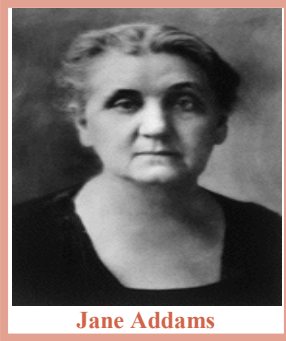# INTRODUCTION TO COMMUNITY ORGANIZATION
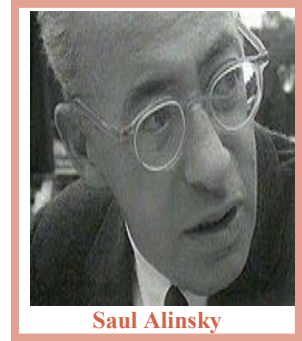## (Compiled by S.Rengasamy, Faculty Member, Madurai Institute of Social Sciences)

Jane Addams

Hull House where Jane Addams practiced Community Organization

Saul Alinsky

what is CO? What are its driving philosophy, values and goals? Who employs the strategy? What are some examples of CO in practice? What is being accomplished? Why does it seem to be gaining in importance and use today? How does CO differ from other strategies, activities or interventions that seek to benefit low-income people and communities?

Organization means hope for people. It means making their institutions relevant. But most of all, organization means power. It means being able to do something about things they've been frustrated about all their lives. — Ernesto Cortes, Industrial Areas Foundation
Community organizing explicitly seeks to build the powerbase of the poor so they can affect and change the public policies and private market forces that create and sustain social and economic inequality. — Henry Allen, Hyams Foundation

Community is a contributor of resources and allies and provider of pitfalls and opponents

Community is a place, where
1. The need for change, 2.The effort to make that change and 3. The resistance to change
co-exists

Community Organizers can differ on strategy, tactics, even on what seem to be base values. However, all organizers believe in people, in the ability of regular folks to guide their lives, to speak for themselves, to learn the world and how to make it better.
C. Organizers believe in
PEOPLE CAN DO IT
PEOPLE CAN BE TRAINED TO DO IT
CONDITIONS CAN BE CREATED TO DO IT

Three ways to perceive a community
Perceiving Community as a community
Components of community i.e. sub communities
Groups drawn to the arena of action

Community
- Geographic area, defined boundaries
- Shared interest and activities
- Purposeful grouping of individuals in to a common whole

- A fundamental capacity of our humanness
- A state of being
- Manner of people relating to one another

❑ Provider of benefits that accrue from inter-action

Types of communities

Interest community: Communities we need to know/ the people who are involved in our particular action.

The use of the term community has remained to some extent associated with the hope and the wish of reviving once more the closer, warmer, more harmonious type of bonds between people vaguely attributed to past ages' (Elias 1974)

Need or benefit community: Consists of people who currently experience the problem or could benefit from its resolution.

Action community: Consists of people who recognize or could easily recognize that a problem exists and are willing to work to resolve it.(change agent)

Target or response community: Consists of people whose policies, actions or inaction's somehow perpetuate the problem.

Peripheral community: The wider community

Community organization has several meanings

It refers to a **structure or stage of development** as in the **'organized'** and **'unorganized'** community.

Field of practice such as **"Planning Social Welfare Services, 'Federated fund raising'** etc.

As a method -'A way of working on as orderly and conscious basis to effect defined and desired objectives and goals.

Unorganized community implies absence of certain facilities i.e. Agencies or Institutions which seem desirable and which one might expect to find.

Disorganized community implies presence of conflicts so sharp that its normal life has been disrupted.

Organized community implies presence of certain facilities and normal life.

