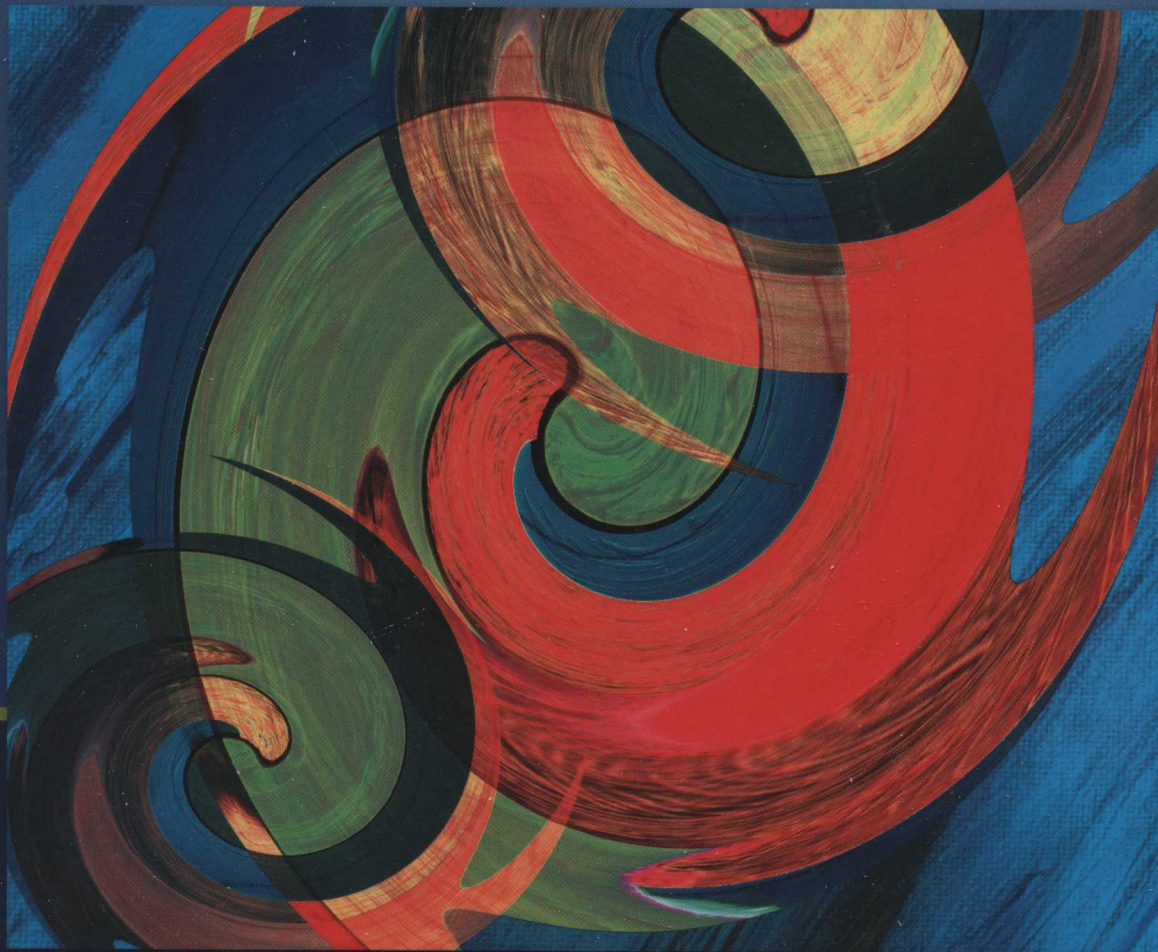


SECOND EDITION

*The Handbook of*  
**COMMUNITY  
PRACTICE**



**Marie Weil**

EDITOR

**Michael Reisch • Mary L. Ohmer**

ASSOCIATE EDITORS



2 EDITION

*The Handbook of*  
**COMMUNITY  
PRACTICE**

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*University of North Carolina, Chapel Hill*

EDITOR



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2<sup>EDITION</sup>

*The Handbook of*  
**COMMUNITY  
PRACTICE**

*To those current and future students who will carry  
on community practice—in work to foster social and economic development,  
in mutual work with people to improve the conditions and quality of their lives,  
to advance the profession's mission to press unwaveringly for human rights,  
and to work always toward social justice.*

