

**THE UNIVERSITY OF TEXAS AT AUSTIN
STEVE HICKS SCHOOL OF SOCIAL WORK**

Course Number:	SW 381T	Instructor:	Cory Morris
Unique Number:	60960	Email:	cory.morris@austin.utexas.edu
Semester:	Fall 2024	Office hours:	Email for appointment
Meeting Time:	Thursdays, 2:30 – 5:30pm	Classroom:	MEZ 1.212

Dynamics of Organizations and Communities

I. STANDARDIZED COURSE DESCRIPTION

This course examines the reciprocal relationship between human behavior and the social environment at the mezzo and macro levels to prepare students to work in programs, organizations, and communities. Special emphasis is given to the development of assessment skills and intervention methods that are relevant to empowerment, capacity-building and social change within organizations and communities. Drawing on a variety of frameworks, including, but not limited to, feminist theory, ecological systems theory, critical race theory, the strengths-based perspective, social construction theory, and other theories with an anti-oppressive and antiracist focus, students will identify and critique power structures within policies, procedures and organizational culture that create inequitable access to social services and disparate opportunities for communities marginalized by the dominant culture. Students will apply this knowledge and an antiracism lens to understand how power and oppression impact populations and interventions at multiple levels. Understanding the intersectionality of racialization, ethnic origin, class, gender identity and expression, culture, sexual orientation, religion, age, physical and mental abilities, caste, immigration/refugee status, national origin of communities and tribal sovereign status is an integral part of this course. Students will also practice cultural humility by centering community voices throughout assessment, planning, intervention, and evaluation. The complex tensions between dismantling systems of oppression while working within those systems as agents of change will also be discussed.

II. STANDARDIZED COURSE OBJECTIVES

Upon completion of this course, students will be able to:

1. Explore communities and organizations as a context for social work practice to meet individual needs, build community capacity, and promote social, racial, economic, and environmental justice.
2. Demonstrate knowledge, skills, critical examination, and self-reflection in

engaging with value dilemmas and ethical issues confronting social work professionals and their implications for social work practice with organizations and communities.

3. Assess the influence of values and norms, priorities, and competing interests on the social structure of communities and the delivery of human services.
4. Analyze the reciprocal impacts of organizational and community dynamics on client populations and relate those impacts to the participation of clients in organizational and community governance, human service provision, and policy formulation.
5. Gain understanding of the existence of community agency and learning to center on the community's knowledge and determination of its own capacity-building and power.
6. Evaluate strategies for initiating change in organizations and communities, such as planning models, coalition building, community development, direct action, and advocacy at the mezzo and macro levels.
7. Demonstrate knowledge of how bias, power, and privilege as well as personal values and personal experiences may influence assessment, planning, intervention, and evaluation at multiple levels.
8. Compare various evidence-based interventions and emerging approaches for working with organizations and communities.
9. Make use of knowledge and skills in strengths-based approaches to build capacity with client systems, exploring and building on existing individual and community assets.
10. Increase knowledge of internal workings of public and private organizations across the lifecycle.
11. Examine systemic and institutional racism in organizations and institutions in communities, including racial and ethnic representation in the different branches of agencies, analyzing structural elements such as boards, bylaws, and hiring practices of organizations that reinforce white supremacy culture.

EPAS Competencies

The Steve Hicks School of Social Work has been continuously accredited by the Council on Social Work Education (CSWE) since 1952. In order to maintain our accreditation status, the UT SHSSW engages in ongoing curriculum assessment to demonstrate compliance with CSWE's Education Policies and Accreditation Standards (EPAS).

