

LEADERSHIP, ORGANIZING, & ACTION: LEADING CHANGE

FEBRUARY 6TH 2023- JUNE 2ND 2023

FACULTY INSTRUCTOR

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"In democratic countries, knowledge of how to combine is the mother of all other forms of knowledge; on its progress depends that of all the others." — Alexis de Tocqueville

A. OBJECTIVES

Fulfilling the democratic promise of equity, accountability, and effectiveness requires the participation of an "organized" citizenry able to formulate, articulate, and assert its shared interests. Organizing, in turn, requires leadership: *accepting responsibility for enabling others to achieve shared purpose in the face of uncertainty*. Organizers begin by asking three questions: who are my people, what challenges do they face, and how can they turn their resources into the power they need to meet these challenges? Organizers identify, recruit, and develop leadership; build community around that leadership; and build power from the resources of that community.

In this course, each student learns to practice leadership by organizing a leadership team to work with him or her to mobilize members of a "constituency" in order to work together to achieve real outcomes in pursuit of a shared purpose by the end of the semester. Students learn five core leadership practices: building public relationships; turning values into a capacity for agency through public narrative; turning resources into power by strategizing; turning intentions into effective action; and structuring organization in order to develop leadership, engage constituents, and achieve goals. Students learn to coach others and receive coaching. Students also learn to distinguish "mobilizing" from "organizing" and why it takes organizing to make mobilizing count.

B. PARTICIPANTS

This course is for students and practitioners interested in learning to create social change through collective action. There are no prerequisites. Students with and without "real world" experience find the class equally useful. Students with a strong commitment to their community, organization, or values will be most successful. Because this is a course in practice, it will require you to try new things, to risk failure, and to step outside your comfort zone. As reflective practitioners, students will learn through critical reflection on their experience, feedback, and coaching. If you are not prepared for this kind of challenge, then

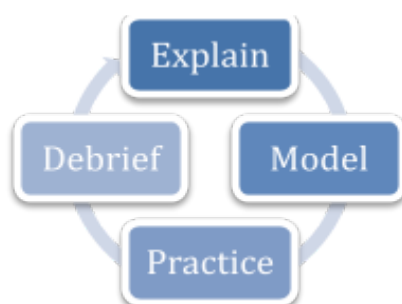
this class is not for you.

C. PROJECTS

Participants base their class work on their experience in leading an "organizing campaign" of their own choosing or design. An "organizing campaign" requires building a leadership team who mobilize members of a constituency to achieve a clear outcome in pursuit of a shared purpose by the end of the course. You may choose a project you are currently working on, or initiate a new one.

D. PEDAGOGY

People learn organizing from the experience of conceptualizing it, seeing it, doing it, debriefing their experience, and then trying again.








This requires leading an *organizing project*, reading background material, participating in lectures, writing reflection papers, completing skill practice assignments, taking part in section meetings, receiving coaching from your Teaching Fellow, and coaching each other. Students are expected to invest an average of **10 to 15 hours per week** doing all of the above, although the amount of time required varies from week to week.

The course is organized into ten modules. Each module focuses on specific "Learning Objectives." Each module also specifies an "Action Objective"—a particular skill to be practiced with members of the constituency. Each module builds on the previous learning and action objectives.

E. COURSE FLOW

2-WEEK MODULES

TWO-WEEK MODULE FLOW						
MON	TUE	WED	THU	FRI	SAT	SUN
	 LIVE LECTURE		 SECTION			
MEET WITH YOUR LEARNING BUDDY						
 PRACTICE ASSIGNMENT DUE			 REFLECTION PAPER DUE			 FEEDBACK FROM YOUR TF
START READINGS FOR NEXT WEEK						