Notable community organizers
* Jane Addams
* Saul Alinsky
* Daniel Berrigan
* Dorothy Day
* John W. Gardner
* Samuel Gompers
* Jesse Jackson
* Mother Jones
* Martin Luther King, Jr.
* John L. Lewis
* Ralph Nader
* Barack Obama
* Wade Rathke
* Pat Robertson

- Grassroots organizing is about networking people together to exercise their influence on the world around them. In politics, grassroots organizing is about ordinary people doing extraordinary work to improve the world we live in. It is about recruiting, training and mobilizing people to raise awareness and advocate for positive change. A grassroots political movement, inspired by the German word "Graswurzel", is a movement organized by a network of citizens. Grassroots activists want change in the political institutions by non-violent action. Grassroots activists reject hierarchical and ideological organization structures.
- Faking a grassroots movement is known as astroturfing, after the name of a popular artificial lawn. It is one of the shadier tactics of public relations agencies.
- People working together at the community level to exercise political influence and provide an alternative to influence from private wealth. May involve door to door canvassing, phone banking, house parties, meetings, clip boarding, tabling, visibility and GOTV ("Get Out the Vote").

Definitions of Community Organization:

1. Community organization is a technique for obtaining a consensus concerning both the values that are most important for the common welfare and the best means of obtaining them – **Sanderson and Polson (1939).**

2. Community organization is achieved whenever a group of citizens recognizing a need, band together to see that the need is met – **Kurtz**

3. Community organization means enabling people to find satisfying and fruitful social relationships and not for specific and preconceived forms of relationship.

4. Community organization is concerned with efforts to direct social resources effectively towards the specific or total welfare needs of any geographical area.

> CO has nourished and supported local leadership by teaching people how to convene meetings, conduct research, analyze public policy positions, negotiate with public and private officials, register people to vote, develop a common vision for struggling or distressed communities, and implement a work plan to address and resolve important issues or problems.

5. Community organization has been defined as the process of bringing about and maintaining a progressively more effective adjustment between social welfare resources and social welfare needs within a geographic area or functional field.-**Neil**

6. Community organization may be described as the art and process of discovering social welfare needs and of creating, coordinating, systematizing instrumentality's through which group resources and talents may be directed towards realization of group ideals and the development of potentialities of group members.

7. Community organization is the process of dealing with individuals and groups, who are or may become concerned with social welfare services or objectives, for the purpose of influencing the volume of such services, improving the quality or distribution or furthering the attainment of such objectives – **National Conference on Community Organization, USA**.

8. Community Organization means a process by which community identify its need or objectives finds the resources (Internal & / or External) to deal with these needs or objectives, takes action in respect to them, and in so doing extends and develops co-operative and collaborative attitudes and practices in the community--.**Murray G Ross**

9. Community organization refers to various methods of intervention whereby a professional change agent helps a community action system composed of individuals, groups. or organizations to engage in planned collective action in order to deal with special problems within the democratic system of values.
   This involves two major inter-related concerns
   - The interaction process of working with an action system which includes identifying, recruiting and working with the members and developing organizational and interpersonal relationships among them which facilitates their efforts – and
   - The technical tasks involved in identifying problem areas, analyzing causes and formulation of plans, developing strategies and mobilizing the resources necessary to effect action – **Ralph M.Kramer**.

10. Community organization is described as the orderly application of a relevant body of knowledge, employing practice–wisdom and learned behavior through characteristic, distinctive and describable procedures to help the community to engage in a desirable

procedure to achieve planned change towards community improvement – **National Association of Social Workers**.

11.   Community organization is oriented towards the achievement of social change by improving the social provisions and strengthening of relationships and problem solving capacities.

12.   Local community organization is a form of public participation in running the local economy and carrying out cultural and community work. Those organizations are set up, as a rule, on the initiative of citizens who have common interests and requirements, since they live in the same building, or street, and who carry out their activities without pay, on a voluntary basis, being guided by social welfare considerations - **USSR.**

Community organizing is "a process through which communities are helped to identify common problems or goals, mobilize resources, and in other ways develop and implement strategies for reaching their goals they have collectively set."

