grade will be based on four things:

1. Participation in class (including lunch and dinner sessions). Students are expected to do the reading before class and actively participate in classroom discussions.
2. Class Exercises. The course includes a series of exercises and assignments throughout the course that you are expected to participate in and, in the case of written exercises, turn in for credit. Completion of these will contribute to your participation in class. They are also key elements of your final paper (see below).
3. Internship. To evaluate your internship, I will discuss your internship activities with the supervisor and with you.
4. Internship Analysis. This includes three assignments: 1) completion of your journal; 2) preliminary assessment of your internship organization; and, 3) final paper. See details above.

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 Moodle site this course. I may occasionally add or switch readings if we think it is appropriate.

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. They are for sale at the Bookstore.

- Kim Bobo, Jackie Kendall, and Steve Max, Organizing for Social Change: A Manual for Activists, 4th edition
- Mary Beth Rogers, Cold Anger: A Story of Faith and Power Politics
- Gabriel Thompson, Calling all Radicals

Plagiarism Policy

Plagiarism consists of any form of passing off, or attempting to pass off, the knowledge or work of others as your own. It is a form of cheating. Examples of plagiarism include: unattributed quotations from a book, magazine or article; copying from the notes or essays of others; the submission of work actually written or dictated by others; and unattributed use of other peoples' ideas. Remember, plagiarism includes information from books, newspapers, journals and the Internet.

Plagiarism is grounds for failing the course and possible expulsion from the college. Students should consult Occidental's student handbook for information on academic misconduct policy at the college: <http://www.oxy.edu/student-handbook/academic-ethics/academic-misconduct>.

Laptops and Cellphones

- Cell phones and all other electronic devices are to be turned off or put on silent. Additionally, they are to be put away to avoid distraction.
- Laptops are allowed to be used only for taking notes and related classroom assignments.

Recommended Readings

The following paperback books are recommended for basic reference:

Kristin Szakos and Joe Szakos, We Make Change: Community Organizers Talk About What They Do And Why. You will enjoy this book, which has lots of great profiles of and stories about effective organizers working in different parts of the country, in different kinds of organizations, on different issues.

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 Reveille 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.

MoveOn.Org, 50 Ways to Love Your Country. This is MoveOn's guide to political activism and the many ways Americans can be effective citizens

Charlotte Ryan, Prime Time Activism. This book is a handbook for grassroots activists about dealing with the media.

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.

Rinku Sen, Stir it Up: Lessons in Community Organizing and Advocacy and Makani Themba, Making Policy, Making Change: How Communities are Taking Law into Their Own Hands. These two books document grassroots organizing campaigns that focus on media and policy advocacy; the Themba book focuses on public health issues. She includes a chapter case study on the Community Coalition's organizing campaign to shut down liquor stores in South Los Angeles.

Joan Minieri and Paul Getsos. Tools for Radical Democracy. How to Organize for Power in your Community This how-to manual includes: 1) In-depth analysis of how to launch and win a campaign; 2) Tools, worksheets and guidelines for training people to lead their own campaigns and organizations; 3) Insights for using technology effectively, building more powerful alliances, and engaging in the social justice movement.

Web Sites

You can use the internet 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.

Community Organizing and Development (<http://comm-org.wisc.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.

Organizing Upgrade (www.organizingupgrade.com) is a website developed by former organizers to facilitate strategic thinking on how to link community organizing to broader social justice movements rooted in communities.

The Center for Neighborhood Technology (<http://www.cnt.org>), the National Housing Institute (www.nhi.org), Planners Network (<http://www.plannersnetwork.org>), Next City (<https://nextcity.org>) and Citistates (<http://www.citistates.com>) 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.

Campus Activism (<http://www.campusactivism.org>) is a good source of information about organizing efforts on college campuses around different issues. **Generation Progress** (<http://genprogress.org>) is one of the most effective progressive student groups, with lots of resources and information on its website. **The Workers Rights Consortium** (<http://www.workersrights.org>) is a human rights group that monitors sweatshop conditions around the world and works with **United Students Against Sweatshops** (<http://usas.org>) to help student groups that seek a “sweatshop-free” campus.

American Prospect (<http://www.prospect.org>), **The Nation** (<http://www.thenation.com>), and **Yes!** (<http://www.yesmagazine.org>) These are three 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>); **Every Voice Center** (<http://www.everyvoicecenter.org>); **Good Jobs First** (<http://www.goodjobsfirst.org>); **Center on Budget and Policy Priorities** (<http://www.cbpp.org>); **California Budget and Policy Center** (<http://calbudgetcenter.org>); **PolicyLink** (<http://www.policylink.org>), the **Campaign for America’s Future** (<http://www.ourfuture.org>), and the **Economic Policy Institute** (<http://www.epi.org>) -- 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.