# Preface

MARIE WEIL

*University of North Carolina, Chapel Hill*

Community practice has been an integral part of social work since its inception in the Settlement House Movement and Charity Organization Societies in the Global North in response to pressures caused by the Industrial Revolution. In the Global South, community practice as a formal process typically began in reaction to the pressures of colonization and efforts to rebuild communities and societies in its wake. Across both hemispheres, community practice—in its grassroots organizing, inter-agency planning, and social justice aspects—engages citizens in problem-solving work to improve quality of life for vulnerable groups and communities and enacts the profession's social justice mission through a variety of practice models, from community development to political action. While practice emphases varied in many nations over the course of the 20th century—sometimes with greater focus on organizing services, grassroots organizing, planning, or social action—the essential purposes of strengthening communities and services and pressing for access, equality, empowerment, and social justice have not wavered.

Indeed, community practice is expanding globally in the 21st century. At the same time, major new contexts are developing that will impact community practice work everywhere: the increasing interaction of multiple cultures within and among nations; the continuing struggle to make human rights for everyone—including women and children—a reality

throughout the world; and the far-reaching impact of globalization on the poor and working classes in both the Global South and North. Many practice strategies are likely to prove tried and true, others will need modifications for diverse settings or changing populations, and doubtless new strategies will be developed in the future as needed.

All communities are and will continue to be affected by the global economy and by the social, economic, and political shifts that will continue interactively. Community practitioners will need to be cognizant, proactive, and seriously engaged to bring forth close global connections that support human and sustainable development, rather than witnessing the increase of already-evident risks and damage to local economies, social structures, and the environment. Community practice approaches, from grassroots organizing to policy and social action, must take into account new complexities, challenges, and opportunities in this period of unparalleled global change. Indeed, community practice is the critical component of the profession that can help citizens, groups, communities, and organizations enlarge civil society, increase grassroots political clout, advocate for human rights, and work for positive social change to support those most disadvantaged by macro changes.

This second edition of *The Handbook of Community Practice* has been reorganized and reworked, and many new chapters have been

added to present a strong global perspective supported by knowledge, theory, and practice examples from the Global South and North. This book is intended to assist current and future community practice, social work, and community development students, faculty, and practitioners in many parts of the world as they confront the challenges posed in the coming decades. It is also intended to help students in industrialized nations understand and recognize how much they have to learn from practice, theory, and knowledge developed in industrializing nations. Likewise, it is intended to provide current knowledge and theory from industrialized and post-industrial nations, marked by concerns and practices that stress inclusion, social justice, and human rights concerns that recognize the critical importance of local knowledge and contexts, free of the academic imperialism that has presumed other nations should follow Western-developed approaches to practice (Dominelli, 2007; Hall & Midgley, 2004; Midgley, 1997). There is much to be gained through mutual and egalitarian transnational learning, and while much more sharing, knowledge building, and research are needed, this handbook seeks to establish and encourage this transnational and mutual approach to learning and testing practice approaches.

The first edition of this text was encouraged by Jim Nageotte (then SAGE's human services editor) and Professor Charles Garvin of the University of Michigan. I greatly appreciate the work of the authors for the first edition and particularly the writing and excellent initial editing of selected chapters by associate editors Michael Reisch, Dorothy N. Gamble, Lorraine Gutiérrez, Elizabeth A. Mulroy, and Ram A. Cnaan. The positive response to the book owes much to the quality of their work. Happily, SAGE has made the original edition of the handbook available online through libraries so that readers can continue to refer to it and faculty can access chapters for their classes.

Given the very positive reception of the first edition of this text and the need for such a community practice volume to provide greater focus on global issues and broader ranges of theory, practice, and

knowledge, I was delighted when Kassie Graves, senior acquisitions editor for SAGE, proposed a second edition. Kassie has been unfailing in her encouragement and support of this work. One could not hope to work with a more knowledgeable and skilled editorial team than Kassie, Megan Granger, and Libby Larson.