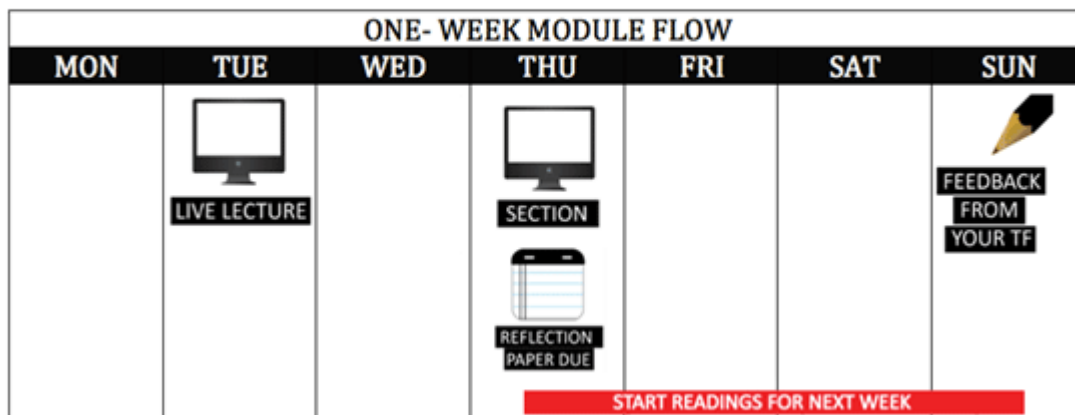
Week 1

DAY	STUDENT TASKS	ESTIMATED TIME
Sunday	Complete readings	3h
Tuesday	Participate in lecture 9:30am - 11am Eastern Time	1.5h
Thursday	Participate in Section (times vary depending on assignment)	1.5h
TOTAL		6h

Week 2

DAY	STUDENT TASKS	ESTIMATED TIME
Monday	Prepare & Submit SPA	2.5h
Thursday (After section)	Submit Reflection Paper	3h
TOTAL		5.5h

1-WEEK MODULES



DAY	Task	ESTIMATED TIME
Sunday	Complete readings	3h
Tuesday	Participate in lecture	1.5h
Thursday	Participate in Section	1.5h
Thursday (After section)	Submit Reflection Paper	3h
TOTAL		9h

F. GETTING STARTED

STEP 1: PREP SESSION (optional)

Tuesday, Feb 7
9:30-10:30am ET

In this optional session, we will quickly go over how we use Zoom for classes, Canvas for our website and will have plenty of time to answer questions and meet some other students. If you are unable to attend live, we will post the recording later.

STEP 2: MEET WITH YOUR TF

Scheduled by TF

Students are required to meet their Teaching Fellow and receive coaching on their project. The Teaching Fellow will request a 20-minute Zoom one-on-one at a scheduled time prior to the first section meeting. Students will also meet with their TF one-on-one at mid-term.

STEP 3: MEET YOUR SECTION

Thursday, Feb 9

Students are required to attend an introductory meeting with their designated section. At the

STEP 4: ACQUIRE READINGS

section meeting, students will be introduced to their section members, set team norms, learn the technology, and receive clarification regarding the pedagogy. Students will be informed of the exact timing a week prior to launch on the course website and via e-mail.

The **required** readings, videos, and other materials can be found on the course website. Students will be required to read the material for Module 1 prior to the first lecture.

G. SCHEDULE AND REQUIREMENTS

- 1. Organizing Campaign:** Students base class work on what they learn from their experience leading an "organizing campaign" of their own choosing or design. Practicing leadership means organizing a leadership team to organize members of your "constituency" to work together in order to achieve specific outcomes in the pursuit of a shared purpose by the end of the course.
- 2. Readings & Videos:** Readings and videos provide valuable background for class discussions. An introductory paragraph places each week's readings and videos in context. Priority readings are designated with ►. "Organizing Notes" explain our framework, contextualize the readings, and explain the charts. Should students wish to pursue a topic more deeply, optional readings are provided. Training materials are also available for students to use with their team.
- 3. Live Lecture Discussions:** Students use a conceptual framework to integrate lectures and readings with critical reflection on their experience of their project. The sessions alternate between discussion of concepts and analysis of projects. Live lectures (1.5 hours long) led by Professor Marshall Ganz will be held on **Tuesdays from 9:30am-11:00am ET**. Students are required to attend all classes, do all the readings, and take an active part in the discussion. Students must "show up" for class at 9:15am ET to trouble-shoot any technological problems before lecture begins.