READINGS, FILMS, SPEAKERS, AND DISCUSSION TOPICS

The course will cover the following topics. Students should have reading (and viewing) assignments completed before the class discussion on the topic. Readings with an asterisk will found on the course Moodle website. *We may distribute additional readings during the semester if they seem appropriate and important.* (Note: NYT=New York Times; LAT=Los Angeles Times)

Before you begin your internship, you should read “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 (third edition, Thompson-Brooks/Cole Publishers, 2009). It is available on the course Moodle website.

Part I. FRAMING THE COURSE - POWER

Tuesday, August 30 – Introduction

Milltown Role Play exercise

Thursday, September 1 – What is Power?

Watch this video before coming to class: “Interview with Liliana Guandique” (6 minutes)

<https://vimeo.com/63744322>

- *Bhargava, “Organizing Principles” (NYT, September 13, 2008)
- *Ayala, “How Organizing for a Union Changed My Life” (Frying Pan News, April 12, 2013)
- *Greenhouse, “Thousands of Home Aids Strike, Seeking \$3 Hourly Raise” (NYT, June 8, 2004)
- *Hazen, “Ten Disrupters: People Who Really Shook Up the System in 2013” (AlterNet, December 31, 2013)
- *Tobar, “Can Latinos Swing Arizona?” (New Yorker, August 1, 2016)
- *Alexander, “Following Horrific Violence, Something More is Required of Us” (BillMoyers.Com, July 9, 2016)
- Ganz, “How the New Civil Rights Movement Can Build on the Lessons of the Old?” (BillMoyers.Com, July 20, 2016)
- *Dreier and Swanstrom, “Suburban Ghettos Like Ferguson Are Ticking Time Bombs” (Washington Post, August 21, 2104).
- *Lerner and Shaffer, “25 Years Later: Lessons from the Organizers of Justice for Janitors” (Nation, June 16, 2015)

Tuesday, September 6 – Economic, Political and Ideological Power

Watch before class: “How We Live” (7 minutes) <http://vimeo.com/94603192>

- *C. Wright Mills quote (from Mills, The Power Elite)
- *Steinbeck, The Grapes of Wrath (1939) – Chapter 5
- *Zweig, “The Class Structure of the United States” (Chapter 1 of Working Class Majority, 2nd edition, 2012) – skim this reading but get the main points
- *Reich, “And Now the Richest .01 Percent” (Huffington Post, November 18, 2014)
- *Collins, “Do the Rich Rule America?” (NJ Today, September 25, 2015)
- *Bivens, “Inequality, Exhibit A: Walmart and the Wealth of American Families” (Economic Policy Institute, July 17, 2012)
- *Dreier, “Meet United Health CEO: Stephen Helmsley: Rich, Powerful, Not Yet Famous” (Huffington Post, March 18, 2010)
- *Dreier, “Steve Mnuchin Meet Rose Gudiel” (Huffington Post, October 10, 2011)

- *Swartzman, "How the U.S. Chamber of Commerce Keeps Working People Poor and Destroys the Environment" (In These Times, August 19, 2015)
- *Pimpare, "Why Big Business Loves Desperate Workers" (Common Dreams, July 17, 2014)
- *Dreier, "This Economy is a Real Killer" (Huffington Post, March 10, 2009)
- *Lopez, "Another Employee's Butchered Benefits" (LAT, June 27, 2007)
- *Tobar, "Los Angeles Helps the Wealthy but Not the Little Guy" (LAT, August 12, 2011)
- *Bittman, "Welfare for the Wealthy," (New York Times, June 4, 2013)
- *Akadjian, "15 Things Everyone Would Know If There Were a Liberal Media" (Daily Kos, August 7, 2013)

Tuesday, September 6 – Dinner and Film: "Bread and Roses" (6:30 pm)

Thursday, September 8 – What is Bottom-Up Power? Individuals, Relationships, Resources, Institutions

Pass out Member/Leader Interview assignment (due Thursday, October 27)

Pass out Preliminary Organizational Assessment assignment (due Tuesday, November 1)

Watch before class: Obama and Project Vote (6 minutes)

<http://www.youtube.com/watch?v=Px1Ut433xPU>

Read: Mary Beth Rogers, Cold Anger: A Story of Faith and Power Politics (entire book)

Tuesday, September 13 — What's the Difference Between Organizing, Advocacy, and Service?

Bobo, OSC, Ch. 2 (Fundamentals of Direct Action Organizing)

Thompson, Calling All Radicals, Chapter 1 ("Please Remove Your Hat Before We Evict You") and Chapter 2 ("A Word of Enthusiasm")

*The Hungry Person Exercise

*Rourke, "Her Calling: To Help Others Find a Voice" (LAT, August 12, 2002)

*Medina, "At an Upscale Beverly Hills Restaurant, Claims of Underpaying Workers" (NYT, July 20, 2013)

*Altman, "Where Black Lives Matter Goes from Here" (TIME, August 20, 2015)

*Slater, "Public Corporations Shall Take Us Seriously" (NYT Magazine, August 12, 2007)

*McKnight, "Services are Bad for People: You're Either a Citizen or a Client" (Organizing, Spring/Summer 1991).

