Paper Number: PN022115

Paper Title: Why Community-based Research? The Scholarship of University Civic Engagement

Author(s):

 Professor Susan A. Ostrander, Tufts University, Medford, MA, USA

Description

The papers in this proposed panel address important questions about community-based research as a key aspect of university civic engagement. Community-based research is conducted on issues and questions defined by local communities and (for purposes of this panel) university-based researchers (sometimes including both faculty and students). The aim of the panel is to describe why this kind of research is important and how it is done. The emphasis here is on both its benefits and challenges -- particularly in relation to creating new knowledge (both theoretical and practical), and changing the academy.

Community-based research is a key aspect of university civic enagement which is becoming increasingly important as questions are raised about the relevance of higher education to the pressing issues of the day. (Boyer 1990; Benson, Harkavy, and Puckett 2000; Maurrasse 2001). The civic responsibility of universities to surrounding communities is being more and more emphasized as the role of higher education in society is debated, costs of higher ed rise and need to be justified, and campuses encroach on surrounding communites whose residents seek improved living conditions. Locating academic research closer to urgen local concerns and collaboration between researchers and communities are seen as ways to address these and other issues.

Some advocates have also argued that community-based research enhances the production and dissemination of knowledge, since it develops out of real world concerns and provides opportunities to connect new ideas to a real world context (Cruz and Giles 2000; Lerner and Simon 1998). Community-based research, then, is increasingly seen as a vitally important way to address community issues and solve community problems.

Academic cultures and reward structures sometimes inhibit university-based researchers from doing community-based research. Thuse, supporting this kind of work will require changes in the academy.

Paper Number: PN022115.1

Paper Title: Studying Social Issues in West Philadelphia: A Course on Safe Play Areas in Collaboration with the Local Faith Community

Author(s):

Ram Cnaan, University of Pennsylvania, Philadelphia, PA, USA

Summary of Research

This paper describes a Kellogg Foundation supported course-related research project focused on finding a safe space for children's play with a local faith community. Why and how topic was chosen, how partners were recruited, logic of research, drawbacks, and outcomes.

Description

(See above)

Paper Number: PN022115.2

Paper Title: Connect Richmond: Nonprofits, Information Technology, and Community-based Research

Author(s):

Ms. Nancy Stutts, University of Richmond, Richmond, VA, USA

Mr. Richard A. Couto, Antioch University, Richmond, VA, USA

Summary of Research
As community partners defined information needs, a discussion of internet use arose leading to creation of a collaborative website with the university. Description of project, and consideratin of community-based research for university engagement and civic infrastructure.

Description
(See above)

Paper Number: PN022115.3

Paper Title: Learning In, Learning From, and Learning with the Community

Author(s):

Dr. Cheryl Hyde, University of Maryland, Baltimore, MD, USA

Summary of Research

Examines evaluation research conducted at request of community benefit organization in course of teaching community practice students. Provision of opportunity to strengthen university-community relations, share knowledge, and ameliorate obstacles to future collaboration.

Description

(see above)

Paper Number: PN022115.4

Paper Title: Building Social Capital: Collaborative Behavior, Curriculum, and Community-Based
                  Organizations

Author(s):

 Dr. Elizabeth Mulroy, University of Maryland, Baltimore, MD, USA

Summary of Research

Discusses two community-based research projects in very different locales and with different purposes
that faced similar constraints and facilitors emerging from university context. A positive outcome was the
creation of mediating structures between campus and community to support on-going partnerships.

Description

This paper will compare and contrast findings from three community-based research projects conducted
by the author in Boston, Honolulu, and Baltimore, and will draw implications for community participation,
university researchers, and the role of the university as a community institution in civic engagement.

All three studies were conducted on-site in very low-income communities at the invitation of one or a
collaboration of nonprofit community-based organization(s) (CBO). In each case the CBOs sought out
resources of a major research university to assist in the measurement of outcomes of its endeavors.
While the studies differed in geographic location, community characteristics, source of funding, length of
time of the investigation, and institutional structure interesting commonalities will be reported.   Among
the key findings include the role of funders--both public and philanthropic--in facilitating and constraining
community-based research; the centrality of collaborative behavior as a criterion for partnership between
university researchers and practitioners; and the requirement of an innovative, flexible curriculum
capable of engaging students in community-based research through multiple types of courses in the
community and on the community's schedule. Finally, the emerging role on nonprofit CBOs as
intermediaries capable of linking the university with its low-income community will be explored.

The paper will draw both theoretical and practical implications for multiple audiences.

Paper Title: First Results from the Philanthropy Supplement to the Panel Study of Income Dynamics

Author(s):

Dr. Mark Wilhelm, IUPUI, Indianapolis, IN, USA

Description

The Philanthropy Supplement to the Panel Study of Income Dynamics (PS-PSID) is a large, nationally representative survey of philanthropic behavior in the United States. The PS provides information on giving to religious, combined purpose, basic needs, health, and educational charities (with some, but less, information on giving to six additional purposes and volunteering) for approximately 7,500 families in 2001. These data are enhanced by the rich contextual content of the rest of the PSID. This context includes data on employment, earnings, income, wealth, pensions, health, family structure, child care, housing, expenditures, use of government programs, education, and informal assistance given and received. Moreover, this information is available not only for the present year in the respondents' lives, but back over their life courses for as many as 33 years. In addition, the data are generational, meaning that children are retained in the sample as they leave their families of origin and establish households of their own. Also, for a large subsample of PSID respondents there is a Child Development Supplement which contains detailed information about respondents' young children, including child raising practices such as the emphasis parents place on their children's to helpfulness. Finally, the PSID contains a low-income oversample, permitting analyses of the giving of non-itemizers.

Of course, the most important feature of the PS is that it will produce cross-time panel data on giving. Although, the use of such data has become standard for studying causal relationships across social science disciplines, the only other available panel data on philanthropy is based on tax returns. Not only is it difficult for those outside of the Treasury Department to use tax data, such data do not contain information about giving to specific types of organizations and have very limited contextual content.

Although the cross-time panel aspect of the data on giving from the PS will come into being with the future completion of the 2003 wave, the rich contextual content of the PSID is already available and can be used along with the 2001 PS to address interesting questions about philanthropy. The papers in this panel concern several such questions.

The first paper, "The Comparability of Giving Data in Six Surveys" by Mark Wilhelm, lays the groundwork for using the PS by including it in a comparative analysis of the major surveys of giving. The comparison focuses on response rates, missing data patterns, and the entire distribution of giving (rather than just a summary statistic such as the average amount given) as measured by each of the surveys in order to ask questions about how the sample design, field procedures, and instrument design affect measured giving. Not only is it important to determine how the PS compares to other surveys along these dimensions, it is also important to understand how the other five surveys compare to each other. This is the first paper to attempt such a comparison.

The second paper, "The Intergenerational Transmission of Generosity" by Eleanor Brown, Patrick Rooney, Richard Steinberg, and Wilhelm, exploits the generational panel feature of the PSID (i.e., data from parents and their adult children). It is widely thought that parents transmit the practice of giving to their children. This is based on retrospective reports of present-day givers and psychological experiments that show that children can be encouraged through both example and exhortation to be more helpful. However, the magnitude of the effect parents' generosity has on their children's generosity is unknown. This magnitude can be estimated using the data from the 2001 PS on the giving of parents and their (adult) children. Moreover, the degree to which unobservable family-specific factors influence giving can also be estimated.

The third paper, "Inheritance and Charitable Donations" also by Brown, Rooney, Steinberg and Wilhelm, exploits the long history of data on respondents that is available in the PSID. This history permits the determination of inheritances received over the life-course as well as the calculation of lifetime earnings. The latter is necessary to enable the estimation of the effect of inheritance on giving without the confounding influence caused by the well-known fact that those who inherit also have higher earnings. The question of interest in this paper is, Is the propensity to give out of inheritance greater

than that out of other income? Although there are theoretical reasons that suggest that it might be greater—in receiving an inheritance heirs have, by definition, witnessed an example of generosity which they may be inclined to imitate by giving to others (recall the psychological experiments) and to they extent that they view their inheritance as unearned good fortune they may be inclined to be more generous with those resources—there have been no attempts to estimate the size of the effect. Knowledge of the magnitude of this effect can be used to predict how much of the enormous inheritances coming to the baby-boom generation will be used to increase their charitable giving.

  More detailed abstracts for each of the papers follow. In addition to addressing the substantive questions just described, the contribution this panel session intends to make is to introduce the PS to the ARNOVA community with the hope of interesting other researchers in using the data.

Paper Number: PN022129.1

Paper Title: Comparability of Giving Data in Six Surveys

Author(s):

 Dr. Mark Wilhelm, IUPUI, Indianapolis, IN, USA

Summary of Research

This paper analyzes statistical patterns of the charitable giving data from six existing surveys. It considers response rates and missing data patterns. It then uses relative distribution techniques (Handcock and Morris 1999) to compare the lower bound distributions.

Description

This paper analyzes statistical patterns of the charitable giving data from six existing surveys: the 1974 National Study of Philanthropy (NSP), the 1996 Giving and Volunteering in the U.S. (GVUS), the 1996 General Social Survey (GSS), the 1997 Canadian National Survey of Giving, Volunteering and Participating (CSGVP), the 2000 Giving and Volunteering in California (GVC), and the 2001 Philanthropy Supplement to the Panel Study of Income Dynamics (PS-PSID). These surveys have used very different sample designs, field procedures, and questionnaires, and there is on-going interest in how such differences affect the measurement of giving.

   For instance, it is known that the GVUS, GSS and GVC measure different average amounts given (see Schervish and Havens 1998 and O'Neill and Roberts 2000), and that the different questionnaires in use produce different measurements of giving when they are administered under the same sample design and field procedure (Rooney, Steinberg and Schervish 2001). However, there has not been an analysis that investigates the effects of missing data. Neither has there been an examination of differences throughout the distribution of giving (the available studies only compare statistics such as the percentage who give and the average amount given). Moreover, the giving data that result from all six of these surveys have not been analyzed within a common framework.

   This paper begins such an analysis by calculating upper and lower bounds on the six cumulative distribution functions of giving. These bounds depend upon the surveys' response rates and missing data patterns. We then use relative distribution techniques (Handcock and Morris 1999) to compare the lower bound distributions. These techniques provide an easy-to-grasp visual display of the places in the distribution of giving where two datasets differ. These techniques can also be used to construct formal statistical tests for differences in the bottom, middle, and top of the distributions. Finally, we use each of the datasets to test the "20-80 rule" from the fund raising literature. The results indicate that the datasets have very different missing data patterns, generate very different distributions of giving, and differ somewhat on the 20-80 rule.