Using a common evaluation instrument, this course measures the implementation of knowledge, skills, values, and/or cognitive and affective processes to assess the following competencies:

Competency 6: Engage with Individuals, Families, Groups, Organizations, and Communities

- Behavior 6a: Apply knowledge of human behavior and person-in-environment, as well as interprofessional conceptual frameworks, to engage with clients and constituencies
- Behavior 6b: Use empathy, reflection, and interpersonal skills to engage in culturally responsive practice with clients and constituencies

Competency 7: Assess Individuals, Families, Groups, Organizations, and Communities

- Behavior 7b: Demonstrate respect for client self-determination during the assessment process by collaborating with clients and constituencies in developing a mutually agreed-upon plan

Competency 8: Intervene with Individuals, Families, Groups, Organizations, and Communities

- Behavior 8a: Engage with clients and constituencies to critically choose and implement culturally responsive, evidence-informed interventions to achieve client and constituency goals; and
- Behavior 8b: Incorporate culturally responsive methods to negotiate, mediate, and advocate with and on behalf of clients and constituencies

Competency 9: Evaluate Practice with Individuals, Families, Groups, Organizations, and Communities

- Behavior 9a: Select and use culturally responsive methods for evaluation of outcomes
- Behavior 9b: Critically analyze outcomes and apply evaluation findings to improve practice effectiveness with individuals, families, groups, organizations, and communities

III. TEACHING METHODS

This course uses various teaching methods, which include lectures, class discussions, and guest speakers. Furthermore, assignments are provided to help foster deep reflection and facilitate open and engaging class discussion. These assignments will include readings, videos, brief case studies, reflective writing pieces, community analysis, and small group work and presentations. Parallel processing is noted as class and small group dynamics are built around the same positive community and organizational dynamics, forming the foundational purpose of this course.

IV. REQUIRED TEXT AND MATERIALS

There is no traditional course “text” for the course. Instead, recommended and required reading will be housed through each module, and online access to each section recommended or required by the [Community Tool Box](https://ctb.ku.edu/en/table-of-contents) (<https://ctb.ku.edu/en/table-of-contents>) developed by the Work Group for Community Health and Development at the University of Kansas. This work group is part of the World Health Organization Collaborating Centre for Community Health and Development. The Community Toolbox is available for free online. While the focus of much of the content is on community health, the tools and skills covered in the book are easily translatable to other kinds of community issues.

Other required & recommended reading:

All assigned readings and other course materials are available on the class Canvas page, which is organized into modules for each class session and are accessible in a way that is free to you. The assigned readings for this course represent the minimum required reading. A vast body of literature about organizations and communities is available. An extensive bibliography is provided at the end of the syllabus. You might peruse the bibliography to see if there are titles you find interesting and would like to investigate.

V. COURSE REQUIREMENTS

ASSIGNMENT #1-5: Mini-assignments that align with Common Assignment Steps for the group project.

Five “mini” assignments, totaling 15 points each (each 5% of final course grade, total 75%).

Each assignment includes an important skill & knowledge focus and is helpful to group work and completion of all three parts of the common assignment. The mini-assignments are as follows:

- Develop a basic change plan
 - Identify a social problem and those impacted most by the problem
 - What is the problem? What are inequities in the impact of the problem?
 - Why is solving the problem important?
 - What desired short, medium, and long-term outcomes result if the problem is addressed.
- Asset and Power Mapping – Understanding Community Resources and Dynamics
- Assessing Needs to Determine “Intervention” Approach
- Logic Modeling a Community or Organizational Intervention as a theory of change.
- Funding & Evaluation Planning

We will have time to work on each assignment in class as a whole or in common assignment work groups. Groups that complete them sooner rather than later can always submit work early as we progress. Further detailed instructions for each assignment can be found in Canvas.

ASSIGNMENT #5: Common Assignment targeting EPAS Competencies **Two Parts, totaling 150 Points** (50% of final course grade)

The goal of this assignment is to give students an opportunity to demonstrate an understanding and mastery of the CSWE Competencies taught throughout the semester via readings, lecture, and assignments.

The common assignment will be composed of two parts:

- Group Project & Presentation
- Individual Reflection

Group Project & Presentation (Total 150 points; 50% of grade)

As part of an assigned group, students will select a community or organization (i.e. city, county, school district, zip code, for/not-for-profit organization) and a topic (i.e. gun violence, social determinants of health, anti-discriminatory practices/policies, housing insecurity, etc.) to explore as a community or organizational case study through the EPAS competencies listed in the course syllabus. These competencies guide students to *Engage*, *Assess*, *Intervene*, and *Evaluate Practice* with individuals, families, groups, organizations, and communities.