Most especially, I am immensely appreciative of the creative chapter development and astute editing of Michael Reisch of the University of Maryland at Baltimore and Mary L. Ohmer of Georgia State University, who graciously consented to serve as associate editors for the second edition. Their intellect, extensive knowledge, commitment, and editorial skill made them outstanding partners in the development of this text. They assisted in author selection, offered support in chapter planning, and reviewed and edited multiple drafts of numerous chapters for this edition, providing support for authors and excellent editorial skills. I extend heartfelt thanks to Mary and Michael for their work and to the contributors to the second edition, who expanded the concept of the book and deepened the knowledge, theory, and practice examples for students.

## CHAPTER AUTHORS

A total of 66 distinguished authors contributed to this second edition, with some involved in more than one chapter. With regard to multinational experience, 8 authors were born or now live in nations other than the United States. These authors all have experience working in multiple nations. A number of authors from the United States have considerable experience in multinational practice, teaching, and research; at least 20 have been involved in international work, and 1 works full-time for an international nongovernmental organization.

While a number of the authors are university faculty, these are not ivory tower people. Almost all are involved in work with communities, groups, and organizations, or advocacy and policy practice. Some are guiding comprehensive neighborhood initiatives. Several have developed research and study centers that tie them to communities in multiple

nations. One has developed a women's community organizing center that supports organizers in communication and collaborative work. Several have been called on to conduct research on asset development in multiple nations; a number have led study-abroad programs; several have taught in countries other than their own; some have been involved in multinational research for international organizations; and many have been involved in volunteer consultation for organizations in multiple countries. They bring extensive knowledge and practice experience to their writing.

To heighten the focus on the realities of practice, this second edition has added more practitioner authors who bring current, on-the-ground experience to vital areas of community practice. Sixteen second-edition authors are experienced practitioners/leaders: Six of these are CEOs or directors of nonprofit organizations they founded and built, and others lead nonprofit development programs. Still others work as community organizers, advocates, and program and organizational consultants, and one is assistant to the president of a national U.S. labor union. At least 14 contributing authors are now or have previously been heads of university research, policy, or practice-research centers, and another 10 have led complex university/community partnership development and research programs.

In addition to international representation, some of the diversity of the U.S. population is represented, including American Indians, Latino/as, African

Americans, and Indian Americans, as well as others from the myriad ethnicity and nationality groups that make up the U.S. population. While a full survey has not been taken, the table below reflects some of the nations in which contributors to the book have worked or volunteered.

This second edition has provided these contributors the opportunity to compose a comprehensive summary of their favorite subjects and practice areas. In combination, the handbook builds strongly on the earlier literature on community practice and on theory and perspectives from multiple nations. Michael Reisch, Mary L. Ohmer, and I have worked to ensure that the second edition builds on the current literature and presents both the breadth and depth of community practice.

As a result, this volume provides unprecedented opportunities (1) to examine the range of practice methods employed currently in community interventions; (2) to consider the political, economic, social, and global shifts affecting and changing the context of practice across the world; (3) to explore theory and practice theorizing; and (4) to analyze ways in which knowledge, methodology, and research can provide direction and inform leaders, facilitators, community members, and practitioners about ways to strengthen communities and service systems as well as to organize, plan, and act for needed change. Authors have critically examined knowledge, theory, practice, and methods, and have worked to define and interpret emerging issues that

Africa <i>(At least 9 contributors)</i>	Asia <i>(At least 16 contributors)</i>	Latin America <i>(At least 7 contributors)</i>	Europe <i>(At least 7 contributors)</i>	Indigenous Populations <i>(At least 8 contributors)</i>
Kenya Uganda Ghana Tanzania South Africa	India China Hong Kong Japan Indonesia Australia New Zealand	Peru Colombia El Salvador Costa Rica Honduras Mexico Guatemala	England Scotland Wales Eastern Europe Germany	American Indians Maori Aboriginal people of Australia Other tribal groups



future students, practitioners, scholars, and researchers will need to confront in coming years.