Paper Number: PN022129.2

Paper Title: The Intergenerational Transmission of Generosity

Author(s):

Dr. Mark Wilhelm, IUPUI, Indianapolis, IN, USA

Professor Eleanor Brown, Pomona College, Claremont, CA, USA

Dr. Patrick Rooney, IUPUI, Indianapolis, IN, USA

Dr. Richard Steinberg, Indiana University-Purdue University at Indianapolis, Indianapolis, IN, USA

Summary of Research

The effect of parents' charitable giving on the giving of their (adult) children is estimated while controlling for an array of potentially confounding common socioeconomic characteristics.

Description

   There is a strong presumption that parents transmit the inclination to be generous to their children. This notion arises from studies of the lives of selected philanthropists, and is supported by surveys in which respondents are more likely to give if, when they were young, they saw a family member help others (Hodgkinson and Weitzman 1994, 1996). Also, consistent with this notion are experiments in developmental psychology which identify several socialization mechanisms that enhance children's prosocial behavior (Eisenberg and Fabes 1998). Moreover, it is known that parents' characteristics (e.g., religiosity and education) explain (adult) children's generosity even after controlling for the children's corresponding characteristics (Schiff 1990). However, the magnitude of the effect parents' generosity has on their children's generosity is unknown. Moreover, the degree to which the "transmission" of charitable giving from parents to children is due to common socioeconomic background rather than a transmission of values has never been determined.

   This paper estimates the intergenerational transmission of generosity using data on the charitable giving of parents and their adult children from the 2001 Philanthropy Supplement to the Panel Study of Income Dynamics (PS-PSID). Controlling for the intergenerational correlation between parents' and children's incomes and other socioeconomic characteristics, we estimate the effect of parents' generosity on their children's generosity. If this effect is large then policies that encourage the giving of parents have further effects on the giving of the children whose own generosity is influenced by their parents' giving. In addition, we estimate how much of the portion of giving that cannot be explained by observable characteristics is due to an unobservable influence that is common to both parents and children. This provides a further indication of the importance of the role parents play in fostering their children's generosity.

Paper Number: PN022129.3

Paper Title: Inheritance and Charitable Donations

Author(s):

Dr. Richard Steinberg, Indiana University-Purdue University at Indianapolis, Indianapolis, IN, USA

Professor Eleanor Brown, Pomona College, Claremont, CA, USA

Dr. Patrick Rooney, IUPUI, Indianapolis, IN, USA

Dr. Mark Wilhelm, IUPUI, Indianapolis, IN, USA

Summary of Research

   This paper estimates the effect of unearned income, such as inheritance, on giving and tests to see if this effect is weaker or stronger than that of earned income. The question has great practical importance in light of the anticipated $41 trillion that will be transferred, through bequest, to the decedents' heirs and directly to charities between 1998 and 2052 (Schervish and Havens 1998).

Description

   Do donors regard unearned income as somehow different from earned income? More specifically, does their charitable giving go up, following receipt of an inheritance, more than it would have gone up had they earned an equal increment of income from the labor market? The question has great practical importance in light of the anticipated $41 trillion that will be transferred, through bequest, to the decedents' heirs and directly to charities between 1998 and 2052 (Schervish and Havens 1998). If the heirs, recognizing that they have received a gift, become more inclined to make gifts themselves, this could more than make up for any loss in charitable bequests due to the phase-out of the estate tax deduction. The question is of intellectual importance as well, as we bring perspectives from other disciplines that challenge the simplification typically made by economists that all income is alike and test whether these perspectives can better explain behavior.

   We explore this question using the newly-available Philanthropy Supplement to the Panel Study on Income Dynamics (PS-PSID). Over one-fifth of the PSID families have received an inheritance and many families have received other forms of unearned income (such as public assistance). Although other researchers have explored the effect of receipt of welfare on giving (Brooks 2002), the effects of welfare and capital gains on tithing by Mormons (Dahl and Ransom 1999), and the effects of inheritances on labor supply and consumption (Joulfaian and Wilhelm 1994), we are the first to look at the effect of inheritances on giving.

Author(s):

 Reverend Eric Clay, First Congregational Church, Cornell University, Ithaca, NY, USA

Description

This panel brings together practitioners and academics whose work explores the literature and practices of congregational development and consulting. Clergy find the idea provocative and interesting that congregations can be treated as small nonprofits. Yet ARNOVAns seem blind to the ways their interests and methodologies are mirrored and extended in the congregational development consulting business. There are also some important alternative frames or metaphors for us to document and critique. ARNOVAns are familiar with the explicit economic market approach of Roger Finke and Rodney Stark (1994) and the subtler descriptions of the character of congregations and communities in Nancy Ammerman's (1997). The economic approach is represented in popular congregational development and consulting literature in a somewhat different fashion. One does not want to reject the economic approach as much as to have a fine sensibility of how it may distort the reality of congregations, and other non-profits.   There is value for the nonprofit management world because recognizing limitations of the economic model helps us see how church conceptions for building associations, congregations, and communities can be imported to understanding community and nonprofit development.
We hope to articulate what people have done historically and are doing now in congregational development both as scholars and practitioners. The idea is to place congregational development in a larger intellectual and social action (or theological action) context. The first three papers report the results of research on several practical issues in congregational development by extending sociological and theological concepts for practitioners: the development of lay and ordained leaders, the perils and possibilities of weak and strong ties in the formation of social capital within and outside congregations, the imperative of a biblical or theological conceptual framework to reduce barriers to congregation-based community services. The last three papers illustrate the diversity of meanings of "development." One explores the divergent pulls of efforts directed toward financial, spiritual, or demographic development within a congregation. The second analyzes the resources that have shaped a 25-year career in congregational, community and non-profit development. The final paper describes the range of popular literature that informs consultants and religious leaders, including mission clarification within a community context, franchise growth of a larger social movement, and finding the right functional model to structure one's congregational life.
This is a proposal for a two-session panel to allow enough time for an emerging community of practitioners and academics to respond, critique and further develop the work of the panelists. The purpose of this panel is to begin to develop resources for a chapter on consulting with congregations and small non-profits to be part of a future CGAP handbook on working with communities and grassroots associations. In that chapter, we hope to offer an analytic critique of the literature with recommendations for development and action.

Paper Number: PN022169.1

Paper Title: Religious Leaders: Congregations, the Church, and Moral Formation

Author(s):

 Dr. Carl Milofsky, Bucknell University, Lewisburg, PA, USA

 Reverend John Jobson, Susquehanna Institute, Lewisberg, PA, USA

Summary of Research

This paper reports on a study of 60 religious leaders, thirty priests and thirty lay leaders, in the Episcopal Diocese of Central Pennsylvania. Through spiritual formation, seminary training, prior pastoral assignments, and collegial relationships outside of the Diocese, clergy develop and act on a strong moral center that allows them to function with considerable autonomy. We call this a "moral actor model." Lay leaders, in contrast, gain energy and motivation from their involvement and immersion in congregational life, where group membership provides a critical source of agency, leadership and moral judgment. We call this a "symbolic interactionist model."

Description

This paper reports on a personal interview study of 60 religious leaders, thirty of whom are priests and thirty of whom are lay leaders, in the Episcopal Diocese of Central Pennsylvania. Our objective has been to explore whether and to what extent the Diocese functions as a source of emotional, professional, and organizational support to these activists in relationship to their congregational work. This is part of a larger study of the Diocese as an intermediate organization, an organizational unit mediating between local communities and mass society.

We began this study to explore how clergy cope with the multiple demand of their congregational roles given that their position of authority and leadership makes it difficult for them to depend emotionally on members of their congregations. These are the people they are likely to know best since most clergy are called to a community from some distance away to serve a church. However, like many professionals their effectiveness demands that they not show personal weakness to members of their congregations. Since the pastoral role is extremely demanding and stressful we wondered whether the Diocese provides personal support to priests.

Through the course of the research we have discovered that our original framing of the problem assumes that a specific model of socialization and the implementation of professional norms is operating. We assumed that the immediate, local social context made up of the congregation and the local community provides a reference group or significant other that shapes the sense of self of priests. We call this the "symbolic interactionist model".

An alternative model is that through formative experiences gained elsewhere, through spiritual formation, seminary training, prior pastoral assignments, and collegial relationships outside of the Diocese clergy develop and act on a strong moral center that allows them to function with considerable autonomy. We call this the "moral actor model".

In contrast to the symbolic interactionist model that treats group membership as a critical source of agency and moral judgment the moral actor has developed a set of life objectives, a personal discipline, and an independent framework of analysis all of which serve as sources of motivation and initiation for action. This framework has been used by social theorists to explain revolutions in the communist countries of Eastern Europe. Independent and isolated individuals, often professionals, concluded that their societies were unjust and that social action was needed. Revolutions arose from many separate centers of actions as these individuals mobilized their friends. We shall be looking for this kind of moral autonomy among religious leaders.

We have found that a significant number of priests have developed and do act on this sort of moral autonomy. Lay leaders, in contrast, gain energy and motivation from their involvement and immersion in congregational life. Their participation is better represented by a symbolic interactionist model of moral action and leadership.

Paper Number: PN022169.2

Paper Title: Embedded Envangelism: Organizational Growth in Russia's Transition

Author(s):

 Sarah Busse, University of Chicago, Chicago, IL, USA

Summary of Research
This paper examines social capital and the growth of a US-based Christian evangelical church in Novosibirsk, Russia, based on participant observation in a congregation. The Soviet political legacy, economic conditions, and traditional social norms and behaviors all affect organizational growth. In the case of this congregation, social capital is confined to members, with stronger bonds within than between members and outsiders. In-group social capital helps organizational solidarity, but it does not facilitate cooperation between groups nor allow for sufficient outreach to potential members. Strong internal social capital while necessary is particularly problematic for an evangelical church.

Description

How does social capital affect organizational growth? This depends not only on the quantity of social capital, but also on types of social capital and the social, economic and political context in which the organizations are embedded. This paper examines social capital and the growth of a US-based Christian evangelical church in the Russian Federation. Findings are based on ethnographic participant observation in one congregation of this church in Novosibirsk, Russia.

Churches and NGOs face many similar conditions in Russia, where both are re-emerging after seventy years of socialist prohibition. The context of the Soviet legacy influences organizational form and behavior as well as individual behaviors in this setting, and three factors of local context which affect religious growth in Novosibirsk are described. First are Soviet legacies of suspicion of religion and foreigners and of a tradition of personalistic bureaucracy and the use of patron-client ties in politics. Second are resource constraints and economic pressures. Russian law determines how much money and materials and how many volunteers can be brought into Russia, hindering the evangelical activities of churches as well as the mobilizing activities of other NGOs. The increasing poverty of increasing numbers of ordinary citizens means that those who might be interested in a foreign religion or other volunteer associations have no time or money to volunteer. Third, social norms and traditional behaviors hinder the growth of churches and NGOs, since Russians have no tradition of voluntary association (Putnam et al. 1993), and their social capital habits are calculated to retain existing friends rather than to make new friends.

Lack of interest in and skills at being friendly to strangers and incorporating them into existing groups is missing in Russia because of the traditional lack of voluntary associations, which makes the future development of such associations difficult.