The results of the community or organizational case exploration will be presented as a ‘Needs Assessment’ that provides contextual information on the community/organization, the identified problem, the proposed solution(s) to the problem, and tools to track for funding & evaluation.

NOTE – Sources of data collected on a community and topic may be pulled from but not limited to:

- Actual interviews (i.e. Meetings with community or organizational members/leaders)
- Simulated interviews (i.e. Hypothetical interviews, meetings, or focus groups, etc.)
- Publicly available data (i.e. Census Data, County Health Records, filed 990 tax records)
- Hypothetical data (i.e. Agency turnover rates, Strategic plans)

Group Presentation: (100 Points) Group members will develop a visual live or recorded presentation to convey a summary culmination of the group's work in identifying a social issue within a community, identifying assets and needs of the impacted community, and identifying solutions through change planning, along with an evaluation strategy of that plan. Each group should focus on presentations that are concise but clear enough to highlight the nuances of the group’s change plan. A template is provided in Canvas for the PowerPoint.

Individual Reflection (50 Points) – Students will provide a written reflection that allows them to briefly describe their work within each of the *Competency Behaviors* found across the four EPAS competencies. Responses for each outcome measure will be graded on a score ranging from Advanced Competencies to Insufficient Progress. A minimum of a ‘Competent’ score is required to achieve full credit for each Outcome measure graded.

Assignment 6: Class Participation—75 Points (25% of final course grade)—Lectures, readings, and assignments comprise a portion of the learning experience. Experiential learning through class engagement and participation will make up an equally great portion. To achieve these learning

objectives, it is important that students attend class on time, are engaged, and present free of distractions (email, texting, etc.). During class, students will often work together in dyads or small groups.

Summary of assignments and associated due dates:

<i>Assignment</i>	<i>Due Date</i>	<i>Points</i>	<i>%</i>
<i>Assignment 1: Develop a Basic Change Plan</i>	Sept 16th	15	5%
<i>Assignment 2: Asset & Power Mapping</i>	Sept 23rd	15	5%
<i>Assignment 3: Assessing Needs to Determine “Intervention” Approach</i>	Sept 30th	15	5%
<i>Assignment 4: Logic Modeling & Community/Organizational Intervention</i>	Oct 7th	15	5%
<i>Assignment 5: Funding & Evaluation Planning</i>	Nov 18th	15	5%
<i>Assignment 6: Common Assignment – in two parts:</i>	Dec 2 nd & 9th	150	50%
• <i>Group Project & Presentation</i>	<i>Dec 2nd</i>	<i>(100)</i>	<i>33%</i>
• <i>Individual Reflection</i>	<i>Dec 9th</i>	<i>(50)</i>	<i>17%</i>
<i>Assignment 7: Participation in classroom dialogue & group activities</i>	Ongoing	75	25%
<i>Total</i>		300	100%

VI. GRADES

Grading Scale:

[No A+]	87.0 to 89.999	B+	77.0 to 79.999	C+	67.0 to 69.999	D+
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94.0 and Above	A	84.0 to 86.999	B	74.0 to 76.999	C*	64.0 to 66.999	D
90.0 to 93.999	A-	80.0 to 83.999	B-	70.0 to 73.999	C-	60.0 to 63.999	D-
				<i>*Minimum to pass the course</i>		Below 60.0	F

VII. CLASS POLICIES

Readings and Preparatory Assignments: Students are expected to be active and participate in the learning process. Students are responsible for the material in the assigned readings, whether the material is covered in class.

Electronic Devices: All communication devices should be turned off or placed on silent mode during class.

Assignment Due Dates and Late Assignment: This course’s assignment submission policy supports students who need to manage their time in a way that fits their capacities, particularly because the class is structured around the common assignment group work required to meet social work competencies in community and organizational practice. Most assignments will be done during class and within groups, except for outside efforts by students to complete the two major parts of the common assignment. All assignments are designed to support group work and to skill build around mezzo and macro social work practice. Assignments should be submitted formally through Canvas on the assigned due date, at any point after that due date, but no later than the last class day. Students should communicate directly with the professor about struggling to complete any assignment or barriers to actively participating in the common assignment group work process. Assignments are highlighted in the course schedule section of the syllabus. All assignments that include any scholarship must be cited and referenced per APA style guidelines.