*Axel-Lute, "Direct Action for Housing" (Shelterforce, July/August 2002)

*Renwick, "Fed-Up Tenants Take Over" (LAT, Aug. 15, 1994)

*Lydersen, "Making Food Deserts Bloom" (Shelterforce, Summer 2008)

*Fears, "Foreclosure Protests at D.C. Offices Reflect Trend" (Washington Post, Feb. 11, 2009)

*Sheth, Hardin and Bhagwat, "SLAC Claims Victory as Hunger Strike Comes to a Close" (Stanford Daily, April 23, 2007)

Thursday, September 15 Power and Privilege

Pass out Issues Exercise assignment (due October 4)

Pass out Power Analysis assignment (due December 6)

*Collins, "Introduction: Time to Come Home" (from Born on Third Base, 2016)

*Coates, "The Case for Reparations" (Atlantic, June 2014)

*Reyes, "Tenant Activists Sue L.A. Over Hollywood Hotel Conversion" (LAT, August 6, 2016)

*Rutten, "Treating People Like Garbage" (LAT, August 28, 2010)

*Greenhouse, "Hotel Rooms Get Plusher, Adding to Maids' Injuries" (NYT, April 21, 2006)

*Eidelson, "Celeb-loving organic bread company charged with abuse" (Salon, Nov. 25, 2013)

- *Eidelson, “Accusations fly against celeb-loving organic bread company” (Salon, Dec. 19, 2013)
- *Irving, “White Privilege Explained In 3 Easy (ish) Steps”
- *Singal, “Does Asking White People for Moral Self-Reflection About Race Actually Work?” (New York, August 18, 2015)
- *Tough, “Who Gets to Graduate?” (New York Times, May 15, 2014)
- *Lovell “A Tale of Two Schools” (New York Times, May 4, 2014)
- *Dreier and Collins, “Traitors to Their Class” (New Labor Forum, Winter 2012)
- *Hanauer, “The Pitchforks Are Coming for Us Plutocrats” (Politico, July/August 2014)

Part II. THE FOUNDATIONS AND HISTORY OF ORGANIZING

Tuesday, September 20 – Saul Alinsky and His Legacy

Pass out 20th Century Timeline (for class discussion September 22)

Film: “The Democratic Promise: Saul Alinsky and His Legacy”

- *Remnick, “Black Metropolis” (from The Bridge: The Life and Rise of Barack Obama, 2010)
- *Ross, “Axioms for Organizers” (1989)
- *Piven, “Why We Need ACORN” (LAT, April 22, 2010)
- *Moberg, “New Rules for Radicals: How George Goehl Is Transforming Community Organizing” (In These Times, February 12, 2014)
- *Dreier, “Hillary Haters’ Fixation on Saul Alinsky” (American Prospect, July 26, 2016)

Tuesday, September 20 - Lunch Speakers

Oxy alums Lydia Avila (California Calls) and Lanita Morris (LA Black Worker Center)

Thursday September 22 – The Long Arc of Justice: Movements in U.S. History)

Thompson, Calling All Radicals, Introduction and Chapter 7, “Why Organizers Should Study Dead People”)

- *Martin Luther King, “Our God Is Marching On,” March 25, 1965 (read and watch this speech delivered on the steps of the State Capitol in Montgomery, Alabama, after the successful completion of the Selma to Montgomery March)

Video (excerpt): <http://www.youtube.com/watch?v=TAYITODNvIM>

Text: <http://mlk->

kpp01.stanford.edu/index.php/encyclopedia/documentsentry/doc_address_at_the_conclusion_of_selma_march

- *Dreier and Cohen, “The Fire Last Time” (New Republic, March 12, 2011)
- *Dreier, “The History of Hope” (The Nation, March 3, 2008)
- *Fellner and Dubro, “The Soul of Labor History is the Story of Democracy” (from Working With Labor: A Primer, A History, pages 23-33)
- *Hirshman, “What Stonewall Got Right, and Occupy Got Wrong” (New Yorker, June 21, 2012)
- *Blake, “How Ferguson Could Become a Movement: Four Lessons from History” (CNN, August 30, 2014)

Thursday, September 22: Lunch speaker

Pablo Alvarado, National Day Laborers Organizing Network

Tuesday, September 27 - The Strength of Weak Ties

- *Gladwell, “Six Degrees of Lois Weisberg” (New Yorker, January 11, 1999)
- *Gladwell, “Small Change” (New Yorker, Oct. 4, 2010)
- *Tufekci, “After the Protests” (NYT, March 20, 2014)

- *Kretzman, "Building Communities From the Inside Out" (Shelterforce, Sept. /Oct. 1995)
- *Zinn, "Young Ladies Who Can Picket" (from Zinn, You Can't Be Neutral on a Moving Train)
- *Schreckinger, "How Bernie Sanders Makes his Mega-Rallies" (Politico, August 19, 2015)
- *Lydon and Garcia, "How One Weekend in Dallas Sparked a Movement for Urban Change" (Next City, April 20, 2015)

Thursday, September 29

Discussion of family history and social ties

Thursday, September 29 - Dinner and Film: "The Organizer" (6:30 pm)

*Background notes about "The Organizer"

Part III. THE FUNDAMENTALS OF ORGANIZING

Tuesday, October 4 - What Makes a Good Issue?

