

School of Theology and Ministry
Social Analysis and Organizational Development
STMC 585
Spring Quarter 2011

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Wednesdays 1.30-4.20
Classroom: H100
Office hours: Wed. 10AM-Noon
and by appointment

Course Description:

The purpose of this course is twofold; first, is to introduce you to social analysis. That is, describe the task of social analysis and its relevance to social justice and leadership. The course will provide illustrations of analytical variations to complex social issues and explore suggestions and answers that call for a leadership response. Secondly, the course will focus on the importance of understanding organizational structure, culture and environment, as well as the role of leadership in initiating and sustaining organizational change. It is imperative to state some of the biases of this course. They are:

- the belief that transformational leadership action necessarily includes choices on behalf of justice;
- rejection of sharp dichotomies between the sacred and secular, the religious and political;
- acceptance of the integral link between ethical service and promotion of justice;
- and commitment to social change through change in structures

Course Objectives:

1. To gain competency in the process of social analysis.
2. To acquire the analytical tools to map organizational structure and culture, including the contributions each makes to organizational performance.
3. To assess the critical role of leadership in developing healthy organizations and identify the elements of a healthy organization.

Student Outcomes:

- Demonstrate an understanding of:
 - the role and dynamics of human “meaning- making” in framing worldviews,

- in impacting individual and collective human values formation,
- ethical and other forms of decision-making, and
- leadership ideals, goals and methodologies.
- Demonstrate a *reflective* capacity for analyzing and articulating the student's personal spirituality and "meaning-making" influences and structure, and its impact on the student's leadership ideals, goals, and methodologies.
- Demonstrate an ability to lead groups through processes of transformation and change.
- Demonstrate a capacity to speak publically with ease and clarity.
- Demonstrate a capacity to write appropriately to serve the people to whom they are accountable.

Required Texts:

- ***Social Analysis: Linking Faith and Justice.*** Holland, Joe.
- ***The Little Book of Healthy Organizations: Tools for Understanding and Transforming Your Organization.*** Brubaker, David & Zimmerman, Ruth.
- ***The Pastoral Circle Revisited: A Critical Quest for Truth And Transformation.*** Edited by Wijsen, Grans.

Recommended Texts:

- Community: The Structure of Belonging.*** Block.
- Justice in a Global Economy: Strategies for Home, Community, and World.*** Brubaker.

Course Requirements:

1. **Class Participation (10pts):** Since this course is offered one day a week, regular participation is expected. In addition to showing up for class, you will also be expected to have read the required readings prior to coming and to contribute to class and/or small group discussion.
2. **The Art of Engaging a Written Voice (25pts):** Handout to be distributed. This course is intended to introduce you to social analysis and healthy organizations with a focus on organizational change, culture, conflict and leadership. You will be asked to delve more deeply into one of these sensitive areas through reading additional articles and/or book approved by the instructor. The critique must be between four and six double spaced pages, and include the following components;
 - a. Two to three page summary of the author's main points/conclusions.
 - b. Two to three page response to or critique of the author's main points.

3. **Case Study (40pts):** Utilizing social analysis. Students will form small groups based on shared interest regarding a pertinent social issue and demonstrate their understanding of the social analysis.
 - a. **Review Appendix II Societal Structures in Pastoral Circle**
 - b. **Review beginning social Analysis pg. 106 in *Social Analysis: Linking Faith and Justice*.**
4. **Adapting the Pastoral Circle in your leadership setting (25pts)** Students will form a different small group based on organizational sector and adapt the pastoral circle in this leadership setting. Grades for this project will depend on the quality or the written case study which the group will present in class.

Resources

LEARNING CENTER

The university's Learning Center provides academic support and study skill enhancement for all students. Experienced staff explore specific academic needs with students in individual consultations. The Learning Center also provides tutors, learning strategy workshops, learning styles assessment and assistance with improving time management, reading comprehension, test preparation and test taking. All services are free. YOU WON'T GET OPPORTUNITIES LIKE THIS IN THE OUTSIDE WORLD! Take advantage of as many as possible while you're a student at Seattle University. Additional resources are located on the Learning Center's website at www.seattleu.edu/sas/LearningAssistance. To make an appointment, stop by the Learning Commons in the library or call (206) 296-5740.

WRITING CENTER

The Writing Center—based in the Learning Commons—offers a free service to discuss writing projects in a friendly environment. At the Writing Center, students work on all stages of writing, including brainstorming, organizing, drafting, revising, and editing, so you may well find this useful for the varied assignments you'll be completing for this course. To make an appointment, call (206) 296-6239. The Center's website is at www.seattleu.edu/writingcenter

DISABILITIES AND HEALTH ISSUES

If you have or think you may have a disability (including an "invisible disability" such as a learning disability, a chronic health problem, or a mental health condition) that interferes with

your performance as a student in this class, I encourage you to arrange special support services and/or accommodations through Disabilities Services staff in the Seattle University Learning Center (Loyola 200, tel. 206-296-5740). You should also let me know at the beginning of the course so that I can make appropriate arrangements for you.

Cell phones should be SWITCHED OFF or on silent mode throughout the class. If you absolutely need to keep your phone on, you must notify me at the start of class. Examples would be: You have child-care commitments, you are looking after a frail relative, or a close relative is in hospital. Please be respectful of other students' time and commitment to their studies by not breaching this policy so that we don't end up in the embarrassing position of having to ask you to leave the class. If your phone does accidentally go off, I expect you to turn it off immediately, and NOT TO ANSWER THE CALL.

