Contents

Foreword v

Introduction 1

Section I. Defining the Issues 9

Limitations to Organizational and Leadership Progress in Community Development: An Overview
Roland V. Anglin and Rolando D. Herts 13

Religion's Investment and Involvement in Community-Based Economic Development: An Overview
Elliot Wright 27

Faith and Mortar: Religious Organizations and Affordable Housing Strategy in Urban America
Xavier de Souza Briggs 43

Supporting the Community Development Movement: The Achievements and Challenges of Intermediary Organizations
Roland V. Anglin and Susanna C. Montezemolo 55

Strengthening the Street Saints: Intermediaries Providing Capacity-Building Assistance to Faith-Based Organizations
Amy L. Sherman 73

Section II. Current Research on Building the Capacity of Community Development Organizations 89

Replacing Passionate Leaders: The Current Challenge for Community Development
Aida Rodriguez and Nina Herzog 93

Building the Capacity of Community-Based Development Organizations: The Case of Community Development Partnerships
Norman J. Glickman 117

Capacity Building: The Case of Faith-Based Organizations
Michael Leo Owens 127

Expanding Organizational Capacity: The Human Capital Development Initiative
Norman J. Glickman, Donita Devance-Manzini, and Sean DiGiovanna 165

The Role of Employee Benefits in Building a High-Impact, High-Performance Community-Based Development Organization
Roland V. Anglin and Joseph McNeely.....175

Learning From Adversity: The CDC School of Hard Knocks
William M. Rohe, Rachel Bratt, and Protip Biswas 193

Section III. Training and Capacity 201

The Leadership Challenge: Creating an Enduring Organization
Robert O. Zdenek and Carol Steinbach 205

The History and Future of Training and Education for Faith-Based and Community Development
Joseph McNeely 211

Urban Ministry Training and Capacity-Building Programs of Faith-Based Organizations
David J. Frenchak 235

Education and Training for Community Development
Neil S. Mayer 249

Section IV. The Role of Performance Measures in Expanding Capacity.....271

Organizational Capacity: Issues and Concerns Regarding Performance Standards
Rikki Abzug and Mary R. Watson.....275

Participatory Outcomes-Based Evaluation: The Success Measures Process and Data System
Virginia Seitz and Margaret Grieve 285

Compendium Summary 293