Issues Assignment Due

Class Exercise: Picking an Issue

Pass out Strategy Chart Exercise (Due October 6)

Bobo, OSC, Ch. 1 (Introduction) and Ch. 3 (Choosing an Issue)

- *Mozingo, "Residents Want Action After Fatal Accident on Figueroa" (LAT, Oct. 18, 1998)
- *Reyes, "South LA Residents Resist Oil Firm's Plans to Burn Gas at Drilling Site" (LAT, Aug 16, 2015)
- *Freedman, "Poor Selection" (Wall Street Journal, December 20, 1990)
- *Lopez, "Fewer Fire Inspections Conducted in Inner City" (LAT, Oct. 8, 1993)
- *Hamburger, "EPA Puts Mandated Lead-Paint Rules on Hold" (LAT, May 10, 2005)
- *Groves, "Sidewalks Smooth for Well-Heeled" (LAT, July 30, 2006)
- *Tobar, "Housing Laws No Cure for Slums' Ills" (LAT, July 20, 1997)
- *Winton and Pierson, "LAPD Arrests Skid Row Campers" (LAT, Oct. 4, 2006)
- *Fuller and Beltran, "The Invisible Cyclists of Los Angeles" (Progressive Planning, Summer 2010)
- *McGreevy, "Question of Race Profiling Unanswered" (LAT, July 12, 2006)
- *Greenhouse, "Among Janitors, Labor Violations Go with the Job" (NYT, July 13, 2005)
- *Greenhouse, "Hotel Rooms Get Plusher, Adding to Maids' Injuries" (NYT, April 21, 2006)

Thursday, October 6 – Thinking Strategically: How Do We Organize Effective Campaigns?

Strategy Chart due

Bobo, OSC, Ch. 4 (Developing a Strategy), Ch. 5 (A Guide to Tactics), Ch. 7 (Meetings to Pressure Officials), Ch. 8 (Holding Accountability Sessions)

They Said It Was Impossible: How to Win Progressive Change When the Odds Are Against Us
(LAANE pamphlet)

- *Rustin, "Organizing Manual -- March on Washington, August 28, 1963"
- *Blake. "Why Some Movements Succeed and Others Wilt" (CNN, August 19, 2013) [Be sure to also look through the historic photos included in the site]
- *Swartzman, "We Need to Stop Being Nice" (In These Times, July 15, 2015)
- *Semuels, "The Little Union That Could" (The Atlantic, November 3, 2014)
- *Haugh, "The New Union Strategy: Turning the Community Against YOU" (Hospitals and Health Networks, May 2006)
- *Dreier, "Huntington Hospital Nurses Defy Union-Busting Campaign" (Huffington Post, April 12, 2015)
- *Wiener, "Divestment Report Card: Student, Stocks, and Shanties" (Nation, October 11, 1986)
- *Breidenbach, "LA Story" (Shelterforce, March/April 2002)

- *Mayer, "Taking it to the Streets" (*New Yorker*, Nov. 28, 2011)
- *Levy, "Boycott Grapes," "The Miracle of the Fast," and "A Surrender and a Challenge" (from *Cesar Chavez: Autobiography of La Causa*)

Thursday, October 6 - Lunch Speaker

Jennifer Suh (National Writers Guild) and Lynda Buskey-Berg (California Nurses Association)

Tuesday, October 11 – FALL BREAK

Thursday, October 13 – How Can the Labor Movement Be a Powerful Force for Social Justice?

Watch before class: "What Have Unions Ever Done for us?" (Australian video, 2 minutes)
http://www.youtube.com/watch?v=184NTV2CE_c

Watch before class: "What Have Unions Ever Done for Us?" (American video, 3 minutes)
<http://www.youtube.com/watch?v=iObagquaNDdA>

Bobo, *OSC*, Ch. 19 (Building Labor-Community Partnerships)

