# CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Web Contents</td>
<td>ix</td>
</tr>
<tr>
<td>Foreword</td>
<td>xi</td>
</tr>
<tr>
<td>Preface</td>
<td>xv</td>
</tr>
<tr>
<td>Acknowledgments</td>
<td>xxi</td>
</tr>
<tr>
<td>The Author</td>
<td>xxiii</td>
</tr>
<tr>
<td>Chapter 1: Why Collaborative Solutions? How Our Helping Systems Are Failing Us</td>
<td>1</td>
</tr>
<tr>
<td>Community Solutions Demand a New, Collaborative Approach</td>
<td>3</td>
</tr>
<tr>
<td>How Our Traditional Community Problem-Solving Methods Fail</td>
<td>4</td>
</tr>
<tr>
<td>What Does This Tell Us, and What Do We Do Next?</td>
<td>21</td>
</tr>
</tbody>
</table>
Chapter 2: Building Healthy Communities through Collaborative Solutions: An Overview of Six Key Principles

1. Encourage True Collaboration as the Form of Exchange
2. Engage the Full Diversity of the Community, Especially Those Most Directly Affected
3. Practice Democracy and Promote Active Citizenship and Empowerment
4. Employ an Ecological Approach That Builds on Community Strengths
5. Take Action by Addressing Issues of Social Change and Power on the Basis of a Common Vision
6. Engage Spirituality as Your Compass for Social Change

Community Story: The Cleghorn Neighborhood Center

Chapter 3: Encouraging True Collaboration

Networking
Coordination
Cooperation
Collaboration
Learning to Collaborate: Risks, Resources, Rewards, and Responsibilities
What If . . .
Community Story: The North Quabbin Community Coalition

Chapter 4: Engaging the Full Diversity of the Community

Mini-Grants
Leadership Development
Community Outreach Workers
Community Organizers
Contents

Experiment with Simple Options to Engage Community Members 77
Community Story: The Mayor’s Task Force on Deinstitutionalization 83

Chapter 5: Practicing Democracy 95
How Much Participation Do We Want? 98
How Do We Encourage Democratic Participation? 102
More Ways to Support the Practice of Democracy 105
Community Story: Valuing Our Children 109

Chapter 6: Employing an Ecological Approach That Builds on Community Strengths 123
Assets and Deficits 126
Setting the Stage to Move from Assets to Action 128
Healthy Communities: A Model Ecological Approach 131
Healthy Communities in Action 135
Community Stories: The Northern Berkshire Community Coalition and the Lower/Outer Cape Community Coalition 138
Community Story: The Institute for Community Peace and the Santa Barbara Pro-Youth Coalition 147

Chapter 7: Taking Action and Working for Social Change 155
Key Factors for Coalitions in Successfully Creating Community Change 156
Creating a Common Vision 157
Community Action to Create Community Change 157
Addressing Issues of Social Change and Power 164
Addressing Issues of Social Change in Collaborative Efforts 168
Power-Based Versus Relationship-Based Social Change 179
Barack Obama’s Election and the Future of Collaborative Solutions 181
Community Story: Health Access Networks 186

Chapter 8: Engaging Spirituality as Your Compass for Social Change 197

What Really Works? 198
The Current Helping System: How It Is Stuck, and How We Can Free It 201
Overcoming the Limitations with the Help of Spiritual Principles 204
It’s Profound, It’s Not Easy . . . but It’s Within Our Reach 226
Community Story: Bringing It All Back to Earth: The Spiritual Essence of a Regular Meeting of the North Quabbin Community Coalition 229

Conclusion 235

Appendix: Evaluation: Assessing Our Progress and Celebrating Our Success 239

Questions an Evaluation Can Help Answer 240
Community Participation in Evaluation 241
Frameworks for Evaluating Coalitions 242
Documentation and Evaluation in Action: Community Stories 250
Conclusion 264

References 265
Index 279
WEB CONTENTS

FREE Premium Content

This book includes premium content that can be accessed from our Web site when you register at www.josseybass.com/go/tomwolff using the password professional.

Tool 1: The Continuum of Collaboration Worksheet

Tool 2: Is It an Agency-Based or Community-Based Program?

Tool 3: Assessing Your Coalition’s Commitment to Agency- and Community-Based Approaches to Problem Solving

Tool 4: Force Field Analysis

Tool 5: How Is Our Coalition Doing on the Key Variables for Success?

Tool 6: Creating a Common Vision

Tool 7: A Road Map to the Future

Tool 8: Coalition Empowerment Self-Assessment

Tool 9: Evaluation Questions for Each Phase of the IOM Model

Tool 10: Levels of Assessment

Tool 11: Coalition Member Assessment