This congregation was established through US missionary efforts and has met as a small stable group for over four years, though it has shown little new growth in that time. Members of this congregation use traditional activities for maintaining existing ties within the congregation, but are uncomfortable making new ties with potential converts brought in by Western missionaries.

The social capital built up through activity in this congregation is primarily confined to members, with much stronger bonds within the branch than between members and outsiders. Ingroup social capital helps organizational solidarity, but it does not facilitate cooperation between groups (Orr 1999)nor outreach from a group to potential members (Snow et al. 1980). This is particularly problematic for an evangelical church which relies on the frequent influx of new members for the charismatic conversion experience to be continually repeated within the congregation. Without this influx, routinization and bureaucratization threaten to stifle the charismatic religious fervor (Weber 1963) so necessary to evangelism.

Organizational growth requires a balance of both strong and weak ties and for evangelical groups, a continual conversion of weak ties to strong ones. The economic, political, geographical, social and cultural context affects whether and to what extent the right balance of ties and this conversion of ties can occur. Understanding local attitudes and behaviors regarding social capital is crucial for understanding network challenges and opportunities for congregational growth.

Paper Number: PN022169.3

Paper Title: Investing in the Neighborhood: Congregational Involvement or NonInvolvement in Social and Environmental Justice at the Local Level

Author(s):

Richard White, Portland, OR, USA

Summary of Research

Focus groups regarding neighborhood-level social justice ministries with pastors from 14 denominations representing a spectrum of Christian church traditions in the Portland Metropolitan region indicated a biblical/theological rationale to support and guide their work was critical; but that more important was congregational capacity in the form of lay interest and leadership, how well the proposed project or ministry reflected congregational mission and goals, and whether pastors believed the ministry was sustainable in the long run.

Description

This paper reports on focus group interviews with 29 religious leaders from 14 denominational backgrounds in the Portland, Oregon Metropolitan area. About one-third was not formally associated with ecumenical organizations, yet every clergy in the study indicated they met informally with clergy of other denominations. Slightly more than one-third were suburban congregations. Clergy ranged from those who were recent seminary graduates to those near retirement, and from 3 months to over 25 years with the same congregation. More than half the clergy in the study served congregations of 200 or less average Sunday attendance. About half the focus group participants selected were known for leading congregations with a "community focus."

The Religious Outreach Working Group of the Coalition for a Livable Future in Portland, Oregon commissioned the study. The objective of the study was to discover what prevents congregations from investing in the neighborhoods nearby their church buildings and to search for ways to encourage pastors and congregations to become more deeply engaged with the local neighborhood on issues of livability (mainly social and environmental justice). The investigators understood that the memberships of many if not most congregations no longer live in the neighborhoods surrounding the church building and therefore any community building efforts would necessarily be intentional and not organic. The investigators also believed that healthy congregations attempt to maintain a balance between the need to nurture their own members and the need to act with or, at least, on behalf of the local neighborhood.

Prior to each focus group, clergy were asked to complete a questionnaire that identified congregational characteristics (e.g., size, number of paid staff, and number of volunteer staff), pastoral characteristics (e.g. education and congregational tenure), the varieties of ministries in which they had been, were now, or in which they were planning to be engaged and over what period of time, and the relative importance of pastoral and congregational involvement in community affairs. Following each focus group we asked clergy to complete a response card with five follow-up questions. The card could be filled out and returned at that time or mailed later.

Combining the information from questionnaire, focus group discussions, and response cards we were able to explore six dimensions of our question: (1) Characteristics of churches and their pastors; (2) Pastoral belief in the relative importance of pastoral, individual member, and congregational involvement in community affairs; (3) The breadth and depth of current community-focused ministries of the representative congregations; (4) Community issues most salient to the clergy; (5) Clergy suggestions for addressing community issues; and (6) Clergy criteria for determining community-focused ministry involvement.

Focus group conversations clearly demonstrated that Clergy used three sets of criteria to determine congregational involvement in any new project or program: (1) Measures of congregational support; (2) Tests of spiritual content; and (3) Practicality / sustainability of the ministry. Many roundtable participants indicated they face enormous time constraints, limited budgets, shrinking volunteer pools and serve

congregations whose members do not live in the same neighborhood.

Author(s):

 Dr. Norman A. Dolch, Louisiana State University in Shreveport, Shreveport, LA, USA

Description

    Panel Proposal and Abstract
  Distance Education And Nonprofit Programs:
        Progress and Prospects

Problem or Issue to be Addressed

Nonprofit education programs were formed and grew as distance education moved from   paper based correspondence courses to utilizing audio formats via telephone and telecourses. Then came compressed video instruction, and most recently internet based instruction. Distance education since its inception has generated debate among the professorate regarding the learning of students taught by distance compared to regular classroom instruction. Some would argue that distance learning is appropriate for basic skill and knowledge conveyance but not for higher order cognitive thought such as the application of knowledge or analytical problem solving. Others would argue that the hallmark of higher education, especially graduate education is the opportunity for critical debate and the open exchange of ideas that can only happen in face-to face instruction. This panel is based on the premise that nonprofit education programs have had considerable experience with various modes of distance education and can contribute substantially to the debate regarding its progress and prospects not only for nonprofit programs but for higher education in general.

Relation to the State of Knowledge in the Field

Cornforth, Paton, and Batsleer gave a paper titled Opening Up Nonprofit Management Development: Lessons from the Open University's Voluntary Sector Management Programme at a 1996 conference on nonprofit management education spnsored by the University of San Francisco's Institute for Nonprofit Organization Management. In this paper, Paton and Cornforth discussed the graduate nonprofit certificate program offered by the Open University in the United Kingdom. This program has recently been extensively revised and uses all the latest technological advances in distance education while retaining pedagogical techniques which have proven especially helpful to students and instructors. The Open University has an undergraduate program and as such is similar to the American Humanics Programs offered on 88 campuses across the United States. At American Humanics Programs such as Louisiana State University in Shreveport and Lakeland College in Wisconsin, distance learning has also been incorporated into their programs. What has been the experience of these undergraduate programs from both sides of the Atlantic Ocean? How do these comparative European and North American experiences substantiate and expand our understanding of good pedagogy for the teaching of nonprofit education and education in general? Are there differences in the pedagogy of distance education for undergraduate and graduate nonprofit education?

Approach

The panel will be comprised of three papers and there will be one discussant. Jill Mordaunt and Chris Cornforth , both of the Open University in the United Kingdom, will present a paper titled "Adding Value Through ICIT? The Experience of Shifting Distance Learning For Nonprofits Into The E-Learning Age" which focuses on the revision of the Open University's entry level management education courses and

devising an integrated curriculum for the public, and nonprofit sectors. The paper focuses on the particular challenges faced in developing and maintaining the online features and evaluates the degree to which the new strategy has been successful (drawing on student and tutor feedback).

Don R. Fancis, Lakeland College in Wisconsin, will present the second paper titled "an Evaluation of American Humanics Certificate in Undergraduate Nonprofit Management Education as an Online Program at Lakeland College, Wisconsin.." In this paper, Francis will discuss the experience of the online American Humanics Program comparing its strengths and weaknesses to the on-campus experience. Francis will give special attention to the method for satisfying the 300 hour internship program in the online format. In conclusion, he will discuss marketing efforts and recommendations for future success.

 The third paper by Paton and Dolch examines the pros and cons of using technology for campus based instruction and distance learning by drawing on experiences from both the United Kingdom and the United States in both undergraduate and graduate programs of instruction.

 The discussant for the panel is Jim Perry, Indiana University-Purdue University Indianapolis, who has used a wide range of distance technologies and taught a range of various courses.

Contribution to the Field

Campuses around the world are receiving increasing demands for distance based education (Paton and Mordaunt, 2001) and there are many unanswered questions for both administrators and faculty. This panel attempts to draw upon the comparative experiences of several nonprofit programs in the United Kingdom and the United States to examine the contribution which nonprofit programs are making to distance education and enhancing our understanding of how to best use technology in campus based and distance learning courses to accomplish pedagogical objectives. The panel will present the pros and cons of not only using various technologies for distance education but for instruction in general. The insight generated by the panel will make instructors, whether in nonprofit programs or other types of program, better educators.

References

Paton Rob, Mordaunt, Jill 2001. Nonprofit Management Education: International Trends and Issues, Public Performance And Management Review. Vol. 1, 57-73.

Paper Number: PN022136.1

Paper Title: Adding Value Through ICT? The Experience of Distance Learning For Nonprofits Into The E-Learning Age

Author(s):

Dr. Jill Mordaunt, Voluntary Sector Management, The Open University Business School, Milton Keynes,

Summary of Research

This research will examine changes made to the Open University curriculum revising it as an integrated curriculum for both public sector and nonprofit sector managers. The responses of both faculty and students are used for the evaluation.

Description

Adding Value through ICT? The Experience of Shifting Distance Learning for Nonprofits into the E-learning Age

In 1998 the Open University Business School (OUBS) took the decision to re-engineer its entry level management education courses by devising an integrated curriculum for all managers. This is offered via supported open learning - a highly developed form of distance learning. The Open University is a provider of scale - at any one time some 200,000 students study with the university. Courses are multi-media using a range of resources to deliver learning, are costly to produce and require substantial investment. The vision was therefore that economies of scale were to be achieved by having course books common to all students and versioning for sectors was to be achieved through offering some versioned course books, making the adjunct faculty deliverers of sector specific materials and through offering contextualized materials on the course website. The new course required all students to be online and to have access to the web and this was to play a key role in many aspects of the students' learning and study support.   The new courses became operational in November 2000.

There were two key challenges for the course team - versioning generic management courses for students from the public and nonprofit sectors and the use of ICT. This paper focuses in particular on the challenges we have faced in developing and maintaining the online features and evaluates the degree to which the new strategy has been successful (drawing on student and tutor feedback) The paper will be illustrated by samples of the pages developed and show some of the pedagogical and technological challenges.

OUBS wanted to maximize cost-effectiveness in delivering its new Certificate program, to offer its public and non-profit students consistency in core curriculum and assessment with other commercial sector managers and yet at the same time provide some cross-sectoral exposure for which there was clearly a demand with the pressures on managers in the nonprofit sectors to become more business oriented.

The role of the web pages has to be seen in the context of being one of the means of customizing management development to the public and non-profit sectors. And also in the context of the overall approach taken to incorporating and integrating web-based learning in the Certificate program. The aim of the web site for all students became known as the four C's:

Collaboration: permanent access to fellow students enhanced the capacity of students to share their understanding and experience of course ideas in practice with each other. (A particular challenge in distance learning where students can be quite isolated from each other).This enabled the Course Team to include in assessments questions about what students had learned from comparing differences in culture, quality strategies and costing systems between different organizational contexts

Currency: the long lead times involved in authoring and producing and dispatching 'fixed' materials mean that courses could look like still photos of management ideas at the date of production. The web would enable a controlled release of new ideas and cases to students in each presentation at minimum cost.