- *Greenhouse, "A Strong Voice in 'Fight for 15' Fast-Food Wage Campaign" (*NYT*, December 4, 2014)
- *Tobar, "A Union Job Gave Her the Bootstraps She Needed" (*LAI*, June 14, 2012)
- *"The Union Advantage: Facts and Figures" (SEIU, 2010)
- *Dreier and Candaele, "Labor Law Reform Not Just for Unions" (*TomPaine.Com*, May 10, 2007)
- *Gupta, "How to Write a New Organizing Playbook" (*The Nation*, July 7, 2014)
- *Meyerson, "The Seeds of a New Labor Movement" (*American Prospect*, Fall 2014)
- *Gandel, "Why Walmart Can Afford to Give Its Workers a 50% Raise" (*Fortune*, Nov. 12, 2013)
- *Sherter, "Black Friday: Walmart employees stage protests to demand higher pay" (*CBS Moneywatch*, Nov. 29, 2013)
- *DePillis, "Under Pressure, Walmart Upgrades Its policy for helping pregnant workers" (*Washington Post*, April 5, 2014)
- *Corey, "How the 'Schedules That Work' Act Could Change the Lives of Millions of Workers" (*In These Times*, July 30, 2014)
- *Picchi, "5 ways Walmart can get its mojo back" (*CBS Moneywatch*, August 14, 2014)

Thursday, October 13: Lunch Speaker

Eddy Iny, Our Walmart campaign

Tuesday, October 18 – Case Study: Minimum Wage Campaign

Pass out Organizing Role-Play exercise (due Tuesday, October 20)

- *Dreier, "The Wage Wars Two Battlegrounds" (*Huffington Post*, May 20, 2015)
- *Murray, "The Other NRA: This Influential Restaurant Lobby Fights Pro-Worker Policies" (*Huffington Post*, July 3, 2015)
- *Greenhouse, "How to Get Low-Wage Workers Into the Middle Class" (*The Atlantic*, Aug. 19, 2015)
- *Thompson, "How the \$15 wage deal came together in Seattle" (*Seattle Times*, May 3, 2014)
- *Maddaus, "In Minimum Wage Battle, Garcetti and Organized Labor Rarely Saw Eye-to-Eye" (*LA Weekly*, May 19, 2015)

Tuesday, October 18 – Lunch Speakers

Jeremy Blasi and Rachel Torres, UNITE HERE

Tuesday, October 18 - Dinner and Film: "Norma Rae" (6:30 pm)

*Background notes on "Norma Rae"

Thursday October 20 -- How Do Organizers Find and Develop Leaders and Get (and Keep) People Engaged?

Organizing Role-Play Exercise Due

Bobo, OSC, Ch. 10 (Recruiting)

Thompson, Calling All Radicals, Chapter 3 ("A Word of Caution")

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

Tuesday, October 25 -- Getting People Involved (continued)

Film: "One Day Longer"

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

*Barabak, "He Helps Give Labor the Edge" (LAT, July 12, 2007)

Thursday, October 27 -- What Do Effective Leaders Do?

Member/Leader Interview due

Bobo, OSC, Ch. 6 (Organizing Models) and Ch. 11 (Developing Leadership)

Thompson, Calling All Radicals, Chapter 4 ("The Wisdom of Ella Baker")

*Ramsby, "Ella Taught Me: Shattering the Myth of the Leaderless Movement" (Colorlines, June 12, 2015)

*"Exodus: Chapter 18" (Bible)

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

*Lee, "Amid Ferguson Unrest, Antonio French Finds a National Following" (LAT, August 23, 2014)

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

*"Types of Leaders. Types of Volunteers" (from Obama 08 campaign training manual)

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

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

*Frantzich, "Wouldn't You Just Love to Live Here - Lois Gibbs" (in Citizen Democracy, 1999)

*Mozingo. "An L.A. Labor Leader With a Strong Worker Ethic" (LAT, June 22, 2013)

Thursday, October 27 -- Dinner and Film: "Selma"

Tuesday, November 1 -- Media

Preliminary Organizational Assessment Due

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

Thompson, Calling All Radicals, Chapter 6 ("Demystifying the Media")

*Ryan, "Framing the News" (from Ryan, Prime Time Activism)

*Hazen, "The Right-Wing Express" (AlterNet, February 7, 2005)

*Sheppard. "The Koch Brothers' Vast Right-Wing Media Conspiracy" (Mother Jones, Feb. 4, 2011)

*Federman, "Can Activists Win the PR Battle With the Fossil Fuel Industry?" (Truthout, August 11, 2013)

*Dreier and Gitlin, "Demonstrations at CEO Mansions? Ho Hum: Can the Media Cover a Movement That Plays Nice?" (Columbia Journalism Review, October 5, 2009)

*Dreier, "Caught on Camera: Police Racism" (American Prospect, July 11, 2016)

*Witt, "We Rarely See Those Who Labor" (Baltimore Sun, Aug. 22, 1999)

*"Are You on the Nightline Guest List?" (FAIR, February 6, 1989)

*Dreier, "Missing Movements?" (Huffington Post, October 7, 2013)

- *"Media Malpractice on Debt Ceiling: Five ways media misreported deficit debate" (FAIR, August 2011)
- *Cleeland, "Why I'm Leaving the Los Angeles Times" (Huffington Post, May 28, 2007)
- *"Model press advisory and model press release" (from Fighting Toxics)
- *"Organizing a Media Event"
- *Reyes, "L.A. City Council backs union contract for Fresno farmworkers" (LA Times, Oct. 22, 2014)
- *Grossman, "Farmworkers need more protection from powerful, large growers" (Sacramento Bee, Oct. 10, 2014)
- *Patterson, "Another View: UFW, labor board are hurting workers" (Sacramento Bee, Oct. 20, 2014)