## ORGANIZATION OF THE BOOK

The handbook is organized into six sections. Part I provides analysis of the contexts of community practice and presents central issues that impact the practitioner's work. Four new chapters introduce this edition. Chapter 1 examines global contexts and a range of issues facing community practitioners across the world. Chapter 2 provides an overview of the complex history of community development, organizing, and planning in the United States. Chapter 3 analyzes challenges in the global economy for both the Global South and North, and Chapter 4 probes central issues and principles of social justice, human rights, and values that can assist community practitioners in determining courses of action. Two new theory chapters conclude this section: Chapter 5 analyzes theories of community and provides essential knowledge, and Chapter 6 explores types of theories that relate to and support practice, as well as central practice theories of development, organizing, planning, and social change. Beginning with relevant explanatory theory, the process of theorizing, and the importance of applying critical perspectives, this chapter moves to examination of theory focused on scales of intervention—from interpersonal to inter-organizational—through which practitioners engage members of communities and organizations. The chapter concludes with central practice theory for major methods of community practice and the process of moving theories into action.

Part II begins with the evolution of practice models in Chapter 7 and specifically examines eight current models used in many parts of the world and adapted for local context and issues. These models relate to organizing; community, social, economic, and sustainable development; program and service development; social planning, coalition building, political and social action, and policy practice; and movements for progressive change. Analysis of each model is provided, along with discussion of outcomes,

change strategies, constituencies, and scope of concern as well as identification of major roles needed for effective practice in each model. Chapter 8 presents a vital history of development theory and development work infused with knowledge and critical perspective from the Global South. It provides historical analysis of the outcomes of application of particular theories and carefully analyzes whose interests were met by dominant theories, some of which emerged in conjunction with colonial exploitation or followed colonialist ideologies. Chapter 9 presents central issues of practice for sustainable development to promote progressive social and economic change and environmental protection of the earth for future generations. Chapters 10 and 11 examine contemporary community organizing practice—one compares and contrasts conflict and consensus approaches, and the other provides examples and issues related to organizing in communities of color. Chapters 12 and 13 examine social planning, the first presenting theory and case examples of planning *with* communities and the second illustrating principles and examples of larger-scale planning in communities and cities, as well as particular issues related to planning for service development. Both these chapters take a global perspective, providing examples from both the Global North and South.

The next five chapters (Chapters 14–18) examine practice to promote progressive social change. Chapter 14 addresses essential participatory methods that are adaptable to many practice settings and ground practice with those who have been marginalized. Chapter 15 focuses on strategies for social, political, and legislative action. Chapter 16 skillfully differentiates radical community organizing from other types and illustrates the need for practitioners to employ strategies and tactics that address root causes of major social problems. The increasing importance and methods of practice in coalitions, collaborations, and partnerships are analyzed in Chapter 17, along with illustrations of these central interorganizational practice approaches. Chapter 18 analyzes eight models for engaging in policy practice—a central means of initiating and solidifying needed social change.

Part III engages readers in diverse issues, areas, and fields of community practice. The first two chapters in this section examine issues of diversity and multicultural communication in different ways: Chapter 19 explores what needs to happen for organizations to develop cultural competence for effective work with diverse groups and communities of color, while Chapter 20 analyzes issues related to multicultural communication and collaboration and documents the principles, skills, and practice strategies needed for effective cross-cultural communication. The fields of practice discussed present issues and challenges in rural community practice (Chapter 21), in reviving social work's commitment to workplace justice (Chapter 22), and in the skills needed now for effective community economic development (Chapter 23). Chapter 24 examines social problems in major U.S. cities, exacerbated as funding for comprehensive community initiatives has been scaled back, and what approaches are needed to rekindle this type of broad-ranging, collaborative initiative and rebuild supportive communities in low-income areas. Chapter 25 demonstrates the development of a model children's service system and what is required to promote needed services in major urban areas. Chapters 26 and 27 concentrate on community practice focused on youth. Chapter 26 examines the promise of youth-led organizing and the mutual benefits to communities of "growing their own leaders," while Chapter 27 focuses on the needs for and positive outcomes of adopting methods of restorative justice for youth and their communities.