Class Attendance Policy: Punctuality and timeliness are important for social work practitioners. Class attendance is expected. Attendance is defined as students’ attentive physical presence in class for the entire class. The instructor should be notified in advance of any planned absence and as soon as possible in the case of an unforeseen, serious emergency.

Writing Style: Certain assignments will require students to follow APA 7th Edition guidelines regarding professional writing (cover page, running head, in-paper citations, and reference lists). Students are encouraged to access UT resources through the University Writing Center to review papers: <http://uwc.utexas.edu/>. Please also reference APA style guidance directly through APA: <https://apastyle.apa.org/style-grammar-guidelines>. There is a dearth of resources for APA formatting. Please recognize that APA generators can often be wrong.

CANVAS: All assignments, relevant instructions, grades, and announcements will be posted on a shared class CANVAS page. Students are expected to maintain their UT-provided emails to continue receiving timely communications regarding class or assignments.

Course Modification: To ensure achievement of course objectives, the professor reserves the right to make modifications to any part of this syllabus related to schedule and assignment due dates. Should any modifications be made, students will be notified in class and modifications will be posted to Canvas. Students should check their email frequently. Note that some of the links to documents and videos on the Internet may change. Documents, new links, or alternate options will be provided.

VIII. UNIVERSITY POLICIES

Attendance and Academic Behavior. At the University of Texas at Austin, regular attendance at all class meetings is expected. Instructors are responsible for implementing an attendance policy and must notify students of any special attendance requirements. See more information at <https://catalog.utexas.edu/general-information/academic-policies-and-procedures/attendance/>. Furthermore, students are expected to abide by the Standards for Social Work Education (available at <https://socialwork.utexas.edu/student-resources/bsw/policies-and-procedures/>). The student shows potential for responsible and accountable behavior by being punctual and dependable, prioritizing responsibilities, attending class regularly, observing deadlines, completing assignments on time, and keeping appointments or making appropriate arrangements.

Religious Holy Days. A student who misses classes or other required activities, including examinations, for the observance of a religious holy day should inform the instructor as far in advance of the absence as possible so that arrangements can be made to complete an assignment within a reasonable period after the absence. A reasonable accommodation does not include substantial modification to academic standards, or adjustments of requirements essential to any program of instruction. Students and instructors who have questions or concerns about academic accommodations for religious observance or religious beliefs may contact the Center for Access and Restorative Engagement at <https://community.utexas.edu/care/>. The University does not maintain a list of religious holy days.

The University of Texas Honor Code. The core values of The University of Texas at Austin are learning, discovery, freedom, leadership, individual opportunity, and responsibility. Each member of the university is expected to uphold these values through integrity, honesty, trust, fairness, and respect toward peers and community.

Policy on Academic Integrity. Students who violate University rules on academic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and / or dismissal from the University. Since such dishonesty harms the individual, all students, and the integrity of the University, policies on academic dishonesty will be strictly enforced. For further information, please visit the Student Conduct and Academic Integrity website at: <http://deanofstudents.utexas.edu/conduct>.

Use of Course Materials. The materials used in this course, including, but not limited to, exams, quizzes, and homework assignments, are copyright-protected works. Any unauthorized duplication of the course materials is a violation of federal law and may result in disciplinary action being taken against the student. Additionally, the sharing of course

materials without the specific, express approval of the professor may be a violation of the University's Student Honor Code and an act of academic dishonesty, which could result in further disciplinary action. This sharing includes, among other things, uploading class materials to websites for the purpose of distributing those materials to other current or future students.

University Electronic Mail Student Notification. Electronic mail (email), like postal mail, is a mechanism for official University communication to students. The University will exercise the right to send email communications to all students, and the University will expect that email communications will be received and read in a timely manner. Students can find UT Austin's policies and instructions for updating their e-mail address at <https://it.utexas.edu/policies/university-electronic-mail-student-notification-policy>.