Tuesday, November 1 -- Lunch Speakers:

Greg Good (formerly LAANE/currently City of LA)
Patricia Castellanos (LAANE)

Thursday, November 3 - Research and Power Analysis

- Bobo, OSC, Ch. 7 (Tactical Investigations)
- Thompson, Calling All Radicals, Chapter 5 ("Got a Problem? Prove It!")
- *Watanabe, "Survey Finds Lingering Poverty in Koreatown" (LAI, May 27, 2007)
- *Dreier, "Rent-a-Politician Exposed" (Shelterforce, 1981)
- *Seelye, "Lobbyists Are the Loudest in the Health Care Debate" (NYT, Aug. 16, 1994)
- *Obstetler and Kazis, "Corporate Campaigns" (from Cohen and O'Connor, Fighting Toxics)
- *Crowther, "How to Research Companies" (from College Placement Council)
- *Oldham. "On the Front Lines of Search for Toxic Sites" (LAI, September 7, 2008)
- *Reston "Voter data crucial to Romney's victory" (LAI, January 10, 2012)
- *Dreier, "Cigna CEO Hanway: Obstacle to Health Insurance Reform" (Huffington Post, Nov. 23, 2009)

Thursday, November 3 – Lunch Speaker

Ursula Angell, HSC

Part IV. ORGANIZING AND THE BATTLE FOR DEMOCRACY

Tuesday, November 8 — Fossil Fuel Divestment

- *Jaquette, "Divest Now: The Divestment Movement at Occidental College"
- *Aronoff and Maxmin, "A Generation's Call: Voices from the Student Fossil Fuel Divestment Movement" (Dissent, April 9, 2014)
- *Gitlin, "Fossil Fuels Off Campus" (Dissent, Spring 2016)
- *Schwartz, "Climate Change Activists Either Prod Exxon Mobil or Dump It" (NYT, May 25, 2016)
- *Leber, "Divestment Won't Hurt Big Oil, and That's OK" (New Republic, May 20, 2015)
- *McKibben, "Fossil Fuel Resistance" (Rolling Stone, April 25, 2013)
- *"Pitzer College and Robert Redford Announce Breakthrough Fossil Fuel Divestment-Climate Action Model" (Business Wire, April 12, 2014)
- *Morrison, "Why Pitzer College Decided to Quit Carbon" (LAI, October 21, 2014)
- Fossil Free: A Campus Guide to Divestment* (booklet)
- *"Introduction to Responsible Investing" (Ch. 1); "Introduction to Endowments" (Ch. 2); "Research" (Ch. 12) (from Everything You Need to Know to Bring Responsible Investment to Your College or University, Responsible Investment Coalition, 2011)

Thursday, November 10 – The Right to the City – Gentrification and Displacement

Watch this video on gentrification:

<http://www.nytimes.com/video/2013/08/17/us/100000002371527/gentrify-no-gentefy-si.html>

*Medina, “Los Angeles Neighborhood Tries to Change, But Avoid the Pitfalls” (NYT, August 17, 2013) [Read the article and watch the 3-minute video]

http://www.nytimes.com/2013/08/18/us/los-angeles-neighborhood-tries-to-change-but-avoid-the-pitfalls.html?nl=todaysheadlines&emc=edit_th_20130818&r=0

Watch this slide show, “50 Years of Gentrification: A Timeline” (The Next City):

<http://nextcity.org/gentrificationtimeline#intro>

Listen to these National Public Radio stories about the gentrification of LA’s Highland Park:

<http://yorkandfig.com>

*Axel-Lute, “Who Is a Gentrifier, and What Should They Do?” (Rooflines, April 28, 2014)

*McKelvey, “Downtown: Not Just for Yuppies” (American Prospect, July 12, 2007)

*Logan, “Highland Park Renters Feel the Squeeze of Gentrification” (LAT, December 21, 2014)

*DiMassa and Khalil, “Landlords Push Tenants Out to Gentrify Units, Suit Says” (LAT, June 15, 2006)

*Gerber, “Arts District’s Changing Landscape is Worrisome to Longtime Residents” (LAT, July 29, 2014)

*Dreier, “Rust Belt Radicals: Community Organizing in Buffalo” (New Labor Forum, Spring 2012)

*Gonzalez, “South Central Los Angeles Residents Fight to Save Their Beloved Community in the Face of USC Expansion Plans” (Progressive Planning, Summer 2012)

*Stephens, “Development Without Displacement Possible in the Bay Area?” (Next City, October 15, 2014)

*Rose, “Beyond Gentrification: Tools for Equitable Development” (Shelterforce, May/June 2001)

*Blumgart, “Affordable Housing’s Forever Solution” (Next City, August 10, 2015)