Part IV delves deeper into global issues and practice approaches, examining in Chapter 28 the power of social development indicators in identifying and understanding problems and impediments to positive and healthy human development. Chapter 29 confronts pivotal issues for humankind's survival—the scourge of global poverty, the need for effective welfare regimes, the consequences of absolute poverty, and promising strategies to create assets and promote sustainable livelihoods. Chapter 30 provides discussion of the

major areas of international community practice and leads us through consideration of serious issues, illustrating the interconnections of problems and populations across the world and the need to act to protect the most vulnerable. The section concludes with presentations of women's leadership in community development, planning, organizing, and social change. Chapter 31 treats major issues related to the current lack of equal rights for women and girls in many areas of the world and demonstrates that even in the face of familial and communal discrimination, women rise as powerful leaders who invest in the holistic development of their communities and families. This chapter examines women's leadership and empowerment work on four continents and is written by a woman originally from Colombia, a woman from Mumbai, a woman originally from Zambia, and two women from the United States—all invested in opportunities and advancement for women as a major step in the advancement of humanity and more egalitarian societies.

Part V examines issues related to community building and connections among community-based organizations, and addresses major challenges in service coordination, resource development, and the design of effective programs. Chapter 32 explores the role human service nonprofits can play in community-building efforts. From a global perspective, Chapter 33 demonstrates effective approaches to building local capacity for rural development in nations across the world. World Neighbors, an international nongovernmental organization, is committed to sustainability; when the organization agrees to work with a community or a cluster of villages, it commits to stay and work directly with community members for 10 years to ensure that the population can maintain positive changes—improved crops and livelihoods, better health, and gender equity. The next two chapters examine serious service issues and the need for family- and client-driven service systems. Chapter 34 investigates the growth of and the distance to go in constructing culturally competent youth- and family-driven services and well-coordinated systems of care, and Chapter 35

examines the history and current challenges of creating a holistic and healing system of care for adults with mental health and other social problems. As has been echoed over decades, the way a nation treats its most vulnerable teaches us volumes about the ethic of care and our level of humanity. Chapter 36 views these issues from a planning perspective, illustrating differing ways to design programs that effectively address community needs and involve community members in that planning. Chapter 37 provides innovative ways of approaching resource development to fund programs and organizations, and seeks to establish a broader framework focused on a stakeholder model.

Part VI addresses the criticality of research and evaluation, along with the promise of newer technologies to strengthen the capacities of organizations and community associations to build new knowledge and assist productive practice. Chapter 38 provides a strong analysis of community-based research, with special attention to community practice. Chapter 39 guides readers through considerations of optimal use and application of technology in the digital age, and Chapter 40 demonstrates how mapping using geographic information systems can be used to support positive, community-led change. In combination, these 40 chapters seek to ground readers in community practice, to promote understanding of our increasing global connectedness—even in the face of major social and economic problems—and to provide perspective on the essential needs for equal human rights, multicultural understanding, and social justice.

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My deep thanks to the wonderful women who have worked with me as research assistants during their MSW studies: Emily MacGuire, who again skillfully reviewed and edited chapters; Colleen Jeske, who has assisted with logistics and background research and contributed the Kibera case study; Alison Doernberg, who took on editing from Montana, insightfully critiqued and edited chapters, and coauthored one chapter; Cassandra Chugh, who has provided back-up and research for the case study of Rainier Beach in Seattle; and Hannah Popish, who helped initiate the project, connecting with authors and setting up logistics and procedures that provided a smooth working process. Special appreciation goes to Robert Pleasants and Susan White for clear-eyed initial copyediting, and to Jong-Gyu Paik and Andrea Meier who have provided technical, research, and moral support. Finally, I express great appreciation to my partner, Charles Weil, who has cheerfully endured this long process and remained stalwart, supportive, and loving.

## DEDICATION

I dedicate this volume to our grandson, Nathan Charles Weil, and our granddaughter, Le Xin Clare Weil, and their parents, David and Kristen, who bring great joy to our lives; and to the inspiring mentors who have been models and guides for my life and work: to the memory of Paul Schreiber, former dean of the Hunter College School of Social Work—my model of scholarship and integrity—and to Barbara Solomon of the University of Southern California, who has brilliantly led social work toward empowerment practice.

—Marie Weil

To Jennifer and Nikki, whose generation will create more just and vibrant communities.

—Michael Reisch

I dedicate this book to my brothers and sisters—Bob, Tom, Cindi, and Rose—who have always loved and supported me in everything I do; to my 22 nieces and nephews and great nieces and nephews, who are the joy of my life; and to all my students, who are always challenging me to learn and grow.