Methods of Community organization
1.   **Methods of Planning and Related Activities**
     1. Fact finding 2. Analysis 3.Evaluation 4. Planning
2.   **Methods of Group Decision Making and Co-operative Action**
     5. Meeting practice 6. Conference 7. Committee Practice 8. Negotiation
     9. Organization including Mass organization
3.   **Methods of Communication**:
     10. Education. 11. Consultation 12. Public Relations 13. Formal Written Communication.
     14. Formal oral communication 15.The interview.
4.   **Methods of promotion and social action:**
     16. Promotion.17.Legislative promotion. 18. Non-Legislative procedural social action
     19. Direct action 20. Exerting or invoking authoritative action
5.   **Methods of financing and fund raising**
     21. Fund procurement by governmental agencies 22. Fund raising by voluntary agencies
     23. Federated financial campaigning 24. Joint budgeting
6.   **Methods of administration:**
     25. Administrative activities of agencies concerned with social planning.
     26. Administration of common services or community organization. 27. Recording

Methods are not neutral, just as content is not neutral. If we believe that the participation of people is essential in the transformation of society, then our methods must be consistent with our aim: that is participatory. If we believe that people need to be involved in transformative action which breaks the structures of domination, then the methods we use must enable people to unveil the values and structures which dominate them.

COMMUNITY ORGANIZATION METHODS

Definitions explain why of community organization and methods explain how community organization is carried out.
Explanation:
A method is a distinctive way of doing something. Method in its most general meaning, is a means of achieving an aim, a definite way of ordering in activity.
E.g. Scientific method to obtain new knowledge; Social work methods.

Methods of community organization are a distinctive way of doing community organization.
Methods of C.O. / C.D. are focused and time limited activities designed to reach specific goals. Underlying these methods is a complex base of assumptions, values and models. The basic role of the community organizer is that of a professional helper and problem solver, who aids people to articulate their needs, facilitates participative decision-making, resolves conflict among groups and aids the search for consensus and effective action. To enact these roles, varieties of methods are used.

Role	Method
Human Relations Trainer	Education, Communication, Group organization
Social Technologist	Fact finding, Analysis, Community Survey etc
Social Advocate	Fact finding, Analysis, Direct action, Legislative promotion etc.
Problem Solver	Mediating, Negotiation, Planning etc
Consultant	Process consultant, Research consultant etc

Community organization is a process and a method. There are different methods (or distinctive ways) of using or practicing the general 'method's community organization. To distinguish the distinctive methods from general method we may call it as practice methods.

Analyzing the C.O. Methods:
1) There are many different methods.
2) Some methods like **'planning', 'Organizing'** and**" negotiation'** are extremely 'large' and a whole literature exists on each of them.
3) It is difficult to find a overall scheme of classification.
4) Many methods of community organization are also used in other areas – i.e. Administration, Public education and commercial fund raising.

General Comments on C.O. Methods;
1) Primary methods may be broken down into secondary methods.
E.g. Survey comes under the primary method of fact finding.
2) Primary and secondary methods maybe still further broken down into specific techniques.
 E.g. Survey - Method. Interview - Technique
3) Methods are often used in varied combinations
 E.g. Fact finding – it uses the methods of analysis, planning, conference, organization, consultation etc.
4) Most of the methods of C.O. require group or inter group activities.

5) The practice of C.O. ordinarily requires the use of a large number of widely different methods rather than the intensive use of a few.

Models & Approaches in community organizations practice

What is a model?
It is a medium through which a person looks at the complex realities. Model is a simplistic version of a complex situation. Models serve as a reference for the work and give us a clear understanding of what would happen. They describe strategies for accomplishing a vision, the appropriate steps to be taken to get there. Some models grow out of the specific ideologies of change and some in response to concrete situations.   1. Locality development 2.Social planning 3.Social Action – (Refer Table)

Lindeman on community
The aim of community life is to bring about amicable relations between men and groups of men (1921) An ideal community should furnish to its human constituents:
1. Order, or security of life and property through the medium of an efficient government.
2. Economic well-being, or security of income through an efficient system of productive industry.
3. Physical well-being, or health and sanitation through public health agencies.
4. Constructive use of leisure time, or recreation though public health agencies.
5. Ethical standards, or a system of morality supported by the organized community.
6. Intellectual diffusion, or education through free and public institutions within the reach of all.
7. Free avenues of expression, or means by which all the elements of the community might freely express themselves; free newspapers and public forums.
8. Democratic forms of organization, or community-wide organization through which the entire community might express its thought and see that its will is done.
9. Spiritual motivation, or religious associations which might diffuse throughout all forms of community organization the religious or spiritual motive. (Lindeman 1921)

