

**Community-Based Nonprofit Organizations**  
**CRN 30221**  
**2 Credit Hours**  
**Spring 2024**  
**Michael Crow**

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Class dates: Friday, April 19, 6 – 8:50 pm  
Saturday, April 20, 9 am – 4:50 pm  
Sunday, April 21, 9 am – 4:50 pm  
Class room: Tacoma 105  
Canvas Page: <https://canvas.evergreen.edu/courses/6459>  
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**Course Objectives**

Community-based organizations (CBOs) fill critical roles in local governance. They help serve those who are underserved by other elements of the public sector; partner with state, local, and tribal governments to provide important public services; and help address neighborhood and metropolitan-scaled issues, where formal governments do not always exist. At the same time, CBOs face distinct challenges in organizing, accessing resources, developing collaborative relationships, and strategically pursuing their missions.

This course aims to provide insight into the nature of the challenges that CBO leaders confront and how they are managed. We start by considering how organizations manage a dilemma at the heart of both seeking resources and working with other organizations: cooperation. We then consider the political and economic contexts in which CBOs do their work. This includes analyzing the nature of urban governance and systems of government and foundation support at the local level. Finally, we examine the challenges of collaboration, inclusion, and leadership at the community level. By the end of this course, you will have demonstrated your ability to:

- Analyze the cooperation and collective action challenges that CBOs face in the urban context;
- Develop and employ tools for accessing resources and developing effective collaboration as a CBO leader;
- Evaluate strategies for inclusion and leadership for CBOs

## **Communications**

I encourage and expect contact from you over the quarter. The easiest way to reach me is by e-mail (crawm@evergreen.edu). You may also reach me at my office phone during business hours (9 am to 5 pm) and cell number before 9 pm. Or you may make an appointment with me for a one-on-one Zoom conference or phone call.

I use Evergreen's e-mail and the course Canvas system to conduct course business. If you do not use Evergreen's e-mail system, please be sure to forward messages from this account to the e-mail account that you use. I will also place course assignments, handouts, PowerPoint slides, and other course materials on the course Canvas site.

## **Course Materials**

This course has no required books. Readings will be available on the course Canvas site.

## **Course assignments, credit, and evaluations**

You will be evaluated in this course based on your progress in meeting the course objectives described above, as assessed by the following assignments and requirements. To earn full credit for the course, students must satisfactorily complete all the following requirements:

**Course participation:** One of the primary objectives of this class is to develop your ability to critically analyze budget policy issues. In class sessions and activities, we will engage in activities such as discussion and group work that will call on you to apply new ideas from the reading to policy problems. Thus, it is important for you to come to the class prepared to participate by having studied the assigned reading. Your participation will be assessed on the following criteria:

--- *Attendance:* You are expected to be present for the scheduled times when we meet together on April 19-21. You will not earn credit for this course if you are not in attendance for this weekend.

--- *Collegiality:* Showing respect for your peers by being in class on time, staying through the entire session, and respecting the views of others in class discussion.

--- *Preparation:* Completing reading before class, coming to class prepared with assignments and reading materials, active participation in discussion and small group work.

--- *Engagement out of class:* Our sessions on April 19-21 are not the only opportunity to discuss course ideas with me. I want to know if you are having trouble with the material and what you like and don't like about the course. You may reach me by e-mail or phone or schedule an in-person or Zoom chat session.

**Pre-class reading responses:** After you complete the reading for each of the five modules we will discuss over our weekend session, you will prepare a response of about 500 words (1-2 pages double-spaced) to a question or prompt about that reading assignment. These responses will serve as a starting point for discussion on each module. Your pre-class reading responses are due **Thursday, April 18** at 11 p.m.

**Analytic essay:** After completing our weekend session, you will write an essay of 1500 – 3000 words (5 – 10 pages double spaced) in response to an essay question that I will provide for you in class. This essay will test your ability to integrate course readings, discussions, assignments, and analytic skills in order to apply them to ongoing dilemmas in social policy. Your response to this essay question will be due **Monday, May 20 at 11:00 pm**.

**Evaluation:** Students are encouraged to complete a self-evaluation and faculty evaluation and to participate in an evaluation conference with the faculty member. The evaluations must be submitted using the My Evergreen system ([my.evergreen.edu](http://my.evergreen.edu)).