School of Social Work Policies

Professional Conduct and Civility in the Classroom. The professor expects students to act as professionals in class. This means students should arrive on time for class, be prepared to participate in the class discussion, and show respect for one another's opinions. A course brings together a group of diverse individuals with various backgrounds. Students are influenced and shaped by such factors as race, ethnicity, gender, sex, physical abilities, religious and political beliefs, national origins, and sexual orientations, among others. We expect to learn from each other in an atmosphere of positive engagement and mutual respect. This atmosphere includes working intentionally to recognize and dismantle racism, sexism, heterosexism, and ableism in the classroom. Social Work also deals with complex and controversial issues. These issues may be challenging and uncomfortable, and it would be impossible to offer a substantive classroom experience that did not include potentially difficult conversations relating to challenging issues. In this environment, we will be exposed to diverse ideas and opinions, and sometimes we will not agree with the ideas expressed by others. Nevertheless, the professor requires that students engage one another with civility, respect, and professionalism.

Classroom Confidentiality. Information shared in class about agencies, clients, and personal matters is considered confidential per the NASW Code of Ethics on educational supervision and is protected by regulations of the Family Educational Rights and Privacy Act (FERPA) as well. As such, sharing this information with individuals outside of the educational context is not permitted. Violations of confidentiality could result in actions taken according to the policies and procedure for review of academic performance located in sections 3.0, 3.1, and 3.2 of the Standards for Social Work Education.

Unanticipated Distress. Students may experience unexpected and/or distressing reactions to course readings, videos, conversations, and assignments. If so, students are encouraged to inform the professor. The professor can be responsive and supportive regarding students' participation in course assignments and activities, but students are responsible for communicating clearly what kind of support is desired. If counseling is needed, students may contact a service provider of their choosing, including the UT Counseling and Mental Health Center at 512-471-3515 or online at <https://cmhc.utexas.edu/>.

Policy on Social Media and Professional Communication. Public social networks are not private. Even when open only to approved or invited members, users cannot be certain that privacy will exist among the general membership of sites. If social work students choose to participate in such forums, please assume that anything posted can be seen, read, and critiqued. What is said, posted, linked to, commented on, uploaded, subscribed to, etc., can be accessed and archived, posing potential harm to professional reputations and prospective careers.

Social work students who use social media (e.g. Facebook, Twitter, Instagram) and other forms of electronic communication (e.g. blogs) must be mindful of how their communication may be perceived by clients, colleagues, faculty, and others. Social work students are expected to make every effort to minimize material which could be considered inappropriate for a professional social worker in training. Because of this, social work students are advised to manage security settings at their most private levels and avoid posting information/photos or using any language that could jeopardize their professional image.

Students are asked to consider the amount of personal information posted on these sites and are obliged to block any client access to involvement in the students' social networks. Client material should not be referred to in any form of electronic media, including *any* information that might lead to the identification of a client or compromise client confidentiality in *any* way. Additionally, students must critically evaluate any material that is posted regarding community agencies and professional relationships, as certain material could violate the standards set by the School of Social Work, the Texas Code of Conduct for Social Workers, and/or the NASW Code of Ethics.

Social work students should consider that they will be representing professional social work practice as well as The University of Texas at Austin School of Social Work program while in the classroom, the university community, and the broader area communities.

Resources, Prevention of Discrimination, and Safety

Disability Accommodation Statement. If you are a student with a disability, or think you may have a disability, and need accommodations please contact Disability and Access (D&A). You may refer to D&A's website for contact and more information: <https://community.utexas.edu/disability/>. If you are already registered with D&A, please deliver your Accommodation Letter to me as early as possible in the semester so we can discuss your approved accommodations and how they apply in my class.