LATE WORK

In this class, you are expected to conduct yourselves as professional, courteous and well-organized individuals – this is what any organization will expect of you when you complete your degrees. Acting in this way helps give Seattle University graduates a reputation as excellent and reliable colleagues, and in turn it means that your degree is worth more in a competitive marketplace. One of the most important ways you will demonstrate these behaviors in class is by ensuring that your work is ALWAYS ON TIME.

PLAGIARISM AND CHEATING

Cheating and plagiarism are defined in the "Academic Honesty Policy." If you haven't reviewed the policy, please check the Office of the Registrar website at:
<https://www.seattleu.edu/registrar/policies.aspx>

If I suspect that you have cheated or plagiarized, I will follow the procedures outlined in the University's policy. In cases of cheating or plagiarism, the assignment receives a zero and this score will be included in your final grade for the course (even if you complete your other assignments on your own).

Tips for Success in this Class:

- (1) GIVE YOURSELF TIME TO READ the texts and keep up with the readings. As the readings may be complex, you'll want to give yourself enough time to read it twice if needed.
- (2) PLAN AHEAD. You'll be reading passages from books, viewing documentaries, and other resources. Know when assignments and papers are due in order to produce your best works.
- (3) DEVELOP ROUTINES and habits that make it possible for you to study for each class, rather than leaving everything until an assignment is due. Research shows that students recall more material and make better connections between different concepts when they study repeatedly in small increments rather than cramming the material in one large session at the last minute.
- (4) FIND A STUDY PARTNER. Exchange e-mail information with someone in the class or in your group. You know your own learning preferences better than I do, but students often find it easier to learn this material when they can discuss it with someone. Get together with a study partner and verbally quiz each other on the readings, or try to explain key concepts to each other.
- (5) ASK QUESTIONS. One of the beauties of studying religion is that there are so many good questions to ask and so many variables. At the same time, don't expect there to be a clear, unequivocal answer.
- (6) PLEASE CONTACT ME to set up an appointment to discuss the material, the course or your interests. I have posted office hours, but we can arrange to meet outside that time if they don't work for you.

STUDENT EVALUATION

Grading Scale:	A 100-94	B 86-83	C 79-73	D 66-63
	A- 93-90	B- 82-80	C- 72-70	D- 62-60
	B+ 89-87	C+ 79-77	D+ 69-67	Below 59 - E (not passing)

Tentative Class Schedule:

Week 1: March 30

Orientation and Introduction
Introduction to Social Context and Analysis
I am from exercise

Read for next class: *The Little Book of Healthy Organizations*

Week 2: April 6

Prepare for class:

1. The Organizational Tree:
 - a. Structure, Leadership and Culture
 - b. Change, growth and decay
 - c. Conflict, Weather and Storms. Environment-The Setting, Change-Growth and Decay, Conflict-Weather and Storms.

Read for next class: *Social Analysis: Linking Faith and Justice*. Forward by Jon Sobrino in *The Pastoral Circle Revisited*

Week 3: April 13

Prepare for class:

1. *Social Analysis: Linking Faith and Justice*.
2. Forward by Jon Sobrino in *The Pastoral Circle Revisited*.
3. Be prepared to answer the following questions:
 - How does social analysis differ from the traditional liberal and radical models of change?
 - What is the issue in the development debate in chapter three?
 - What have been the responses to industrialization?
 - How might you use this tool either in your work setting or regarding a specific complex social issue, i.e. homelessness, immigration reform, etc.

Read for next class: *The Pastoral Circle Revisited: A critical quest for truth and transformation*
Part I

Week 4: April 20

1. *The Pastoral Circle Revisited: A critical quest for truth and transformation* Part I
2. Come prepared to look at an organization that you know well in light of the pastoral circle
3. Be prepared to answer the following questions:
 - In what ways can the pastoral circle transform?
 - Can the pastoral circle be a strategy for justice and peace?

Review steps in the pastoral circle.

Read for next class: *The Pastoral Circle Revisited: A critical quest for truth and transformation* Part II

Week 5: April 27

Prepare for class:

1. *The Pastoral Circle Revisited: A critical quest for truth and transformation* Part II

Discussion:

- The use of social analysis in academic situations specifically the question of,
- truth in the pastoral circle,
- adaptations of the pastoral circle, and
- bridging theology in the west and the rest of the world.
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Read for next class: Part III of *The Pastoral Circle Revisited: A critical quest for truth and transformation*.

Week 6: May 4

Prepare for class:

1. Part III of *The Pastoral Circle Revisited: A critical quest for truth and transformation*
2. Student will select one of the four chapters in Part III to present to the class. Instructions TBA: use Engaging the Written Voice template.

Discussion: Challenges for a future use of the pastoral circle, a cycle opening to pluralism and gendering the pastoral circle.

Week 7: May 11

Skills and Strategies for Activism

- Analysis
- Strategy

Week 8: May 18

More Skills and Strategies for Activism

- Influencing policy
- Promoting the participation of people in decision making

Week 9: May 25

Student Presentation of Case Study

Week 10: June 1

Student Presentation of Case Study