*Right to the City Principles

*Haas, “Inequality, Gentrification & the Right to the City” (PeaceWork, February 2009)

Thursday, November 10 – Lunch speakers

Favian Gonzalez, community organizer, Strategic Actions for a Just Economy

Eric Ares, community organizer, LA Community Action Network

Tuesday, November 15 -- Organizing, Elections, and Politics: The Inside/Outside Dilemma

Watch this 8-minute video from Bill Moyers’ show before this class session:

<http://www.youtube.com/watch?v=mFIXpoA-MQY>

Watch Bill Moyers’ 25-minute interview with Richmond, CA Mayor Gayle McLaughlin before class:

<http://vimeo.com/111188023>

Watch this 2-minute video, “Congresswoman Judy Chu Tells Politicians: Don’t Take Walmart’s Money” <http://www.iaane.org/whats-new/2012/06/15/video-judy-chu-tells-politicians-dont-take-walmarts-money>

*Dreier, “Black Lives Matter Joins a Long List of Protest Movements That Have Shifted Public Opinion” (Salon, August 15, 2015)

*Dolan, “Environmental Activists Adapt to Insider Role” (LAT, March 23, 1993)

*Kaufman, “Disillusioned Environmentalists Turn on Obama as Compromiser” (NYT, July 11, 2009)

*Wines, “Environmental Groups Focus on Change by Strengthening Their Political Operations” (NYT, May 31, 2014)

*Wallsten, “President Obama bristles when he is the target of activist tactics he once used” (Washington Post, June 9, 2012)

- *Shear, "Obama's Defender of Borders Is Again a Voice for Migrants" (NYT, May 3, 2013)
 - *Hersch, "Direct Action Governing" (Shelterforce, Summer 2012)
 - *Piven, "Obama Needs a Protest Movement" (The Nation, November 13, 2008)
 - *Dreier and Clavel, "What Kind of Mayor was Bernie Sanders?" (The Nation, June 2, 2015)
 - *Kirsch, "What Progressives Did Right to Win Health Care" (The Nation, August 9, 2010)
 - *Mitchell, "The Genius of Cecile Richards," The Nation, March 26, 2012
- Recommended film "Wellstone," available on reserve in the library

Tuesday, November 15 Lunch Speaker

Joanne Kim, Deputy for LA City Council member Marqueece Harris-Dawson; former chief-of-staff, Community Coalition

Thursday, November 17 -- Case Study: Immigration Reform

Pass out Coalition Role Play Assignment (due November 29)

Watch this two-hour film before coming to class: "Immigration Battle"

<http://www.pbs.org/wgbh/frontline/film/immigration-battle>

Watch this two-minute video about David Cho, UCLA student, "Undocumented Student Wants to Stay" <http://www.cnn.com/video/?/video/us/2010/05/02/la.immigration.rally.cnn>

- *Winerip, "Dream Act Advocate Turns Failure Into Hope" (NYT, February 20, 2011)
- *Linthicum "Labor Targets GOP on Immigration Overhaul" (LAT, August 12, 2013)
- *Johnson, "How a New Class of Activists is Changing Immigration Politics" (National Journal, June 14, 2014)
- *O'Brien, "S.F. State student who shouted at Obama has history of gutsy protests" (San Jose Mercury News, November 26, 2014)
- *Barghava, "Obama's Immigration Decision is a Movement Victory" (The Nation, Nov. 25, 2014)
- *Enriquez, "Turning Oppression into Power: Fighting Pomona College and Community Division" (Huffington Post, April 4, 2012)
- *Preston, "Poll Shows Path to Citizenship Is Favored" (NYT, June 10, 2014)
- *Jimenez and Dreier, "How Undocumented Youth Moved the Immigrant Rights Movement" (Harvard Ash Center and Roosevelt Institute, November 2015)

Thursday, November 17 - Lunch Speaker

Angelica Salas, Oxy alum, Coalition for Humane Immigrant Rights of Los Angeles (CHIRLA)

Tuesday, November 22 – No class

Thursday, November 24 – THANKSGIVING

Tuesday, November 29 - What Are the Strengths and Weaknesses of Coalitions?

Coalition Role-Play Exercise due

- Bobo, QSC, Ch. 9 (Building and Joining Coalitions), Ch. 20 (Working with Religious Organizations)
- *Fine, "An Organizer's Checklist for Coalition Building" (from Brecher/Costello, Building Bridges)
 - *Shearer, "How the Progressives Won in Santa Monica" (Social Policy, Winter 1982)
 - *Kelleher and Talbot, "The People Shall Rule" (Shelterforce, November/December 2000)
 - *Bass, "New Hope for New Haven" (The Nation, February 13, 2012)
 - *Uetrict, "ALEC Convention Met With Protests in Chicago" (Nation, August 7, 2013)
 - *Cruikshank. "Why Aren't Progressives as Good at Politics as Conservatives?" (Daily Kos)