Convenience: many of the processes of studying through supported distance learning require interactions: when and where tutorials are, what hand-outs were used at missed tutorials, which Residential school site to book, completion of end-of-course evaluations forms, where to access personalized records of assessment scores to date and so forth. By carrying out such communications and interactions on the web, we were adding convenience and speed to students' interactions with the university.

Contextualization: there was major potential for the web in relating management development more specifically to discrete segments of students.

A website was developed for the course with a home page which offered gateways to a variety of resources including a mail facility, a conference for their tutor group, various administrative activities, electronic submission of assignments and a set of sector specific resources.

The resources area is intended to be the access point for a number of sector and subject 'magazines'. The five developed for November 2000 were for the Small Business, Public, Voluntary, Health & Social Care and general Commercial sectors, with others to follow dependant on demand and resources. The 'magazines' have the two main purposes we have already mentioned: providing contextualized materials and information and offering opportunities for communication and networking between students from specific contexts.

An overriding aim was to engender 'empathy' between the student with a particular sectoral, industry or geographical interest with the course concepts and materials, in a way that makes them 'speak' to him or her. We did not want the site to be simply a weak signpost to the mass of resources available elsewhere on the World Wide Web. Given the importance of structure and the time constraints of our students, we wanted to offer 'pre-digested' resources of clear relevance, easily accessible. Those students with the time, inclination and capacity to search wider would do so anyway.

However quite early in the exercise it became clear that there were a number of problems in achieving this vision. Throughout our thinking about the design and operation of this site, we had tried to learn the lessons that others who had gone before us had documented. We knew from past experience of offering online conference discussions as part of a course, particularly at entry level (the graduate entry to the MBA, for example), that securing a viable level of student participation was tricky. Despite engaging with Salmon (1999) who outlines a five stage model for online learning and Mason and Weller (2000) who wrote of their experience of offering a course totally online (You, the Computer and the Web), we did not manage to avoid experiencing similar problems to those they highlight.

A brief survey of a random sample of 72 students on the first three presentations asked how useful they rated different course components. Their responses (Table 1) indicated that the electronic resources through the web were rated low in terms of usefulness.

Table 1: Course Resources

% rating Course Book useful/very useful   99%
% rating website overall useful/very useful 73%
% rating web context resources
  useful/very useful 35%

Source: Watt and Simpson 2001

The issues we have identified arise in the following areas:
· Skills
- of teachers and technologists
- students
· Motivational issues

- Technology
- Architecture and design issues
- Maintenance, maintenance, maintenance
- Management demand of the site
- Liaison with other units - rights,   editors, design

The paper will explain the ways in which these issues manifested themselves and how we have subsequently dealt with the problems they gave rise to. This has been an ongoing learning opportunity for us and highlights that using the web in distance learning is not always the obvious and simple solution that some suggest it can be.

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Paper Number: PN022136.2

Paper Title: The Pros And Cons Of Using Technology For Campus Based And Distance Learning Nonprofit Programs

Author(s):

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Summary of Research

This paper examines the pedagogy of teaching practitioners in nonprofit education programs and the technology dimension of instruction. The fundamental issue to be resolved are the pros and cons of using technology both for campus based instruction and distance learning.

Description

The Pros and Cons of Using Technology for Campus Based and Distance Learning Nonprofit Programs

Problem Or Issue To Be Addressed

A considerable body of knowledge exists on the pedagogoy of learning in fields such as nonprofit education. What is not well understood and accepted is the use of various distance learning technologies to accomplish this pedagogoy. This paper will examine the pedagogy of teaching practitioners in nonprofit education programs and the technology dimension of instruction. The fundamental issues to be resolved are the pros and cons of using technology both for campus based instruction and distance learning.

Relation To The State Of Knowledge In The Field

In 1998 O'Neil and Fletcher attempted to document the state of nonprofit management education in the United States and the World with their book Nonprofit Management Education: U.S. and World Perspectives. The use of technology and distance education is addressed in their book. If anything, technology is more important today, four years later, than technology was then. Current estimates are that within five years approximately fifty percent of higher education learners will take their courses through distance learning(see Neely, Niemi, and Ehrhard, 1998).

Understanding the ways that technology can be used to enhance pedagogical objectives is critical. Faculty and students want person-to-person interaction according to Noble(1998). This can be accomplished in distance education but not in an identical manner to campus-based instruction. The paper will compare and contrast these differences and similar ones for nonprofit courses and include a discussion on types of courses most suited for distance education by drawing on research such as that of Siegel and Jennings (1998) who point out that policy and research courses lend themselves better to distance learning than methods or practice courses. And very importantly, the paper will compare and contrast pedagogical views and technology use in the U.S. with that in the U.K.

Approach

This paper is based on a review of the literature on higher education pedagogy, especially nonprofit education. The argument is that there is a middle ground or blending of pedagogy commonly used in face-to-face instruction and distance learning. In the United States, distance learning is seen as an extension of face-to-face classroom instruction; whereas in the United Kingdom, distance education is viewed as a totally different means of instruction unrelated to face-to-face classroom instruction. Our thesis is that a blending of pedagogy is occurring based on instructional objectives. A comparison grid will be used to illustrate the use of technology in campus-based and distance learning courses that focuses on the pros and cons of specific technologies and their relation to instructional objectives

Contribution To The Field

Nonprofit education is influenced by all the trends influencing higher education including the increasing use of electronic delivery of courses and curricula, which is distance education.
The contribution to the field is to understand how this changes the role of instruction and learning so that nonprofit programs can ensure quality has the maximum impact on their students.

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Paper Number: PN022136.3

Paper Title: An Evaluation of American Humanics Certificate In Undergraduate Nonprofit Management Education As An Online Program At Lakeland College, Wisconsin

Author(s):

Dr. Don Francis, Lakeland College, Plymouth, WI, USA

Summary of Research

A discussion of the strengths and weaknesses of the online American Humanics Certificate program at Lakeland College in comparison with the on-campus experience. Special attention is given to the requirement for the 300 hour internship program and participation in the student organization.

Description

An Evaluation of American Humanics Certificate in Undergraduate Nonprofit Management Education as an Online Program at Lakeland College, Wisconsin

Abstract of Paper
For Presentation at ARNOVA
Fall, 2002

Don R. Francis
Associate Professor Sociology
American Humanics Campus Director

The American Humanics Certificate in Nonprofit Leadership is being offered at Lakeland College, a private liberal arts college in Eastern Wisconsin, and has been approved by the college and the certifying organization for both on campus and online program formats. Lakeland Online was accredited in 1999 and currently has 1300 students taking online courses in degree programs. The AH certificate has been offered online for the first time in the spring semester of 2001-2002, and by ARNOVA conference date three courses have been completed.

This paper discusses the experience of the online American Humanics Certificate program at Lakeland College, and includes evaluation of the program's strengths and weaknesses in comparison with the on-campus experience, which shares the same program leadership and faculty.

Consideration will be given to the experience of first-time course participants and of subsequent course participation; evaluation of two online platforms; role in success of online departmental support; face-to-face communication and personal and online training for first timers; online and proctored exams, asynchronous discussion and written assignments.

Unique to the American Humanics Certificate are required participation in a AH student association and 300-hour internship. Attention will be given to the method for satisfying these requirements in the online format.

Finally, the marketing efforts used will be examined and recommendations for future success will be made.

Paper Title: Feminist Social Service Delivery by NGOs in India

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Summary of Research

Given the crucial role attributed to women-led NGOs in the social development in India, we examine the organizational structure of such NGOs, the women who lead them, and nature of the social services provided by them. We examine 20 women led NGOs and find that despite their self professed feminist ideological leanings, many of them in reality exhibit bureaucratic characteristics - a finding similar to those found in a study of women led NGOs in the USA (Bordt, 1997). We also find that the, pragmatic and cultural variables can explain some of theoretical contradictions we find in our data.

Description

Paper description (1 to 3 pages)

Introduction and outline of paper

  NGOs, as nonprofit organizations are referred to in the Indian sub-continent, have long played an important role in the lives of women in many parts of the world (Carr, Chen and Jhabvala, 1996). The narrative of the Non-Governmental Organization (NGO) called `JSS' illustrates how the interplay of wider economic, social and cultural issues influence the forms of gender and class subordinations as well as leadership.

  Various social movements that followed India's independence ushered in significant changes for women primarily aimed at improving their social, economic and political status. The feminist movement that followed was critical in awakening the interests of well-educated and affluent women to improve the status of their poor and underprivileged sisters (Jacobson and Wadley, 1977). Often such women founded NGOs to achieve this change and catered to the development of less fortunate rural women, especially in the areas of health and education through programs of self-help and empowerment. This empowerment of women by women-led NGOs is deemed "the single most important force fuelling the grassroots explosion" (Fisher, 1993). Such NGO proliferation has often been credited with successfully altering the political context in which women live and function (Fisher, 1998).

NGOs are increasingly important as the vehicles used by governments (both local and foreign), the United Nations, and other nonprofit organizations to deliver services both in the areas of long-term development as well as humanitarian relief. Foreign donor agencies have increasingly diverted their funding through NGOs as they recognize that aid provided to local governments often gets lost to corruption and other interests (ODI, 1988). Thus NGOs have become the favored vehicles for delivering official development assistance, for example, in 1993 NGOs delivered 10% of all development assistance (Gorkenker and Weiss 1995a: 372). One example of the efficacy of NGOs is in implementing sustainable development in the Third World. This often includes the empowering of women in areas where cultural practices hamper their legal rights. Although legislation in the third world often does protect and promote women's rights, NGO intervention aids in enforcing such rights (Sinha & Commuri, 1998; Mishra & Mishra, 1998). Consequently NGOs have been credited with changing the social and political landscape in which women live (Fisher, 1998). Donor recognition of the gap between the rhetoric and reality of women's rights often requires that projects be partnered with local NGOs with ties to women, both as clients and managers (Wilson, 1999). This makes NGOs, which cater to the rights of women and provide social services to women, ideal partners.

Given the crucial role attributed to women-led NGOs in the social development and empowerment of women, in this paper we examine the organizational structure of such NGOs, the women who lead them,

and nature of the social services provided by them. In particular we ask what variables would affect the organization structure and types of services provided by women entrepreneurs who found social service NGOs. We expect that such NGOs will be impacted by the ideology of their founders and this will be evident in their organizational structures and types of services. Furthermore, we suggest that the social and cultural environment in which they function will further mitigate the organizational structure and the nature of social services delivered. This topic is of practical and theoretical importance both to supporters and donor agencies as well as public policy that plays a vital role in regulating, monitoring and licensing NGOs.