Behavior Concerns and Covid-19 Advice Line (BCCAL). If students have concerns about their behavioral health, or if they are concerned about the behavioral health of someone else, students may use the Behavior Concerns and COVID-19 Advice Line to discuss by phone their concerns. This service is provided through a partnership between the Office of the Dean of Students, the Counseling and Mental Health Center (CMHC), the Employee Assistance Program (EAP), and The University of Texas Police Department (UTPD). Call 512-232-5050 or visit <https://safety.utexas.edu/behavior-concerns-advice-line>. The Behavior Concerns and COVID-19 Advice Line has been expanded to support The University of Texas at Austin community during the COVID-19 pandemic. By calling 512-232-5050 - Option 2 for COVID-19, students, faculty and staff can be assisted in English and

Spanish with COVID-19 support.

Covid-19 Related Information. The University's policies and practices related to the pandemic may be accessed at: <https://protect.utexas.edu/>

Title IX Reporting. In accordance with Title IX of the Education Amendments of 1972, the University of Texas at Austin is committed to maintaining a learning environment that is free from discriminatory conduct on the basis of sex <https://titleix.utexas.edu/>. Faculty, field instructors, staff, and/or teaching assistants in their supervisory roles are mandated reporters of incidents of sex discrimination, sexual harassment, sexual violence, stalking, dating violence, or any other forms of sexual misconduct. Students who report such incidents will be informed of University resources. Incidents will be reported to the University's Title IX Coordinator. Further information, including student resources related to Title IX, may also be found at <https://titleix.utexas.edu/>.

Title IX Accommodations for Those Pregnant, Nursing and Parenting. Pregnant, nursing and parenting students, faculty, and staff are eligible for accommodations through the Title IX Office that support equal access to education and work and prevent discrimination. Students may reach out to the Title IX Office for help with accommodations to make up missed classes, complete missed coursework, keep them safe in the classroom, apply for leaves of absence, receive priority registration and other related support. Faculty and staff, including undergraduate students who work on campus and graduate student employees, may reach out for assistance with job or schedule restructuring and obtaining modified or additional work equipment. Visit the [Title IX pregnancy and parenting resource page](#) for more information or contact the [Title IX Support and Resources team](#) connect with a Case Manager.

Campus Carry Policy. The University's policy on campus carry may be found here: <https://campuscarry.utexas.edu>.

Safety. As part of professional social work education, students may have assignments that involve working in agency settings and/or the community. As such, these assignments may present some risks. Sound choices and caution may lower risks inherent to the profession. It is the student's responsibility to be aware of and adhere to policies and practices related to agency and/or community safety. Students should notify the professor regarding any safety concerns.

Emergency Evacuation Policy. Occupants of buildings on the UT Austin campus are required to evacuate and assemble outside when a fire alarm is activated or an announcement is made. Please be aware of the following policies regarding evacuation:


- Familiarize yourself with all exit doors in the classroom and the building. Remember that the nearest exit door may not be the one you used when entering the building.
- If you require assistance to evacuate, inform the professor in writing during the first week of class.
- In the event of an evacuation, follow the professor's instructions.
- Do not re-enter a building unless you are given instructions by the Austin Fire Department, the UT Austin Police Department, or the Fire Prevention Services office.

IX. COURSE SCHEDULE

Date	Topic	Assignment(s) Due	Readings
Aug			
9th	<u>First day of class:</u> <ul style="list-style-type: none"> ● Welcome and introductions ● Review course requirements <ul style="list-style-type: none"> ○ Canvas walkthrough ○ Assignments & grading ○ Common assignment review ○ Course readings ○ Group Work ● Basics <ul style="list-style-type: none"> ○ Definition of a community ○ Definition of an organization ○ Determining social issues that impact communities for SW practice ● Determining working groups for Common Assignment 		No readings, nothing due
Sept			
5th	Labor Day Week Holiday	No Class	Nothing Due
12th	<u>Context for practice with organizations and communities:</u> <ul style="list-style-type: none"> ● Professional values & 		<i>See Module 1 in Canvas</i>