—Mary L. Ohmer

# Contents

Preface	xi
<b>PART I THE CONTEXT OF COMMUNITY PRACTICE</b>	<b>1</b>
<b>1. Introduction: Contexts and Challenges for 21st Century Communities</b>	<b>3</b>
<i>Marie Weil, Berg-Beach Distinguished Professor of Community Practice, SSW, University of North Carolina, Chapel Hill, North Carolina</i>	
<i>Michael Reisch, Daniel Thursz Distinguished Professor of Social Justice, SSW, University of Maryland, Baltimore</i>	
<i>Mary L. Ohmer, Associate Professor, SSW, Georgia State University, Atlanta</i>	
<b>2. History and Context for Community Practice in North America</b>	<b>27</b>
<i>William G. Brueggemann, Professor Emeritus, Kyushu University of Health and Welfare, Nobeoka, Japan</i>	
<b>3. Community Practice Challenges in the Global Economy</b>	<b>47</b>
<i>Michael Reisch, Daniel Thursz Distinguished Professor of Social Justice, SSW, University of Maryland, Baltimore</i>	
<b>4. Social Justice, Human Rights, Values, and Community Practice</b>	<b>73</b>
<i>Michael Reisch, Daniel Thursz Distinguished Professor of Social Justice, SSW, University of Maryland, Baltimore</i>	
<i>Jim Ife, Professor Emeritus, Centre for Human Rights Education, Curtin University of Technology, Perth, Australia</i>	
<i>Marie Weil, Berg-Beach Distinguished Professor of Community Practice, SSW, University of North Carolina, Chapel Hill, North Carolina</i>	
<b>5. Theories of Community</b>	<b>105</b>
<i>Robert J. Chaskin, Associate Professor, School of Social Service Administration, University of Chicago</i>	
<b>6. Applying Practice Theories in Community Work</b>	<b>123</b>
<i>Marie Weil, Berg-Beach Distinguished Professor of Community Practice, SSW, University of North Carolina, Chapel Hill, North Carolina</i>	
<i>Mary L. Ohmer, Associate Professor, SSW, Georgia State University, Atlanta</i>	

<b>PART II. MAJOR APPROACHES TO COMMUNITY PRACTICE: DEVELOPMENT, ORGANIZING, SOCIAL PLANNING, AND SOCIAL CHANGE</b>	<b>163</b>
<b>7. Evolution, Models, and the Changing Context of Community Practice</b>	<b>167</b>
<i>Marie Weil, Berg-Beach Distinguished Professor of Community Practice, SSW, University of North Carolina, Chapel Hill, North Carolina</i>	
<i>Dorothy N. Gamble, Clinical Professor Emerita, University of North Carolina, Chapel Hill</i>	
<i>Mary L. Ohmer, Associate Professor, SSW, Georgia State University, Atlanta</i>	
<b>A. Development</b>	
<b>8. Development Theories and Community Development Practice: Trajectory of Changes</b>	<b>195</b>
<i>Lakshmi Lingam, Deputy Director &amp; Professor, Tata Institute of Social Sciences, Mumbai and Hyderabad, India</i>	
<b>9. Sustainable Community Development</b>	<b>215</b>
<i>Dorothy N. Gamble, Clinical Professor Emerita, University of North Carolina, Chapel Hill</i>	
<i>Marie D. Hoff, Professor Emerita, Boise State University, Idaho</i>	
<b>B. Organizing</b>	
<b>10. The Practice of Community Organizing: Comparing and Contrasting Conflict and Consensus Approaches</b>	<b>233</b>
<i>Mary L. Ohmer, Associate Professor, SSW, Georgia State University, Atlanta</i>	
<i>Fred Brooks III, Associate Professor, SSW, Georgia State University, Atlanta</i>	
<b>11. New Theory for New Constituencies: Contemporary Organizing in Communities of Color</b>	<b>249</b>
<i>Rinku Sen, President and Executive Director, The Applied Research Center, New York</i>	
<b>C. Planning</b>	
<b>12. Community-Based Social Planning: Theory and Practice</b>	<b>265</b>
<i>Marie Weil, Berg-Beach Distinguished Professor of Community Practice, SSW, University of North Carolina, Chapel Hill, North Carolina</i>	
<b>13. Larger-Scale Social Planning: Planning for Services and Communities</b>	<b>299</b>
<i>Jon Simon Sager, Clinical Associate Professor, University of Southern California SSW</i>	
<i>Marie Weil, Professor, University of North Carolina, Chapel Hill, North Carolina</i>	
<b>D. Progressive Social Change: People, Systems, and Societies</b>	
<b>14. Participatory Methods in Community Practice</b>	<b>327</b>
<i>Dorothy N. Gamble, Clinical Professor Emerita, University of North Carolina, Chapel Hill</i>	
<b>15. Political, Social, and Legislative Action</b>	<b>345</b>
<i>Jacqueline Mondros, Dean and Professor, Hunter College, SSW, City University of New York</i>	
<b>16. Radical Community Organizing</b>	<b>361</b>
<i>Michael Reisch, Daniel Thursz Distinguished Professor of Social Justice, SSW, University of Maryland, Baltimore</i>	