We seek to understand the structure and service delivery of such organizations by examining 20 women led NGOS in India that deal with women's issues. At the outset we noted that the overwhelming majority of our women identified themselves as feminist (75%) who were leading organizations with feminist mandates and hence we look closely at the feminist literature as it relates to organizational structures. In Section 2 we review this literature as well as literature on women's NGOs relevant to organizational structure and social service delivery. Next, in Section 3 we discuss our methodology and follow that in Section 4 with the findings from our survey. In Section 5 we briefly discuss the differences between women's NGOs in the west and the east to further contextualize our findings and conclude in Section 6 with some remarks as well as policy implications.

Methodology

The Directory of Organizations working on Gender Issues published in 1996 (Coordination Unit, New Delhi) lists all NGOs in and around the city of Pune (Maharastra, India). From this directory and from the phone directories we arrived at a list of NGOs whose primary mission was related to women's issues . We focused on organizations run by women and who were involved in providing services to women and children, including advocating for women's rights. Twenty-six NGOs met the criteria for our study and we contacted them by telephone or letter and introduced the authors and the project. We followed this up by telephone calls to ascertain whether the founder and or manager of the organization would agree to a 2-hour interview. Twenty NGOs agreed to participate in our study.

We conducted primary interviews that lasted well over two hours and had some follow-up interviews with relevant staff to ascertain missing information or documentation. In some cases, we needed to use further follow-up telephone calls to complete the information and to triangulate the data where necessary. In this paper we examine the variables would affect the organization structure and types of services provided by women entrepreneurs who found social service NGOs and briefly present some information on the women who lead these organizations (founder/managers) to better explain our findings. To this end, we examine our data for the following: characteristics of women who lead these organizations, organizational ideology, nature and types of services offered, sources of funding, tasks required as well as age and size of the organization. We used a modified version of Bordt's classification using seven dimensions. We separate the first dimension into two separate dimensions, 'material incentives' and 'formal structures', as we are not persuaded that 'material incentives' and 'formal structures' necessarily occur with the same intensity. In other words an organization with a 'low' formal structure may also rely on 'material incentives', and indeed we find this to be true in our data.

Closely following Bordt, we use two hybrid organizational structures 'professionals' and 'collectivist pragmatics' (CP) . We retain the former from Bordt, but intentionally invert the latter as 'collectivist pragmatics' to distinguish from Bordt's 'pragmatic collectives' (PC), and to stress the differences along the collective dimensions of incentives and shared beliefs in our hybrid. For example, CP's score high on normative incentives, low on material incentives and high on shared beliefs and time as do 'collectives' but unlike Bordt's PC's that score higher on bureaucratic dimensions. These modifications reflect the reality of the organizational structures found in India.

The contribution to the field

A current decline in international funding to NGOs will move to diminish the traditional paradigm of transfer between the North and the South (Edwards and Sen, 2000) NGOs. This may see consequent changes in organizational structures in NGOs receiving international funding. For example, will organizations evolved as 'collectivist pragmatics' adopt to bureaucratic features necessitated by the demands of international funding agencies adopt new organizational structures in response to new

challenges to replace the lost funds from international sources? How will feminist ideology respond to these changing demands as they seek to redress equity among funder and recipient?   It may be a turning point for many self-professed feminist organizations to drop some of their bureaucratic features and emphasize the collectivist features. Though the new patterns of resource transfer advocated by Edwards & Sen (2000) and Malhotra (2000) may bring about a climate of social justice, careful attention must be paid to the organizational stability of NGOs who develop structures to meet changing environmental factors.

Paper Number: PA021564

Paper Title: Poor Women and their Knowledge of Nonprofit Social Service Providers

Author(s):

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Summary of Research

In this paper, I examine knowledge of private, nonprofit social service agencies among poor Puerto Rican and white women, and how knowledge is related to these women's service use. To examine this issue, I analyze in-depth qualitative interviews with 40 poor women living in a one low-income neighborhood of Philadelphia. In addition, I also incorporate analyses of interviews conducted at 18 different nonprofit social service providers in the same Philadelphia neighborhood (about 35 interviews with executive and program directors).

Description

With the passage of the 1996 welfare reform (Personal Responsibility and Work Opportunity Reconciliation Act, P.L. 104-193, henceforth, PRWORA), the federal government no longer has responsibility for determining eligibility for welfare benefits, nor are welfare recipients "entitled" to such benefits by law. With devolution, the responsibility for providing for America's needy families now rests mainly on the states; however, the PRWORA legislation also allows for nonprofit and proprietary organizations in the private sector to take on a larger role in the provision of public benefits to poor people by allowing them to act as sub-contractors of the government (Katz, 2001).   In addition, many policy makers assume that private, nonprofit social service institutions (NPs) will draw from their own private funds to assist current and former welfare recipients reach self-sufficiency and make ends meet. If former and current welfare recipients need additional help to make ends meet or to improve their lives, it is assumed they will be willing and able to access private, nonprofit social services. Despite this assumption, previous research has shown that use of private nonprofit social services is rather low among poor women (Edin and Lein 1997; Stagner and Richman 1986). Researchers have argued that one main reason poor women fail to utilize nonprofit social services is that they lack knowledge of what services are available to them. In this paper, I propose to examine knowledge of nonprofit social service agencies among poor women, and how knowledge is related to these women's service use. More specifically, this paper will address the following research questions:

· How aware are poor women of nonprofit services generally? Are they more or less aware of certain types of services or certain types of agencies?
· How does knowledge of nonprofit services vary demographically (e.g., by race, age, marital status, welfare status, etc.)?
· How do poor women learn about nonprofit services? How does the information source relate to the type of knowledge the women possess?
· How does the women's knowledge about agencies correlate with nonprofit organizations' outreach strategies?
· What role do the women's networks play in both providing information on services and their use of them?
· How does knowledge affect women's use or nonuse of services?
· How does knowledge correlate with nonprofit directors' views on participation in their programs?
· What can nonprofits do to make the situation better?

Examination of this issue is crucial as the government pulls out of the business of providing for our nation's needy. In addition, previous research in this area has been largely quantitative and therefore cannot tackle the issue of nonprofit knowledge in any depth.

In order to examine these questions, I will analyze in-depth qualitative interviews with 40 poor women living in a poor neighborhood of Philadelphia. Half of the sample is Hispanic (Puerto Rican) and half is Non-Hispanic white. All of the women have received welfare at some point in the last 5 years (since welfare reform), have at least one child under 18 living with them, and live in the targeted neighborhood. These interviews were semi-structured and lasted from 45 minutes to over 3 hours in duration. In the interviews, I asked the women about their knowledge of nonprofits in their neighborhood in various

ways. First, they were asked to list as many social services in their community as they could. After discussing each of these agencies in detail, I asked the respondents to look at a list of services that nonprofits typically provide (e.g., food) and then asked if they knew of any other agencies that provided these types of services. Finally, I gave the women a list of agencies in the neighborhood (a list of over 50 nonprofits) and asked if they recognized any of these nonprofits. We then discussed each of these agencies in detail as well. In this way, I obtained detailed information both on the women's perceptions of nonprofits and their knowledge of them. I asked the respondents to describe their use and experiences with the nonprofit agencies, the differences between public and private aid, and their social networks as well.

In addition, I will also incorporate analyses of interviews conducted at 18 different nonprofit social service providers in the same neighborhood in Philadelphia (about 35 interviews with executive and program directors). These interviews lasted from an hour to 4 hours in length and covered a variety of issues connected to service delivery at the agencies (e.g., funding sources, recruitment strategies, types and number clientele served). I will analyze these two sets of interviews using QSR N*Vivo, a leading qualitative data analysis software, for themes connected with nonprofit social service knowledge and use.

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Paper Number: PA021574

Paper Title: Finding a Community Among the Underserved: the case of the multiple diagnosed homeless

Author(s):

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Summary of Research

Nonprofit human service agencies that are safety net providers for underserved populations have to relate to a community of clients that transcend more than one identity, or more importantly more than one funding category. This paper reports findings from surveys done with frontline providers for the multiple diagnosed homeless population in Miami Dade. This population is comprised of persons with HIV, a substance abuse problem, and a mental health illness. This paper proposes fairly easy approaches that may address the barriers faced by those with multiple needs, as well as pinpoint the systemic problems that perpetuate the barriers.

Description

Finding a Community Among the Underserved:
the case of the multiple diagnosed homeless
Problem or Issue Addressed
Nonprofits relate to constituencies that can have any number of things in common or very little in common. This is especially true for nonprofit human service agencies. Organizations that are safety net providers for marginalized and underserved populations have to relate to clients that transcend more than one identity, or more importantly more than one funding category. This increases the barriers that provider organizations and clients face. Sometimes the identity of the communities to which a nonprofit relates is established by funding streams. This curtails the ability of agencies to relate to special populations. This is particularly true for populations such as the multiple diagnosed aids homeless populations. These are homeless individuals who require multiple services for substance abuse, mental health, and HIV. This population while unique, resembles other populations that suffer the barriers caused by categorical funding.
 When asked "if a multiple diagnosed homeless person with HIV/AIDS wanted to receive your agency/program services, what barriers would the client face?" agency directors list the following three obstacles frequently:
· Limited funding for the agency
· Disorganized service network (i.e. poor service coordination among agencies)
· Lack of needed services at the agency site
The disorganized service network is a repeated theme. This issue is closely linked to the lack of needed services at the provider agency barrier the Administrators identified. Without a well-organized service network, or needed services at the agency itself, Administrators acknowledge they are not properly equipped to handle the multiple-diagnosed, homeless population with HIV/AIDS's myriad and interlinked service needs effectively.
Approach
This paper reports findings from surveys done with health care and social service providers in Miami Dade that were the frontline providers for the multiple diagnosed homeless population. This population is comprised of persons with HIV, a substance and alcohol abuse problem, and a mental health illness. Organization surveyed provided HIV services and substance abuse treatment or mental health treatment. All organizations were exclusively programs that were accessible to the homeless. The data was gathered from 1996 to 1999, by The SHARE Project a project of Housing & Services of South Florida, Inc. (HSSF), a subsidiary of Housing & Services, Inc. (HSI).   The goal of the SHARE Project was to identify barriers to housing and services for multiple-diagnosed homeless people with HIV/AIDS in Miami-Dade County.

Surveys were sent to 30 nonprofit human service providers. Where providers had difficulties filling out

the survey, SHARE staff interviewed them one-on-one. The surveys took up to four hours to complete. Providers were promised confidentiality. The provider survey was divided into three parts, or modules. The first module looked at the general profile of the provider agency, its staff and clients. Questions asked included services provided, funding sources, staff profile, client profile, discharge history and perceived barriers to service at the agency. The second module collected data regarding agency Administrators' perceptions of the service system for HIV-infected, multiple-diagnosed, homeless individuals. This module consisted of a number of policy statements, asking Administrators to identify how strongly they agreed or disagreed with the statements. Module Two also asked Administrators to identify funding priorities given a hypothetical new source of funds to the social service arena. The third and final module looked at formal and informal linkages between providers, asking agencies to provide information about their level of awareness of, interaction with, and satisfaction with the working relationship with other health and social service Miami-Dade provider agencies.