### **Submitting Assignments**

Assignments may be submitted to me either on Canvas and/or by email to me ([crawm@evergreen.edu](mailto:crawm@evergreen.edu)). I recommend both uploading your assignment to Canvas and emailing it to me to ensure I receive it. It is your responsibility to assure that I have received your work on time.

### **Academic Integrity**

Cheating, plagiarism and other violations of academic integrity standards will not be tolerated. Any student turning in work that is in violation of Evergreen's academic integrity standards will automatically receive a No Credit in the course and the matter will be referred to the Office of Student Rights and Responsibilities for disciplinary action. An overview of academic integrity standards and the Student Code of Rights and Responsibilities are available at <https://www.evergreen.edu/offices-services/student-affairs/student-rights-responsibilities>

### **Accessibility**

Your success in this class is important to me, and it is the policy and practice of The Evergreen State College to create inclusive learning environments consistent with federal and state law. If you have a documented disability (or need to have a disability documented), and need an accommodation, please contact me privately as soon as possible, so that we can discuss with the office of Access Services for Students with Disabilities (360) 867-6348; [accessservices@evergreen.edu](mailto:accessservices@evergreen.edu)) how to meet your specific needs and the requirements of the course. For more information, please visit the Access

Services website at <https://www.evergreen.edu/offices-services/access-services-for-students-with-disabilities>

### **Bad Weather Policy**

If weather or other event makes it difficult or impossible for the class to meet in-person at our scheduled class times, I may change the format for this course to remote instruction, with class meetings occurring over Zoom. I will make every effort to make you aware of this change at the earliest possible time.

### **Course Schedule**

Our course will take place the weekend of April 19-21 and will be divided into five modules. Reading assignments for each module are noted below.

<b>Date</b>	<b>Topic and reading assigned</b>
<b>Thursday, April 18</b>	<b>Pre-class reading responses due at 11 p.m.</b>
<b>Friday, April 19 6 pm - 9 pm</b>	<b>Conceptual Underpinnings: Cooperation and Social Capital</b> Axelrod, "More Effective Choice in the Prisoner's Dilemma" Jacobs, "The Uses of Sidewalks" Putnam, "The Prosperous Community: Social Capital and Public Life"
<b>Saturday, April 20 9 am - 12 pm</b>	<b>Urban Political Context: Fragmentation and Privatization</b> Oakerson, excerpt from <i>Governing Local Public Economies</i> McKenzie, "From Garden City to Privatopia" Prager, "Contract City Redux: Weston, Florida, as the Ultimate New Public Management Model City"
<b>Saturday, April 20 1 pm - 5 pm</b>	<b>The Resource Landscape</b> Judd and Swanstrom, "National Policy and the City/Suburban Divide" and "Federal Programs and the Divisive Politics of Race" DeFilippis, "Community Control and Development: The Long View" Bernholz et al, "On the Brink of New Promise: The Future of U.S. Community Foundations" <a href="https://www2.deloitte.com/content/dam/Deloitte/us/Documents/monitor-institute/us-monitor-institute-on-the-brink-of-new-promise.pdf">https://www2.deloitte.com/content/dam/Deloitte/us/Documents/monitor-institute/us-monitor-institute-on-the-brink-of-new-promise.pdf</a>
<b>Sunday, April 21 9 am - 12 pm</b>	<b>Collaborative Governance and Decision-Making</b> Katz and Nowak, "Rethinking Governance" Cooper, "Reimagining Revenue Measures by Centering Community Voices": <a href="https://belonging.berkeley.edu/reimagining-revenue-measures">https://belonging.berkeley.edu/reimagining-revenue-measures</a> Kania and Kramer, "Collective Impact"

<b>Sunday, April 21</b> <b>1 pm - 5 pm</b>	<b>Community Inclusion and Leadership</b> Powell et al, "Targeted Universalism: Policy and Practice" Lamm et al, "Community Leadership: A Theory-Based Model" Alinsky, excerpt from "Rules for Radicals"
<b>Monday May 20</b>	<b>Analytic Essay due at 11:00 p.m.</b>