17. **Coalitions, Collaborations, and Partnerships: Interorganizational Approaches to Social Change** 383  
*Terry Mizrahi, Professor Hunter College SSW, City University of New York*  
*Beth B. Rosenthal, Adjunct Professor, New York University*  
*Jan Ivery, Associate Professor, SSW, Georgia State University, Atlanta*
18. **Eight Models of Policy Practice: Local, State, National, and International Arenas** 403  
*Bruce Jansson, Margaret W. Driscoll/Louise M. Clevenger Professor of Social Policy and Administration, University of Southern California*  
*Gretchen Heidemann, ABD, SSW, University of Southern California*  
*Jacquelyn McCroskey, John Milner Professor of Child Welfare, University of Southern California*  
*Ralph David Fertig, J.D., Clinical Professor, University of Southern California*
- PART III. ISSUES, AREAS, AND FIELDS OF COMMUNITY PRACTICE** 421
- A. Issues and Areas**
19. **Cultural Competency: Organizations and Diverse Populations** 425  
*Patricia St. Onge, CEO, Seven Generations Consulting and Coaching, San Francisco*
20. **Principles, Skills, and Practice Strategies for Promoting Multicultural Communication and Collaboration** 445  
*Lorraine M. Gutiérrez, Arthur F. Thurnau Professor, School of Social Work & Department of Psychology, University of Michigan*  
*Edith A. Lewis, Associate Professor, School of Social Work, University of Michigan*  
*Adrienne B. Dessel, Co-Associate Director, Program on Intergroup Relations, University of Michigan*  
*Michael Spencer, Professor and Associate Dean for Educational Programs, School of Social Work, University of Michigan*
- B. Fields of Practice and Populations**
21. **Rural Community Practice: Organizing, Planning, and Development** 461  
*Iris Carlton-LaNey, Professor, University of North Carolina, Chapel Hill*  
*N. Yolanda Burwell, Senior Fellow, North Carolina Rural Economic Development Center*  
*Craig White, Co-Director, Center for Participatory Change, Asheville, North Carolina*
22. **Renewing Social Work's Commitment to Workplace Justice** 479  
*Alice B. Gates, Visiting Professor, University of Portland, Portland Oregon*  
*David Dobbie, Assistant to the President, American Federation of Teachers, Detroit Michigan*
23. **Community, Economic, and Social Development in a Changing World** 495  
*David M. Feehan, CEO Civitas Consulting Group*  
*Marvin D. Feit, Professor, Ethelyn R. Strong School of Social Work, Norfolk State University*  
*Carol Becker, University of St. Thomas and CDC Consultant*