Contribution to the field

This paper proposes fairly easy approaches that may address the barriers faced by those with multiple needs, as well as pinpoint the systemic problems that perpetuate the barriers. One of the most important, low cost ways to make all HIV/AIDS programs more effective in serving multiple diagnosed homeless persons is to 'cross-train' service providers in the expertise, knowledge, and operating methods of other agencies that work with this population, while three said they didn't know if this were so. However until drug treatment, mental health, and homeless services are tightly coordinated and funding pooled, little progress will be made in effectively serving HIV-infected multiple diagnosed homeless persons. One of the coordination problems agencies face trying to accommodate their multiple diagnosed clients with HIV/AIDS is the categorical or "smoke stack" funding atmosphere. Funders target dollars towards one or two issues — substance abuse, mental health, HIV/AIDS, or homelessness — and place administrative requirements on providers funded. While providers recognize the need for these administrative requirements, they say that better coordination among funders would allow for streamlining of the administrative requirements so that providers wouldn't face duplicative paper work and often contradictory policies when they pursue funding from different funding streams.

Such coordination would presumably allow more flexibility in treatment plans since clients would not have to move around to different providers to try to piece together an adequate service plan.   This lack of coordination becomes a barrier to services at the client level when providers have to design their programs to address only a portion of the issues clients face, based on the limited funding streams which they receive. Treatment plans often have to reflect funders' priorities at the expense of individual client needs.

Paper Number: PA021599

Paper Title: NGOs and Human Resource Development in Bangladesh: Profile of Proshika on Health and Education services

Author(s):

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Summary of Research

It is claimed that NGOs have a huge role in the socio-economic development of poor women in Bangladesh. The questions are to be examined in this regard are: how these programmes' targetted population perceive capacity building resources, for example, health and education both in individual and community level and what role the stakeholders play in achieving these. This paper examines the issues based on an anthropological research carried out in a village and in a slum. Data is derived through qualitative methods. The paper provides a critical perspective of the issue.

Description

It is claimed that NGOs have a huge role in the socio-economic development of poor women in Bangladesh. Such institutions provide many services mainly in the directions of micro-credit with the view of poverty alleviation and informal education & training for human resource development. Edwards and Hulme (1996) assert that both of these two patterns of functions allow a huge mass at least to make a thought for empowerment.

The assumption that simply money income does not reflect change in prices of goods and services required, the degree of poverty, the distribution of poverty within households, has led a move to more complex measures which take into account multiple facets of poverty. For example, Human Development Index used by United Nations Development Programme (UNDP) measures assets by educational attainment, health status and purchasing power. Streeten (1990) suggests to consider the changes in the severity of the poverty; the length of time they are in poverty; the changes in access to the physical inputs (calories, housing, hospitals, schools) to capacity building resources (literacy, good health); and in distribution patterns among groups in society and within the family. He makes the link between the asset and the empowerment dimensions of poverty alleviation when he talks about non-material benefits (Holcombe 1995:14).

For the poor, particularly women, group membership of NGOs creates an extensive grassroots network and is claimed to empower them. Their new skills acquired through training and access to investment capital from microcredit help to change their status in community. Women loanees of NGOs' micro-credit programmes may use credit as a bargaining cheap to allow them access to other opportunities available through credit organisations- opprtunities to congregate to other women, to have access to skills training and functional education or health inputs (Goetz and Gupta,1996). Kabeer (1995) mentions of collective relationships as a tool to strengthen women's bargaining power and support for community action. Tinker (1990) also similarly states that participation of representatives of women's groups in integrated meetings can give the opportunities to voice women's opinions. She notes that the fact of organising is itself an empowering experience as women begin to share problems and to recognise they are not alone in their struggles to survive but empowerment ought not stop at group level.

Proshika, a Bangladeshi NGO under its human resource development provides micro-credit for poverty alleviation and motivates its group members to participate in a solidarity group to be engaged in collective planning and problem solving. Proshika emphasises and also encourages its members to participate in community, associations or other groups that attempt to address issues of mutual concern. Proshika's thana (sub-district) co-ordination committees which consists of representatives from the grassroots groups federated in different levels look into the matter of social organisation and empowerment of poor as a whole.

The questions that need to be examined in this regard are: how these programmes and the targetted population (group members) perceive capacity building resources, for example, health and education

both in individual and community level; how far Proshika group members have achieved these as an impact of Proshika's human resource development programme and what role the representatives of grassroots groups play in achieving these. This paper examines the issues based on an anthropological research carried out in a village and in a slum. Data is derived through qualitative methods including participant observation alongside focus group discussions and in depth interviews. The paper provides a critical perspective of the issue on basis of empirical evidences.

Paper Number: PA021341

Paper Title: The "Race-to-the-Bottom" in Social Welfare Provision: Challenges and Responses of
Nonprofit Organizations in Local Communities

Author(s):

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Summary of Research

This paper explores the extent to which the coalitions of nonprofit at the local level are able to influence local governments to forego a "race-to-the-bottom." The paper seeks to identify key roles that nonprofit organizations play in providing countervailing upward pressures on local governments to ensure a supply of redistributive policies by inducing these governmental units to make welfare expenditures out of their own-source revenues. Data for this paper are drawn from the 1992 and 1997 Census of Government and the IRS Exempt Organizations files.

Description

The underlying concern of this paper is that in an environment of significant devolution of redistributive policies to states and local communities, the prospect of a "race to the bottom" needs to be taken seriously. The paper seeks to identify the kinds of factors that may be effective in providing a countervailing upward pressure to ensure a supply of redistributive policies. This paper suggests two ways in which coalitions of nonprofit organizations may play a role in spurring increases in spending on social welfare at the local level. First, nonprofit organizations constitute an institutional form that can sever the link between redistributive spending and the financing of those services. Second, coalitions of nonprofits may serve as vehicles for advocacy, lobbying, and political mobilization on behalf of the poor.

The paper empirically explores the extent to which the coalitions of nonprofit at the local level are able to influence the local governments to make welfare expenditures out of own-source revenues. The paper then asks, if there is such a relationship, what are the conditions under which local communities will see sufficient numbers of well-organized nonprofit organizations to make a substantively important impact on local social welfare spending?

The paper finds that nonprofit organizations engaged in social welfare have an impact on the amount of money that local governments spend on welfare out of their own-source revenues. The aspect of nonprofit organizations that appears to have the greatest impact is not the raw number of the organizations in a community, but the amount of resources that they have for carrying out activities, which includes direct services, as well as advocacy and involvement in the political process. The paper also finds that there is a fairly serious mismatch between communities that have the greatest needs and the kinds of communities in which social welfare nonprofit organizations tend to be most numerous and best funded.

Paper Number: PA021479

Paper Title: Dispelling Distress: Charitable Organizations and Public Responses to the Great Depression in Providence, Rhode Island

Author(s):

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Summary of Research

"Dispelling Distress" explores how the Great Depression and an expansion in the number and scope of publicly-funded social welfare initiatives affected private philanthropic and charitable organizations in Providence, Rhode Island during the 1930s. It explains how citizens' support for private philanthropies and charities changed in the face of economic deprivation. It investigates whether the relationship between public welfare programs and private welfare initiatives was marked by competition or cooperation. Finally, it shows how the public and private social welfare programs that emerged in Rhode Island in the 1930s challenge traditional conceptions of separate private and public spheres.

Description

I.) Statement of the Issues to be Addressed: "Dispelling Distress" explores how the Great Depression and an expansion in the number and scope of publicly-funded social welfare initiatives affected private philanthropic and charitable organizations in Providence, Rhode Island during the 1930s. Historically one of America's most urbanized and industrialized states, Rhode Island—and especially Providence, its capital city—encountered many of the difficulties that plagued urban areas across the nation during the Depression. The state's small size magnified the harsh effects of economic and social upheaval, but it also made the goal of tackling social problems seem more achievable. Both governmental agencies and private charitable and philanthropic organizations determinedly worked to alleviate the economic suffering and social disruption that marred Rhode Island's landscape in the 1930s.

"Dispelling Distress" reviews the Great Depression's effects upon governmental social policy and examines the economic crisis' impact upon two nonprofit social service organizations based in Providence, Rhode Island: the Providence Community Fund (predecessor to the United Way of Southeastern New England), and the Rhode Island Foundation. In the course of explaining how those institutions—and the charitable groups and causes they funded—responded to the economic and social chaos of the 1930s, the paper addresses the following questions:

1. How did the Depression affect governmental social policy? How did it affect private philanthropies and charities?

2. How did the changes that occurred in public social-welfare realms affect private charitable and philanthropic endeavors? Conversely, how did changes on the charitable and philanthropic landscape affect public policy?

3. As government spending on public welfare programs expanded, did citizens' interest in and financial support of private philanthropies and charities contract? How did changes in philanthropic giving patterns during the 1930s affect the activities and goals of nonprofit organizations?

4. Did public welfare programs and private welfare initiatives compete with one another for money and resources, or did they cooperate with and compliment one another in joint efforts to alleviate social problems? If the latter, how do the private/public partnerships that emerged in Rhode Island in the 1930s challenge traditional conceptions of private/public schisms in the realm of social welfare?

II.) The Topic's Relation to the State of Knowledge in the Field: "Dispelling Distress" is rooted in an extensive body of literature that deals with relationships between governments and nonprofit organizations. Enthusiasm for investigating public/private interactions has surged over the last two decades, but until a few years ago, scholars seeking to investigate the connections between personal philanthropy, public welfare, and private nonprofit action would have encountered few historical

secondary sources on the topic. Instead, they would have gleaned insight mostly from the fields of economics, political science, public policy, and sociology. These areas of academic inquiry have abounded with studies that concentrate upon public and private plans to tackle social problems and alleviate the effects of economic inequity. Three recent books that have explored governmental-nonprofit relations are: Lester Salamon, Partners in Public Service: Government-Nonprofit Relations in the Modern Welfare State (1995); Jeff Weintraub, Public and Private in Thought and Theory (1998); and Elizabeth Boris and C. Eugene Steurle, Nonprofits and Government: Collaboration and Conflict (1999).

In addition to the above books, scholarly journals like the Journal of Voluntary Action Research (JVAR) and Nonprofit and Voluntary Sector Quarterly (NVSQ) have published a slew of articles that explicitly address questions about how nonprofits and the government relate to one another. In these journals, authors like Kristen Gronbjerg, Judith Saidel, Lester Salamon, and Jon Van Til have attempted to abolish over-simplified conceptions of independent, competitive state and nonprofit sectors. In a 1987 essay she penned for the JVAR, Susan Ostrander wrote that "the public/private dichotomy [was] no longer seen as a useful or accurate conceptualization of social reality" (JVAR, vol. 16 [1987], no.1, p. 7). Thus, social theorists sought to formulate and promote new models that were more complex. They stressed the cooperation and interdependency that have existed among public and private sectors.