	<p>ethical standards</p> <ul style="list-style-type: none"> ● Underpinning of “Theory” <ul style="list-style-type: none"> • “Change” theory ● What is participatory action in community social work? ● Who drives community change? ● Analyzing community problems (“But Why?”) ● Historic/systemic inequity in community and organizational outcomes ● Identifying and critiquing power structures 		
19 th	<p><u>Engaging & Organizing</u></p> <ul style="list-style-type: none"> ● What do we mean by engagement & organizing? ● Identifying allies ● Interpersonal skills for engagement & organizing ● Strategies for engagement & organizing ● Basic Action planning 	<p><i>Assignment 1:</i> Develop a basic action plan.</p> <p><i>Groups will submit their plans individually in Canvas. See Assignment 1 directions.</i></p>	See Module 2
26 th	<p><u>Assessing Community & Organizational Resources</u></p> <ul style="list-style-type: none"> ● Strengths-based theory ● Asset Mapping ● Assessing Community & Organizational Needs ● Participatory Action Research ● Gathering Data ● What all do we do with data? 	<p><i>Assignment 2: Asset and Power Mapping</i></p> <p><i>Groups will submit their mapping responses in Canvas. See Assignment 2 directions.</i></p>	See Module 3 in Canvas

Date	Topic	Assignment(s) Due	Readings
Oct			
3rd	<u>Intervening with Organizations & Communities</u> <ul style="list-style-type: none"> ● Needs assessment ● What is an “intervention” <ul style="list-style-type: none"> • The clinical, community, and policy lens ● <i>Theory of change</i> ● Designing Community Interventions through a change strategy ● Responsive Interventions & best practices 	<i>Assignment 3: Assessing Needs to Determine “Intervention” Approach</i> <i>Groups will submit their assignment in Canvas. See Assignment 3 directions.</i>	See Module 4 in Canvas
10th	<u>Program Development & Evaluation</u> <ul style="list-style-type: none"> ● Program development ● Program evaluation <ul style="list-style-type: none"> • High-level overview ● Logic models <ul style="list-style-type: none"> • What are they? • How do we use them? ● Putting logic models into a theory of change ● Logic models in development, evaluation, and in funding 	<i>Assignment 4: Logic Modeling a community/organizational Intervention</i> <i>Groups will submit their assignment In Canvas. See Assignment 4 directions.</i>	See Module 5 in Canvas
17th	<u>Understanding Organizations</u> <ul style="list-style-type: none"> ● Understanding organizational structures ● Nonprofit bylaws ● Governance & boards ● History of the nonprofit industry 		See Module 6 in Canvas

24th	<u>Organizational “Theory” & Context</u> <ul style="list-style-type: none"> ● Vision & Mission Statements ● Leadership & management ● Staff & volunteer roles <ul style="list-style-type: none"> • Organizational culture & burnout ● Shaping organizational policy ● State/federal agencies ● Challenges faced by contemporary non-profit agencies 		See Module 7 in Canvas
31st	<u>Working within organizations as SW practitioners:</u> <ul style="list-style-type: none"> ● Micro/Mezzo/Macro positions ● Ethical and equitable frameworks ● Innovative practices in contemporary nonprofit agencies ● Rights-based social work organizational and policy practice 		See Module 8 in Canvas
Nov			
7th	ELECTION WEEK BREAK – NO CLASS		VOTE and engage in the election process if you can! 
14th	<u>Building Organizations</u> <ul style="list-style-type: none"> ● Fundraising & marketing ● Grant writing & grant databases ● Community, corporate & business partnerships ● Financial Sustainability ● Ethics & fundraising ● Participatory action, representation, and advisory 		See Module 9 in Canvas

21st	<u>Research & Evaluation:</u> <ul style="list-style-type: none"> • Developing an evaluation plan • Evaluation methods overview • Evaluating Interventions • Removing Barriers, Creating Opportunities, and Improving Services • Revisiting logic models 	<i>Assignment 5: Funding & Evaluation Planning</i> <i>Groups will submit their responses in Canvas. See Assignment 5 directions.</i>	See Module 10 in Canvas
	<u>Group Presentations</u>		
28th	Fall Break	<u>NO CLASS</u>	
Dec			
5th	<u>Group presentations</u>		See Assignments and Canvas Course Resource Module for PP and Individual Reflection suggested templates.
12th	Last day of class (if needed) Group presentations (if needed)	<i>Assignment 6: All components of Common Assignment Due</i>	

X. BIBLIOGRAPHY

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