	Model A. Locality development	Model B. Social planning	Model C. Social action
1.Goal category of community action	Self-help; Increase community integration and capacity to solve problems [process goals]	Problem-solving with regards to substantive community problems[task goals]	Shifting of power and resources; Basic institutional change[task or process goals]
2.Assumptions concerning community structure & problems	Community lack viable relationships and democratic problem solving capacity. static traditional community	Substantive social problems in employment, housing, health etc	Disadvantaged population, social injustice, deprivation, inequity
3.Basic change strategy	Broad cross section of people involved in determining and solving their problems	Fact gathering about problems and decisions on the most rational course of action	Crystallization of issues and organization of people to take action against enemy targets
4.Characteristic change tactics and techniques	Consensus; communication among community groups and interests; group discussion.	Consensus or conflict	Conflict or contest; confrontation, direct action, negotiation
5.Salient practitioner roles.	Enabler, catalyst, coordinator, teacher of problem solving skills and ethical values.	Fact-finder and analyst, program implementers, facilitator	Activist-advocate, partisan broker, Agitator, negotiator.
6.Medium of change.	Manipulation of small task oriented groups	Manipulation of formal organizations and of data	Manipulations of mass organi -zations and political process
7.Orientation towards power structure.	Members of power structure as collaborators in a common venture. Total geographic community	Power structure as employers and sponsors	Power structure as external target of change action; oppressors to be coerced or overturned
8.Boundary definition of the community client system or constituency	Total geographic community	Total community or community segment[including "functional' community	Community segment
9.Assumptionregarding interests of community subparts	Common interests or reconcilable differences	Interests reconcilable or in conflict	Conflicting interests which are not easily reconcilable; scarce resources
10.Conception of the public interest	Rationalist and unitary	Idealist & unitary	Realist individualist
11.Conception of client population or constituency	CITIZENS	CONSUMERS	VICTIMS
12.Conception of client role	Participants in interactional problem solving process	Consumers or recipients	Employee, constituency, members

Trends in C.O. Methods:
1) Community organization has been increasingly regarded as a "problem solving process" and problem solving has been suggested as a general frame of reference for community organization methods.
2) There has been a greater emphasis on planning as one of the major aspects of community organization.
3) More emphasis on research.
4) Community organization has accepted process goals alongside of task goals; it implicitly accepted education as an important method.
5) New emphasis on social action and especially direct action and mass organization.
6) More emphasis on using participatory methods {Participatory Rural Appraisal}

Social Work and Community Organization

Methods of community organization are determined by the Objectives, Values, Assumptions and Diagnosis of problems

Social Work & Community Organization- Objectives:
Removal of blocks to growth (in individuals, groups as well as in communities)
Release of full potentialities (in individuals, groups as well as in communities)
Full use of inner resources (in individuals, groups as well as in communities)
Development of capacity to manage one's own (individual, group & community) life
Increasing the ability to function as an integrated unit

Social Work & Community Organization - Assumptions:
Inherent dignity and worth of the individual -community pace
Everyone /community possess resources to deal with his problems
The inherent capacity for growth
The ability to manage one's own affairs

Values that are needed to work with the people

Values of community organization	Social work values
• The essential dignity and ethical worth of the individuals, his potentialities and resources for managing ones own life • The importance of freedom to express ones individuality • The great capacity for growth within all social beings • The right of the individual to those basic physical necessities without which fulfillment of life is often blocked • The need for the individual to struggle and strive to improve one's own life and environment • The right of the individual to receive help in time of need and crisis • The importance of social organization for which the individual feels responsible and which is responsive to individual feeling • The need of a social climate which encourages individual growth and development • The right and responsibility of the individual to participate in the affairs of one's own community • The practicability of discussion, conference and consultation as methods for the solution of individual and social problems • Self help as the essential base of any program	Acceptance Professional relationship To start where the ………. To help to overcome the problem Interpret the nature of the process Help to achieve independence