Thursday, December 1 -- Case Study: Campaign for Restoring Community Wealth

Watch this video before coming to class: "Wall Street Landlords" (Al Jazeera, Nov. 12, 2014)

https://www.youtube.com/watch?v=S-biN1e_AEY (25 minutes)

*Squires and Chadwick, "From Redlining to Reinvestment" (in Fisher, ed., *The People Shall Rule*, 2009)

*Jaffe, "Whose Homes?" (*Dissent*, August 24, 2016)

*Cagle, "Oakland Wants You to Stop Calling It the 'Next Brooklyn'" (*Next City*, Dec. 15, 2014)

*Bond-Graham, "Neil Sullivan's Oakland" (*East Bay Express*, April 2, 2014)

*Saillant, "Los Angeles Adopts 'Responsible Banking' Ordinance" (*LAT*, May 16, 2012)

*Gruszecki, "Brown Signs Homeowners Bill of Rights," (*Press-Enterprise*, July 11, 2012)

*Holland, "Wells Fargo, Terrified to Face Victims of Its Foreclosure Fraud and Predatory Lending, Locks Shareholders Out of Annual Meeting" (*Alternet*, April 24, 2012)

*Dreier, "Putting Names and Faces to The 1 Percent: Wells Fargo's Tim Sloan" (*Huffington Post*, October 2, 2012)

*Dreier, "Housing Activists Convince Obama to Dump DeMarco" (*Huffington Post*, May 2, 2013)

*Stiglitz and Zandi, "The One Housing Solution Left: Mass Mortgage Refinancing" (*NYT*, August 12, 2012)

*Dreier, "To Rescue Local Economies, Cities Seize Underwater Mortgages Through Eminent Domain" (*The Nation*, July 12, 2013)

*Dewan, "A City Invokes Seizure Laws to Save Homes" (*NYT*, July 29, 2013)

*ElBoghdady, "After Foreclosure, Trying to Buy Their Home Back" (*Washington Post*, July 26, 2014)

Thursday, December 1: Lunch speaker

Amy Schur, Alliance of Californians for Community Empowerment (ACCE)

Tuesday, December 6 – Power Analysis Presentations

Presentations of power analysis

Thursday, December 8 – The Future of Organizing: What Are We Organizing For?

Watch this video before class: "Standing Up for Democracy," Bill Moyers interviews Ai-jen Poo, Sarita Gupta, and George Goehl, March 30, 2012 (one hour)

<http://billmoyers.com/episode/full-show-standing-up-for-democracy/>

Readings for this session will be listed toward the end of the semester

Final papers due. Mon. Dec. 12 by 5 pm (papers posted on Moodle and hard copies in Professor Dreier's box)

SUMMARY OF ASSIGNMENTS/LUNCH AND DINNER SESSIONS

<u>Assignments</u>	<u>Pass Out</u>	<u>Due/Discuss</u>
Family Social Ties	May Memo	Sept. 27
Family History	May Memo	Sept. 27
Issues Exercise	Sept. 15	Oct. 4
Strategy Chart Exercise	Oct. 4	Oct. 6
Organizing Role Play	Oct 18	Oct. 20
Member/Leader Interview	Sept. 8	Oct. 27
Preliminary Organizational Assessment	Sept. 8	Nov. 1
Coalition Role-Play	Nov. 15	Nov. 29
Power Analysis	Sept. 13	Dec. 6
Final paper		Mon. Dec. 12 by 5:00 pm

Lunch Sessions

Tues. Sept. 20	Lydia Avila (California Calls) and Lanita Morris (Black Workers Center)
Thurs. Sept. 22	Pablo Alvarado (National Day Laborers Organizing Network)
Thurs. Oct. 6	Jennifer Suh (National Writers Guild) and Lynda Buskey-Berg (California California Nurses Association)
Thurs. Oct. 13	Edie Iny (Our Walmart)
Tues.. Oct. 18	Rachel Torres and Jeremy Blasi (UNITE HERE)
Tues. Nov. 1	Greg Good (City of LA, formerly LAANE/Don't Waste LA campaign) and Patricia Castellanos (LAANE)
Thurs. Nov. 3	Ursula Angell (HSC)
Thurs., Nov. 10	Favian Gonzalez (Strategic Actions for a Just Economy) and Eric Ares, (LA Community Action Network)
Tues. Nov. 15	Joanne Kim, Deputy for LA City Council member Marqueece Harris-Dawson
Tues. Nov. 22	Angelica Salas (Oxy alum), Coalition for Humane Immigrant Rights of LA
Thurs. Dec. 1	Amy Schur, Alliance of Californians for Community Empowerment (ACCE)

Dinner and Film Sessions

Tues. Sept. 6	6:30 Film: "Bread & Roses" in Johnson 302
Thurs. Sept. 29	6:30 Film: "The Organizer" in Johnson 302
Tues. Oct. 18	6:30 Film: "Norma Rae" in Johnson 302
Thurs. Oct. 27	6:30 Film: "Selma" in Johnson 302