Although sociologists, economists, political scientists, and public policy analysts have investigated the complex dynamics that characterize interplay between 'third sector' organizations and the government, fewer historians have looked at this topic. Until quite recently, many historians seemed to accept the traditional notion of a dichotomous schism between public and private spheres. While some historians focused upon philanthropy and charity (private responses to poverty and other social ills) in their scholarship, other historians concentrated upon governmental (public) responses to economic and social problems. Few historians have analyzed both sides of the public/private coin simultaneously. Examples of historical works that deal with public welfare efforts include: Walter Trattner, From Poor Law to Welfare State: A History of Social Welfare in America (1974); Michael Katz, Poverty and Policy in American History (1983); James Patterson, The Welfare State in America, 1930-1980 (1986); Edward Berkowitz, America's Welfare State: From Roosevelt to Reagan (1991); Mickey Kaus, The End of Inequality (1992); Frances Fox Piven and Richard Cloward, Regulating The Poor: The Functions of Public Welfare(1993); and James Patterson, America's Struggle Against Poverty 1900-1994 (1995).

While the above works have chronicled the expansion of governmental social policy, other books have narrated the development of the private, nonprofit sector. Historian Robert Bremner is widely acknowledged as one of the premier scholars of philanthropy and charity. His most notable works—Up From the Depths: The Discovery of Poverty in the United States (1964), American Philanthropy (1968), and Giving: Charity and Philanthropy in American History (1994)—have described America's growing awareness of the poor and told the story of American philanthropy as it evolved in response to historical trends and events. Crucial as he has been to the development of philanthropic studies, Bremner certainly has not been the only scholar concerned with narrating and constructing the history of philanthropy. Peter Dobkin Hall (Inventing the Nonprofit Sector and Other Essays on Philanthropy, Voluntarism, and Nonprofit Organizations, 1992) and David Hammack (editor, Making the Nonprofit Sector in the United States, 1998) have also created books that help clarify how the nonprofit sector has changed over time. In addition to engaging in his own independent research, Hall has collaborated with Colin Burke (author of "Nonprofit History's New Numbers [and the Need For More]," NVSQ, vol 30 [2001], no. 2) to compile historical statistics related to the nonprofit sector in the United States. These figures will be published in the forthcoming Millennial Edition of the Historical Statistics of the United States.   Another historian who has focused upon the nonprofit sector is Judith Sealander; in Private Wealth and Public Life: Foundation Philanthropy and the Reshaping of American Social Policy from the Progressive Era to the New Deal (1997), she examined how the growth of private philanthropy and nonprofit action shaped public policy.

As the above paragraph attests, historians have recently begun to scrutinize relations between government and philanthropy. Those who have entered this area of inquiry have thus far tended to focus upon either how government has affected philanthropy, or upon how philanthropy has influenced public policy formulation. "Dispelling Distress" augments existing historical work because it simultaneously

explores both sides of the public/private question in its examination of how one pivotal decade in American history—the 1930s—affected both Rhode Island's governmental agencies and private charitable institutions.

III.) The Paper's Approach: Using a case-study approach, "Dispelling Distress" sheds light on the complex relationship that existed between public and private sectors in Rhode Island during the Great Depression. It includes statistics on philanthropic giving and nonprofit spending. The paper's analysis is based upon government records, primary source materials collected from the Providence Community Fund and the Rhode Island Foundation (the two nonprofit organizations under examination), records of philanthropic giving, newspaper articles, and census materials.

IV.) The Paper's Contribution to the Field: By analyzing Rhode Island's private benevolent organizations along with the state's social policy initiatives, "Dispelling Distress" explains how the construction and definitions of 'public' and 'private' social-service institutions, spheres, efforts, and actions changed during the Depression era. It complements the existing body of scholarship by showing how contemporary events, ideas, and social groups encouraged change in publicly-funded welfare programs and also private charitable and philanthropic organizations. "Dispelling Distress" deals in a multifaceted way with the various links that exist between private philanthropy, public activism, and the societal changes that affect them both. It adds texture and nuance to an on-going discussion about nonprofit/governmental interactions and contributes to the theoretical dialogue surrounding the relationship between 'private' and 'public' spheres in American society.

Paper Number: PA021617

Paper Title: The Government-Nonprofit Relationship in the Post 9/11 World: Emerging Evidence in the Social Services Arena

Author(s):

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Summary of Research

This paper explores the contemporary government-nonprofit relationship (in the area of human services) and how it has been affected by governmental changes manifest in the aftermath of the tragic events of 9/11. Using data gathered from "street-level" social service nonprofits, the paper identifies key actions and policy choices made at the state and local government level that have had major consequences for nonprofits in the post-9/11 period. The paper focuses on changes nonprofit managers deem likely to have durable, prolonged impact, and identifies the emerging strategies nonprofit managers' are pursuing to cope with this significantly altered government context.

Description

Problem/Issue

   This paper addresses the issue of the contemporary government-nonprofit relationship (in the area of human services) and how this relationship has been affected by governmental changes manifest in the aftermath of the tragic events of 9/11. Using interview data gathered from "street level" social service nonprofits heavily engaged in government contracting and grant relationships, the paper identifies key governmental actions and policy choices undertaken at the state and local government level in the period since September 11 that have had major consequences for nonprofits. It discusses the reported impact those governmental actions and choices have had on the nonprofits' operations and on their capacities to function effectively as service providers. The paper focuses on those changes nonprofit managers deem likely to have a durable and prolonged impact on the nonprofit-government relationship as they experience it, and seeks to identify the emerging strategies nonprofit managers' are pursuing in attempting to cope with the new challenges they confront in an altered government context.

   The literature makes clear that few institutional relationships in the lives of nonprofit organizations hold within them such potentially critical consequences as the relationships nonprofits have with government. This is especially true in the human services arena where the past 30 years has been marked by a progressively deepening set of ties across the government-nonprofit border (Salamon, Smith and Lipsky). Through their expanding participation in a variety of governmental grant and contracting arrangements, and in an ever-broadening array of government-nonprofit partnerships, nonprofits operating in the social services have largely cast for themselves a future that is heavily dependent upon both the fortunes and policy choices of government. According to the New Nonprofit Almanac (2000), nearly 1/3 of nonprofits' revenue derives from government contracts and grants; for those in the social and legal services category the figures rise far higher. So enmeshed have nonprofits become in the work of government as to give rise to voiced concerns about emergence of a "hollow state" (Milward and Provan).

   While we have developed a substantial degree of understanding of the contemporary nonprofit-government contracting relationship as a consequence of the works of Smith, Salamon, Gronbjerg, Van Slyke and others, there is little question that, in the aftermath of the tragic events of September 11, much of what we had understood to be commonplace has been upended.

   In reporting on the impacts of September 11, much attention has been focused on the relatively direct and immediate impacts of these events on nonprofit human service providers work -- how they have adversely impacted the donative fundraising abilities of most human service nonprofits in light of the massive diversion of donations to September 11 victim funds run by entities like the United Way and American Red Cross; how they have raised capacity and effectiveness questions among nonprofits in light of the burgeoning and unanticipated challenges faced by these organizations in distributing raised

dollars to those whom they were intended to reach; and in light of the erosion of public trust in charitable enterprises in the face of outright scams. But to date very little attention has been focused on the indirect impacts on nonprofits felt as a consequence of their interdependence with government. It is important for us to glean answers to the questions: "From the vantage point of nonprofits, what has changed in the lives of their governmental patrons and partners? And what have been subsequent ripple effects of those changes on the efforts of the nonprofit human service providers with whom they are bound in work?" This paper attempts to make contributions toward providing answers to these questions.

The findings in this paper are derived from semi-structured interviews conducted with directors of 30 mid-sized human service nonprofits in Baltimore, Maryland and Wilmington, Delaware, known to have been extensively engaged in financial/service relationships with state and local government. Directors were asked to identify the major recent changes they had seen in their grant and contracting relationships with state and local agencies (in terms of funding, program requirements, administrative mandates), and to assess the general tone and climate of the current government nonprofit relationship in their state. Those interviewed were asked to appraise the impacts of these governmental changes on the work of their organizations and to describe the strategies they were attempting to pursue to cope with the challenges these changes posed for their agencies.

The research reported in this paper finds that in the post 9/11 period, the states' budget squeeze, coupled with the diversion of funds to meet unanticipated state and local security concerns, have meant for social service nonprofits: 1) the cancellation of routine, relied-upon contracts and grants, 2) even deeper underreimbursement for the true costs of services, 3) shifts in the terms set for new contracts to compel higher "in-kind" match from nonprofit agencies and 4) heightened governmental preoccupations with "performance" that have placed nonprofits under even greater service strain. Nonprofits have attempted to seek ways to cope under these emerging conditions, but at this point it appears there are some critical weaknesses in their fiscal, administrative, and political capacities that leave them struggling. It is too early to know with certainty whether these post 9/11 changes are permanent or temporary ones, but if enduring, they promise to render the critical nonprofit-government relationship an increasingly difficult and conflict laden one for social service nonprofits in the future.

Paper Number: PA021171

Paper Title: The Role of Faith-Based Providers in a Social Service Delivery System

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Summary of Research

We explore the degree to which faith can influence service providers and the role of faith-based providers in service delivery. We examine organization variables of faith-based service providers compared with non-faith-based service providers, including size, types of services provided, methods of service delivery, use of volunteers, and relationships with others in the community. This examination enhances understanding of the specific characteristics of faith-based providers and how these characteristics may influence the roles these organizations can play in social service delivery systems

Description

One of the more controversial elements of welfare reform was the Charitable Choice provision. Charitable Choice, or Section 104 of the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 (PRWORA), encourages states to contract with faith-based organizations (FBOs) for delivery of social services to welfare recipients on the same basis used to contract with traditional, secular providers. Charitable Choice, as conceived in 1996, allows faith-based service providers to use religious criteria when hiring staff, maintain religious symbols in areas where programs are administered, and use faith-based concepts when providing services. Clients have a right to an alternative secular provider and may not be pressured or forced to participate in religious observances or services. Public funds may not be used for sectarian activities such as worship, religious instruction, or proselytizing. Historically, significant funds have gone to social service providers who were affiliated with and informed by the religious precepts of FBOs, and government funds have followed individual hospital patients and nursing home residents to religious facilities. But Charitable Choice initiatives go further and encourage governments to partner directly with sectarian organizations—including organizations considered "pervasively sectarian"—in order to provide an array of social services.

Smith and Sosin (2001) examined "faith-related" agencies in two cities and their ties to faith and the implications of those ties for social policy and public management. Monsma and Mounts, in a paper presented at ARNOVA (2001) and not yet finalized, discussed the comparative roles of government for profit, non-profit, and faith-based agencies in four cities. Neither of these efforts closely examined organizational variables. In general, on the positive side, faith-based organizations are often seen as smaller, less bureaucratic, community-based, compassionate, and holistic. On the negative side, they are often seen as low-capacity, unprofessional, isolated, and as inexperienced entrants into service provision. We propose to explore the degree to which faith can influence service providers and the role of faith-based providers in service delivery. We will examine organization variables of faith-based service providers compared with non-faith-based service providers, including size, types of services provided, methods of service delivery, use of volunteers, and relationships with others in the community. This examination will enhance our understanding of the specific characteristics of faith-based providers and how these characteristics may influence the roles these organizations can play in social service delivery systems.