24. **Comprehensive Community Building at a Crossroads in Civil Society** 513  
*Tracy M. Soska, University of Pittsburgh, Director of Continuing Education and Chair  
Community Organizing and Social Administration*  
*Robert Feikema, Community Organizer and Consultant, Pittsburgh*
25. **Creating a Model Children's Service System: Lessons Learned From San Francisco** 531  
*Margaret Brodtkin, MSSA, Executive Director, A New Day  
for Children, San Francisco*
26. **Youth-Led Organizing, Community Engagement, and Opportunity Creation** 547  
*Melvin Delgado, Professor, School of Social Work, Boston University*  
*Lee Staples, Community Organizer and Clinical Professor, Boston University*
27. **Restorative Justice and Youth Offending** 567  
*Joan Pennell, Director, Center for Family and Community Engagement, North Carolina  
State University*  
*Gabrielle Maxwell, Senior Associate, Institute of Policy Studies, Victoria University of  
Wellington, New Zealand*  
*Jessalyn Nash, Adjunct Professor, Criminology and Criminal Justice,  
Sonoma State University, California*
- PART IV. GLOBAL ISSUES AND APPROACHES** 585
28. **Global Change and Indicators of Social Development** 587  
*Richard J. Estes, Professor and Director International Programs, SSW, University of  
Pennsylvania*
29. **Confronting Global Poverty: Building Economic Opportunity  
and Social Inclusion** 607  
*Gina Agnes N. Chowa, Assistant Professor, University of  
North Carolina, Chapel Hill*  
*Rainier De Vera Masa, MSW, University of North Carolina, Chapel Hill*  
*Michael Sherraden, Benjamin E. Youngdahl Professor of Social Development and  
Director, Center for Social Development, George Warren Brown School of Social Work,  
Washington University, St. Louis*  
*Marie Weil, Berg-Beach Distinguished Professor of Community Practice, SSW University  
of North Carolina, Chapel Hill, North Carolina*
30. **International Community Practice: Local-Global Issues and Strategies** 633  
*Manohar Pawar, Professor and Director, Centre for Rural Social Research, Charles Sturt  
University, Australia*
31. **Women and Leadership in Development, Planning, Organizing, and Social Change** 653  
*Mónica Marie Alzate, Associate Professor, University of Oklahoma, Norman*  
*Janki Andharia, Professor, Tata Institute of Social Sciences, Mumbai*



*Gina Agnes N. Chowa, Assistant Professor, University of North Carolina, Chapel Hill*

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**PART V. COMMUNITY-BASED ORGANIZATIONS, COMMUNITY BUILDING,  
SERVICE COORDINATION, PROGRAM DESIGN, AND RESOURCE DEVELOPMENT** 683

**32. The Role of Human Service Nonprofits in Promoting Community Building** 685

*Mark Samples, MSW, School of Social Welfare, University of California, Berkeley*

*Michael J. Austin, Professor and Director, Mack Center on Nonprofit Management in the  
Human Services, School of Social Welfare, University of California, Berkeley*

**33. Building Local Capacity for Rural Development: Experiences From World Neighbors** 701

*Scott A. Killough, Vice President, Learning and Innovation, World Neighbors, Oklahoma  
City, Oklahoma*

**34. Developing Cultural Competence and Youth- and Family-Driven Services in Systems of Care** 725

*Terry L. Cross, Director, National Indian Child Welfare Association, Portland, OR*

*Barbara J. Friesen, Professor Emerita, School of Social Work, and Director, Research and  
Training Center on Family Support and Children's Mental Health, Portland State University*

**35. In Search of the System: Adult Mental Health** 741

*Jenneth Carpenter, Senior Research Associate, Advocates for Human Potential Inc.*

*W. Patrick Sullivan, Professor, School of Social Work, Indiana University, Indianapolis*

**36. Program Planning and Implementation: Designing Responses to Address Community Needs** 757

*F. Ellen Netting, Samuel S. Wurtzel Professor, Virginia Commonwealth University*

*Mary Katherine O'Connor, Professor, Virginia Commonwealth University*

**37. Fundraising and Community Practice: A Stakeholder Model** 773

*Armand Lauffer, Professor Emeritus, University of Michigan*

**PART VI. RESEARCH, EVALUATION, AND THE USE OF TECHNOLOGY  
IN COMMUNITY PRACTICE** 789

**38. Community-Based Research: Rationale, Methods, Roles, and Considerations for  
Community Practice** 791

*Mary L. Ohmer, Associate Professor, SSW, Georgia State University, Atlanta*

*Joanne L. Sobeck, Professor and Director, Center for Social Work Practice and Policy  
Research, SSW, Wayne State University, Detroit*

*Samantha N. Teixeira, MSW, SSW, University of Pittsburgh*

*John M. Wallace Jr., Associate Professor, SSW, University of Pittsburgh*

*Valerie B. Shapiro, Assistant Professor, School of Social Welfare, University of  
California, Berkeley*

**39. Community Practice in the Digital Age** 809

*Dick Schoech, Professor, University of Texas, Arlington*