Live Lecture Dates:

Feb	Feb	Mar	Mar	Mar	Apr	Apr	May	May	May
14th	21st	7th	14th	28th	11th	25th	2nd	16th	23rd

4. **Special Sessions (optional):** Throughout the course, students will have the opportunity to attend special sessions with guest speakers who will present community organizing case studies on issues ranging from health care, to immigration reform, to workers' rights.

Additional special sessions may be added. Dates, times and other details will be announced to students via email during the course.

5. **Section Meetings:** Section meetings provide students with the opportunity to consolidate their learning in each module by discussing their projects and practicing skills. Section meetings will be a 1.5-hour meeting and will be held on Thursdays in each module following the lecture. Please ensure you have a stable Internet connection in a quiet space. Students can find their assigned section and meeting time on the course website.

Section Meeting Dates:

Feb	Feb	Feb	Mar	Mar	Mar	Apr	April	May	May
9th	16th	23rd	9th	16th	30th	13th	27th	4th	18th

6. **Reflection Papers:** Students are required to submit weekly or by-weekly *reflection papers* of no more than 500 words in which they analyze their own experience of their organizing project. Questions will be posted weekly on the course website to stimulate reflection.

Papers are due at **11:59pm ET each Thursday** following sections. Late papers and papers that are more than the word limits will be downgraded. Submit your reflection paper by uploading it to the Canvas website (you will be instructed on how to do this). The papers will be returned with feedback from the teaching fellow by 11pm ET on the following Sunday. *Assignments submitted more than two weeks late will not be accepted and they will be counted as a miss.*

Students will also be required to submit one final 4-page paper that is due on Monday, May 29th at 6:00pm ET.

Reflection papers will be graded based on the following scale and criteria:

Check Plus – The student demonstrates a strong understanding of the week's material by diving deep in the concepts. Paper provides specific examples and moments from the project, with personal reflections on why the student is doing what they are doing, and/or what they can do better. Shares ah-ha moments, key learning and next steps.

Check – The student demonstrates good understanding of the week's material by touching on key points, but doesn't dive deep or ask him/herself difficult questions. Does provide concrete examples and a general reflection.

Check Minus - The student does not demonstrate an understanding of the week's material, instead providing either updates with no reflection, or reflections on the theory only with no specifics on the project.

Reflection Paper Due Dates:

Feb	Mar	Mar	Apr	Apr	Apr	May	May	May
16th	2nd	23th	6th	20th	27th	11th	18th	29th

- 7. Skill Practice Assignments:** Skill practice assignments are due during 2-week modules, and they offer students the opportunity to practice key organizing skills with assigned "learning partners" from their section. Students will set a regular meeting time with their "learning partners" to complete the Skill Practice Assignment together online. Students will schedule their meeting times according to the instructions given by their Teaching Fellow, who will provide them with a Zoom link for their meeting. The meetings must be recorded so that your Teaching Fellow can provide you with feedback (you will receive instructions on how to do this). Assignments will be posted on the website.

Assignments are due at **6:00pm ET on the second Monday of 2-week modules** (i.e. the week *without* a lecture and section meeting). One member of your team will upload the Skill Practice Assignment worksheet to the course website. Teaching Fellows will provide feedback by 9:00pm ET Wednesday of that same week. *Assignments submitted more than 2 weeks late will not be accepted and they will be counted as a miss.*

Though students complete the skill practice assignments as a team, each student will be graded separately, based on the following scale and criteria:

Check Plus – The student demonstrates a strong understanding of the framework by practicing the skill well and provides meaningful coaching to their learning buddy. They work well together as a team, coming in prepared, holding each other accountable, and following the agenda accordingly.

Check – The student demonstrates some understanding of the framework by practicing the skills relatively well, though some aspects may be missing. The student provides light coaching or general feedback. They work well as a team.

Check-Minus – The student lacks understanding of the framework. The student is not practicing the skills required for the module. The student gives their learning buddy their opinion, with little to no coaching. They do not work together as a team.