Assumptions regarding the community problem
Diagnosing the problem is also based on certain values.
1. The rise of the organized industry has reduced the importance of other institutions as integrators of society without shouldering these functions itself.
2. Urbanization destroyed the man's feeling of belongingness.
3. Industrialization and urbanization made tit difficult in maintaining the common values. Diversity gone wild. Differences carries value only in the light of probable unity; when there is no prospect for functional unity, diversity becomes a liability not an asset.
4. The tendency for the larger subgroups to develop cohesion as separate entities in the community produces social tension, potentially dangerous in any community.
5. Democracy will weaken, if not perish, if supporting institutions are supported and new institutions are developed. Sense of participation and belongingness is necessary to strengthen the democratic values.
6. The barriers that prevent active participation in the direction of social change inhibit personal development. Even though new institutions sprung up, participation is poor.

> **Assumptions of Community Organization**
> 1. Communities of people can develop the capacity to deal with their own problems.
> 2. People want to change and can change.
> 3. People should participate in making, adjusting, or controlling the major changes taking place in their communities.
> 4. Changes in community living, which are self-imposed or self-developed have a meaning and permanence that imposed changes do not have.
> 5. A 'holistic approach' can deal successfully with problems with which a 'fragmented approach' cannot cope.
> 6. Democracy requires cooperative participation & action in the affairs of the community, & people must learn the skills which make this possible.
> 7. Frequently, communities of people need help in organizing to deal with their needs, just as many individuals require help with individual problems.

These are the central problems – Man is overwhelmed by forces of which he is dimly aware, which subjugate him to a role of decreasing importance and present him with problems over that he has no means to cope.

C.O as a method of development started in the 18th century.
There are wide varieties of strategies and approaches are used to achieve development. These strategies and approaches again guided by wide variety of ideological orientations. Multiple strategies and multiple ideologies naturally confuse the understanding of social reality and the fieldwork.
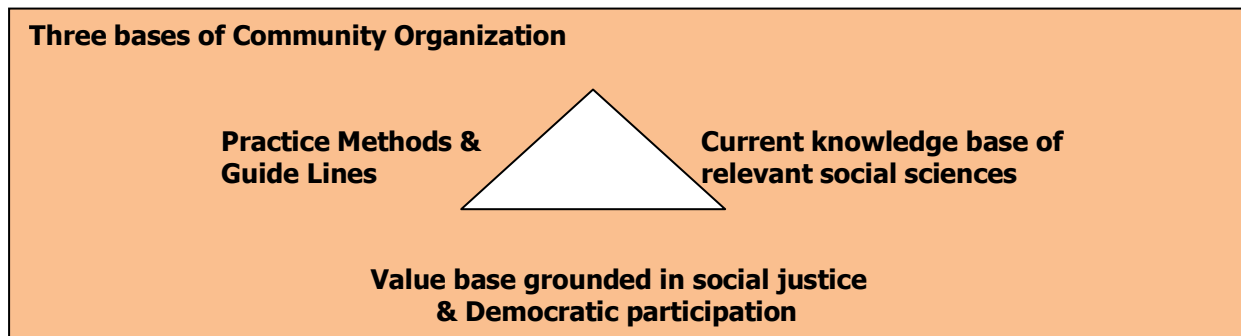Community organization seeks to provide a conceptual and theoretical umbrella to understand community problem.
It provides multiple models, which often share several common processes to work with the people.
Community organization models have different emphasis in ideology, knowledge base, methods and skills and thereby in outcomes also.
The need for community work came about through 'a rising dissatisfaction with purely individualized methods to deal with problems. Some social workers thus, moved on to study the community surroundings of their "clients" and ways to influence these surroundings more

directly. The process was therefore then placed firmly in the context of social welfare. In this background, community organization was considered as a process to bring about a progressively more effective adjustment between social welfare needs and social welfare resources.

Three bases of Community Organization

**Practice Methods &
Guide Lines**

**Current knowledge base of
relevant social sciences**

**Value base grounded in social justice
& Democratic participation**

Value base of community organization
People are capable of self-determination
People are capable of articulating and
Defining their own needs
Self-determination
People can reach agreement and consensus
(But they may need skilled help to do so efficiently)

The choice they make will generally lead to the common good of themselves and those with whom they are interdependent.
A sense of apathy and isolation is a handicap, while a feeling of involvement and belonging is an advantage.
People are capable of rational and independent choices.
People can achieve by their own efforts some measure of improvement in their own material conditions.

Community Organization values are optimistic affirmations. It believes in the human progress and improvement provided certain conditions are present in the situation and certain definable skills are applied

Addams, Jane (1860-1935)
American social reformer and Nobel laureate, born in Cedarville, Illinois, and educated at Rockford Female Seminary and Women's Medical College and in Europe. In 1889, with Ellen Starr, Addams established Hull House in Chicago, one of the first settlement houses in the U.S. Addams played a prominent part in the formation of the National Progressive Party in 1912 and of the Woman's Peace Party, of which she became chairperson in 1915. She was elected (1915) president of the International Congress of Women at The Hague, Netherlands, and president of the Women's International League for Peace and Freedom, which was established by The Hague congress. She was a delegate to similar congresses held in various parts of the world. She won the Nobel Peace Prize in 1931, sharing the award with the American educator Nicholas Murray Butler. Her works include **Democracy and Social Ethics (1902), Newer Ideals of Peace (1907), Twenty Years at Hull House (1910), and The Second Twenty Years at Hull House (1930).**

APPROACHES TO COMMUNITY ORGANIZATION

Neighborhood organizing is one form of community organizing. This nothing but an effort by the community to solve the day to day problems and help those in need. There are three type approaches to neighborhood organizing.

The Social Work Approach
Political Activists Approach
Neighborhood Maintenance/Community Development Approach

1. The Social Work Approach:
In this approach, the society is viewed as a social organism and therefore the efforts are oriented towards building a sense of community. The community organizer whose role is of an "enabler or an advocate" helps the community identify a problem in the neighborhood and strives to achieve the needed social resources by gathering the existing the social services and by lobbying with some in power to meet the needs of the neighborhood. This method is more consensual and the neighborhood is seen as a collective client.

2. The political Activists Approach:
Saul Alinsky, the Godfather of community organizing is the founder of this approach. The basic philosophy of this approach is based on his thinking that " more representative the organization the stronger the organization."
In this approach the community is seen as a political entity and not as a social organism. Here, the neighborhood is viewed as a potential power base capable of getting power. The role of the community organizer is to help the community understand the problem in terms of power and necessary steps are taken to mobilize the community. The problem of the neighborhood is always identified as absence of power and in the interest of gaining power for the neighborhood the organizers are faced with conflicts with groups, interests and elites. Since most of the community organizers come from outside the community, it has faced the problems of equality of power relations and leadership in the community.

3. Neighborhood Maintenance/Community development Approach:
This approach has emerged out of both the previous approaches namely within the same neighborhood movements. It is seen in the form of civic associations. This association uses peer group pressure to provide services in the community. They use this strategy to pressurize the officials to deliver services to the community but sometimes this approach takes the form of political activists approach as they realize that their goals can be only achieved only through confrontations.
In this approach we see the characteristics of de-emphasis on dissent and confrontation and these organizations view themselves as more proactive and development minded.

Approaches in C.O:
Neighborhood Development Model
System Change Model
Structural Change Model

1. Neighborhood Development Approach:

Neighborhood Model is the oldest model of community organization. This model has been practiced in India and in some of the underdeveloped countries. It has been used in the developmental activities. In general it is believed that people living in a neighborhood have the capacity to meet the problems they come across in their day to day life through their own efforts and resources. The main aspect here is that the community realizes its needs and takes appropriate steps to meet the needs of the community, which will bring greater satisfaction to all its members both individually and collectively. The role of the worker in this model is to induce a process that will sensitize the community and make the community realize its needs. Based on the value of self-sustenance the worker energizes the community and makes the community self-reliant, and not merely depending on the

Some of the steps in Neighborhood Development Approach are:
- Identifying the geographical area for your intervention
- Making our way to the community
- Understand the community and identify the felt needs
- Making an appropriate program
- Planning for resource mobilization
- Developing a strong net-work in the community
- Planning for withdrawal from the community

help form outside. So rather than providing services in the community, the communities are energized to meet its own needs. This model encourages the people to think for themselves rather than doing things for them.