Practice Assignment Due Dates:

Feb	Mar	Mar	Apr	Apr	May
27th	13th	20th	3rd	17th	8th

8. **Office Hours (optional).** Office hours provide students the opportunity to discuss their learning and projects, as well as to receive coaching from Professor Ganz. Students will not have to book a time for Professor Ganz’s office hours; office hours are on a first-come, first-served basis. Teaching Fellows will also be available for one-to-ones with students throughout the course.

Office Hours Dates and Time:

Feb	Feb	Mar	Mar	Mar	Apr	Apr	May	May	May
15th	22nd	8th	15th	29th	12th	26th	3rd	17th	24th
9:00am-10:00am ET	7:00pm-8:00pm ET	9:00am-10:00am ET	9:00am-10:00am ET	9:00am-10:00am ET	7:00pm-8:00pm ET	9:00am-10:00am ET	9:00am-10:00am ET	7:00pm-8:00pm ET	9:00am-10:00am ET

9. **Celebration Project:** Half way through the course, each section will be responsible for planning and executing a celebration project. Teaching Fellows will provide further details at that time. Each section will be organized into three teams. Each will be responsible for one of the following: planning and executing a celebration video for the final lecture, a celebration for the final section, or a reflection book.

H. CERTIFICATE REQUIREMENTS

We expect an appropriately high level of commitment from participants. To earn a course certificate, students must complete all of the following on time:

- Attend and participate in all of the **10 course lectures** and **10 section meetings on time**! Participants who arrive later than 15 minutes or leave earlier than 15 minutes will be marked as absent for the lecture or section meeting.
- Submit all of the **9 reflection papers** and **6 practice assignments on time**.
- Assignments submitted more than two weeks late will be counted as a miss.
- Hold an **introductory and mid-term 1:1** with your Teaching Fellow
- Submit **pre, mid- and final evaluations**.
- Participate in the celebration projects’ teamwork.

Make-Up Policy. In case of a work or family emergency that cannot be rescheduled without putting jobs/health in jeopardy, students may miss **up to two scheduled sessions** (lecture or sections). There are three requirements to make up the missed session:

- Explain your absence to your TF in advance
- Watch the recorded session video (available on the course website)
- Within 2 weeks after a missed session, submit a half-page written evaluation of the video (takeaways, pluses, and deltas) to your TF

Papers will also be due by the set deadline. In case of an emergency, students who cannot submit the assignments by the deadline must inform their Teaching Fellow in advance. Students have a maximum of two weeks to submit the late assignment or they will no longer be eligible for a certificate.

I. COURSE OUTLINE

The following is the breakdown for each module. Please note, some modules are one week in duration (Module 1, Module 3, Module 7, Module 9, and Module 10) and are indicated with one asterisk * while other modules are two weeks in duration (Module 2, Module 4, Module 5, Module 6, Module 8) and are indicated with two asterisks **.

Letters to the right of each reading assignment indicate whether the focus is theoretical (T), practical (P), or historical (H). As described above, readings designated with ► are particularly important to focus on for class discussion.

Module	Pre-launch	1	2	3	4	5	6	7	8	9	10
Duration in weeks	1	1	2	1	2	2	2	1	2	1	1
Readings	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Lecture		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Section meeting	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Reflection paper		✓	✓		✓	✓	✓	✓	✓	✓	✓
Skill practice assignment			✓	✓	✓	✓	✓		✓		

PRE-COURSEWORK | SECTION LAUNCH

SECTION Thurs
February 9th

Welcome! This week we will get acquainted with our section, review course requirements, and discuss how we will work together. We will also discuss what to expect from one another for the remainder of the course.

→ LEARNING OBJECTIVES

- Learn how to set team norms
- Learn how to build relationships with section members
- Understand the course flow and course requirements

→ REQUIRED ACTION FOR THE MODULE

- Confirm your commitment to meet the requirements of the course
- Complete the initial draft of your organizing project

→ SECTION DISCUSSION

- Thursday February 9th (See course website for meeting times)