2. System Change Approach:

Some of the tasks in System Change Approach are:
- Understanding the deficiencies in the system.
- Communicating the findings with the community
- Making strategies to influence the decision making bodies.
- Mobilizing peoples' participation and seeking out-side support to translate the plan in to concrete action.
- Making alliances and partnerships with other NGOS and comminutes to demand a change.

As the name suggests, the system change model aims at developing strategies to either restructure or modify the system. Thus it is termed as "System Change approach to community work". Although we find glimpses of this model gaining more acceptance, this has not become very popular. We know of various mechanisms that cater to the needs of the society. Such as education, health services housing, women empowerment, and employment. All these services are rooted through various systems and all these systems do have sub-systems. The fundamental aspect in this model is that the due to various reasons the systems become dysfunctional. For example the system of education as we have it today, reveals that the cities have better educational faculties as compared to the rural areas. This system (education policy) of education has generated disparities in the society. i.e. access to education, lack of basic facilities, trained staff, etc. The system instead of becoming a tool of empowering mechanism brings disparities between people of different socio-economic condition. So the system has failed to achieve its objectives. Thus the worker on observing this dysfunction in the community finds it important to develop strategies to restructure or modify the system.

3. Structural Change Approach :

One of the most difficult and rarely practiced models of community work is structural change model. The society consists of small communities and it is nothing but "a web of relationships". These relationships of the people are formally structured by the respective countries' state

policies, law and constitutions and informally by its customs, traditions etc. that determines the social rights of the individuals. The social structure in some of the societies is controlled by the state.

Understanding the macro- structure of social relationship and its impact on the micro realities, the worker tries to mobilize the public opinion to radically change the macro-structure. Thus the structural change model aims to bring a new social order, an alternative form of society which will transform the existing conditions at the micro-level. This can happen only if an alternative form of political ideology is adopted. This form of community work may originate from a community itself but it has wider coverage i.e. the entire society or nation. Sometimes this takes the shape of social action, which is another method of social work profession. Since the general situation in the developing countries is very peculiar, it is very difficult for the community worker to actually practice this model.

A social worker may initiate this model. But it is very difficult to predict the success. However, he makes attempt to saw the seeds of social change by adopting a political ideology .It might take decades to actually perceive any transformation in the society nevertheless one can be proud of being the agent of social change.

> **The special tasks involved in Structural Change Approach:**
> - Understanding the relationships between macro- and micro social realities.
> - Adopting an alternative political ideology.
> - Sharing with the family members/faculty members
> - Helping the communities
> - Helping the communities to identify a course of action.

To prepare the community to sustain its interests, enthusiasm and capacity to met the strains that may arise out of the conflict with the existing power structure.

Further Reading:
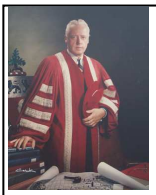
Murray.G. Ross. Community Organization Theory, Principles, and Practice Harper & Row, New York 1967
Murray G. Ross, (1959-1970) was the founding president and vice-chancellor of York University and its visionary and principal architect. He also held an academic appointment as a professor of sociology. A native of Nova Scotia, he was a vice-president at the University of Toronto from 1957 until he assumed the presidency of York University in 1960. At York's inception there were a few handfuls of students, faculty and staff on a parcel of land donated by the University of Toronto (what is now Glendon College). By the end of his term in 1970 there were thousands of students, faculty and staff on York University's Glendon and Keele campuses and York was firmly established as a high quality degree-granting university. Murray Ross was an Officer of the Order of Canada.
Dunham. The New Community Organization Crowell 1970
Mark.S.Homan.. Promoting Community Change. Making it happen in the real world
Anne Hope & Sally Timmel. Training for Transformation. A handbook for community workers.
Dr.M. Pereria. Community Organization.