This paper is the result of work conducted as part of a three-year study of how three states (Indiana, Massachusetts, and North Carolina) are implementing the Charitable Choice provisions of the 1996 Welfare Reform legislation. Our analysis will focus on Indiana, specifically on the Indiana Manpower Placement and Comprehensive Training program (IMPACT). IMPACT is funded by the Temporary Assistance for Needy Families (TANF) block grant, and it contracts for employment-based services including assessment; education; job training; job readiness; and job search, development, and placement. The organization contracts with newly formed and traditional faith-based providers as well as with non-faith-based providers to deliver these services.

As part of our research, mailed and in-person interviews were conducted with IMPACT provider administrators to assess a variety of operational factors. The provider questionnaire was designed to gather data on a number of factors deemed important for assessing the efficacy of service provision. These factors and specific questions were developed from the literature and conference presentations on organizational structure and process, Charitable Choice and faith-based service provision, and from other ongoing nonprofit surveys.

We measured a set of basic factors for the organization such as longevity (the year it was founded), organizational auspice (nonprofit, for-profit, government), organizational affiliations with others, geographic focus, mission, and their most important programs or activities. We measured governance in terms of both the board of directors and the executive director. We asked human resource questions about both paid employees and volunteers. The organization's capacity to deliver services was measured in several ways. We listed factors that might pose difficulties for organizational functioning and asked whether these posed major, minor, or no challenges for the organization. In addition, we asked about factors that would enhance organizational capacity, including technology, formal procedures, and financial reserves. We used a series of questions to assess the degree of interactions with other organizations or community groups in the delivery of IMPACT services. These questions explored details about the types of organization and about both their collaborative and competitive relationships. The data gathered from these interviews will allow us to compare size, capacity, professionalism, community interaction, service provision history, and holisticness of faith-based organizations with non-faith-based organizations that contract for IMPACT services.

In research on faith-based organizations, a major issue is how to define the term "faith-based" (Finding Common Ground: 29 Recommendations of the Working Group on Human Needs and Faith-Based and Community Initiatives. (2002); Chambre (2001); Jeavons (1998); and Smith & Sosin (2001))

It is, consequently, clearly important to measure the degree to which religion plays a part in the organization. The state of Indiana classifies providers as faith-based or not depending on two factors: chiefly self-identification and/or participation in FaithWorks. This simple binary distinction is inadequate, and numerous researchers have pointed out that thinking of the degree of religiosity as a dimension is more useful. (Finding Common Ground: 29 Recommendations of the Working Group on Human Needs and Faith-Based and Community Initiatives. (2002); Chambre (2001); Jeavons (1998); and Smith & Sosin (2001))

We asked our respondents six religious screening questions:

1.   Does your organization provide funds or support to any religious organizations?
2.   Is your organization affiliated with any religious organizations or faith traditions?
3.   Is it desired, requested, or required that staff and volunteers share the same religious belief or faith?
4.   Is religion or faith part of any services you provide?
5.   Are organizational decisions guided by prayer or religious texts, documents, or periodicals?
6.   Are religious or faith criteria used to assign staff to positions?

If any question was responded to affirmatively, we considered the organization to have a religious orientation.

As we expected, we found variations in the degree to which faith influenced the providers. Of the 23 organizations studied, two said yes to four or five of the religious screening questions (strong religious influence), five said yes to two or three questions (moderate religious influence), three said yes to one question (slight religious influence), and thirteen said no to all questions (no religious influence).

Also, if the providers responded affirmatively to any question, we asked them an additional set of questions to assess the degree to which their faith orientation influenced their sense of identity and their religious rationale for becoming involved in IMPACT. We asked about the implications that might have resulted from receiving government funding. These implications included whether they felt a need to curtail any religious practices because of government funding, whether government officials had ever questioned their religious practices, whether they had received any criticism or lawsuits, and whether they had encountered any issues with clients. We also asked if any clients had attended religious activities or joined the church, and if they perceived any advantages or disadvantages because of their religious orientation, if they engaged in expressions of faith or personal testimony, and if there were any consequences for their affiliated religious body.

Taken together, these two sets of questions should provide a more fine-grained assessment of the role of faith in service providers than is currently available in other studies. We will then examine the degree

to which the faith orientations of the providers are related to important aspects of their functioning and service provision.

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Paper Number: PA021254

Paper Title: Exploring Elements of Faith-based Organizations that Affect Participation and Success in Obtaining Funding from Faith-based Initiatives

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Summary of Research

This study will examine the types of variables that influence the ability of a faith based organization to successfully compete for and implement a government contract to deliver social services. It is proposed that five factors (a strong, respected, charismatic leader; activist lay leadership; racial diversity; class diversity; and prior years of volunteer experience in social service delivery) will predict which faith based organizations will be most interested in government funding, be most successful in securing funding, and be most effective in implementing government funded social service delivery programs.

Description

Faith based organizations have played a long-standing and varied role in the delivery of social services. At times the state has partnered with and encouraged the work of faith based organizations while at other times the state has been more resistant. Judicial and legislative changes over the last twenty years have created an environment of greater official support for faith based organizations. This support has most recently peaked with the ratification of Charitable Choice legislation in 1996 as a part of Welfare Reform and the Bush Administration's 2001 proposals for a Faith Based Initiative for government funding of faith based organizations to deliver social services. These changes in social service delivery are occurring in the face of political opposition regarding the ability of faith based organizations to muster the sophistication and professionalism necessary to accomplish social service tasks successfully and without religious bias. Yet the momentum to sustain these changes continues buoyed by the enthusiasm of theorists and scholars who trumpet the work of faith based organizations at cracking the hardest of reform cases and providing sustained transformation in communities by calling up the best inspirations of widely subscribed religious traditions. This study will propose a conceptual framework and test variables that predict those faith based organizations that could best overcome obstacles highlighted by the nay-sayers and deliver on the promises championed by the believers.

Due to the increased focus on faith based organizations by policy makers in recent years, there has been an emergence of an academic literature regarding faith-based organizations. While much of the literature, drawing from political science, law and sociology, are laudatory towards faith based organizations, there is much literature that casts doubt about whether faith based organization are all that willing, able or effective as partners with government in social service delivery. The laudatory literature emphasizes the historical role faith based organizations have played in delivering social services prior to the New Deal, describe how faith based organizations still do, and argue that they should do even more. They also emphasize how many of the legal barriers used since the New Deal to exclude faith based organizations are now being found unconstitutional. The derogatory literature focuses on separation of church and state issues as well as highlights how many faith-based organizations in impoverished areas have trouble affording full time services and maintaining facilities, let alone having to consider how to implement government funded social services, especially if it means that government will cut back on its own service provision. Other opponents of government contracts to faith based organizations are concerned about how government connection to faith based organizations could corrupt or disrupt their spiritual focus.

To evaluate these contentions, a conceptual framework will be proposed in this study that provides an explanation of how these issues can be mitigated. The conceptual framework contains elements of the business diversity literature regarding organizational diversity and the parts of the framework of Schneider and Ingram (1997) modified to illustrate how faith based organizations that demonstrate particular characteristics could be most effective in delivering social services. Combined, these literatures suggest that the FBOs that have the level of diversity as well as organizational structures to enable them to mobilize the necessary resources to secure and implement programs can cut across the

social construction of policy target groups in order to have positive community impact. Using these insights, this study proposes that faith based organizations that have a 1) strong respected charismatic leader, 2) activist lay leadership, 3) racial diversity, 4) class diversity and 5) prior years of volunteer experience in social service delivery will be most interested in government funding, be most effective in securing funding, and be most successful in implementing government funded social service delivery programs.   It is the contention of this study that all of these elements are necessary to result in the highest degree of willingness and effectiveness in faith based organizations in fulfilling their highest potential. This research will test whether faith based organizations which fulfill these five conditions which indicate the stability and maturity to have apprehended the ideas proposed in the conceptiual framework actually results in greater willingness and sophistication to secure government social service funding and ability to deliver government funded social service programs.

Both quantitative and qualitative methods will be used to test if faith based organizations with these elements have greater willingness and effectiveness to submit quality proposals and deliver effective services.   By measuring responses of the study participants, a gauge of the social and religious environment of religious congregations can be gathered.   The attitudes of the members of the congregations are presumed to contribute to the environment created by the congregation.   By assessing this environment, it is expected that insight can be gathered about the degree that the variables under examination in this study contribute towards interest in, successful solicitation of, and effective implementation of government contracts. To do this, the following methods are proposed:

1) An examination of data from the National Congregations Study to measure the congregation sample is proposed. The National Congregations Study is a 1998 interview procedure of the leaders or key decision maker of 1,236 congregations regarding multiple aspects of the congregations' social composition, structure, activities and programming. Variables measured included willingness to work with government in delivering social services, history of working with government in delivering social services, racial composition, income levels of members, attributes of the organization's leadership structure, opportunities for lay leadership, and history of doing ministry to the poor. The National Congregations Study is a large nationally recognized sample drawing from congregations across the United States that attained an 80% response rate and due to its rigorously reviewed interviewing protocols should be expected to have a high degree of validity. The sample list was drawn from organizational membership of participants of the 1998 General Social Survey (Chaves, 1999). Data from the study will be deconstructed and evaluated according to the hypotheses in this study. Quantitative methods such as regression analysis, correlation, and cross tabulation will be used to measure whether the possession of congregational race diversity, congregational class diversity, strong charismatic leadership, lay leadership opportunities and previous experience contibutes towards greater willingness, effectiveness and success in delivering government funded social services

2) Dialogue with the grant administrators from the State of California Employment Development Department to identify which faith based organization programs have implemented their programs most effectively according to the standards of success promised in the proposals and identify the elements that contributed to success. The Governor's Faith Based and Community Initiatives program is an Employment Development Department (EDD) project utilizing the "Fifteen Percent Set-Aside" funds from the US Department of Labor that are reserved for use by the Governor as he sees fit. Program evaluation information will be solicited from the grant administrators from the State of California Employment Development Department to identify which faith based organization programs have implemented their programs most effectively.   Identifying successful programs will serve as further evidence identifying whether higher degrees of racial diversity, class diversity, strong leadership, lay leadership and prior experience can be found in the most successful programs. The purpose of this analysis is to identify whether the variables in this study contributed towards the faith based organization actually applying for funding and being successful in their projects. The first set of grantees completed their projects in November 2001 thus data can be gathered for evaluation for these completed projects. Identifying the faith based organizations that fulfilled and/or exceeded their contract requirements will contribute towards measuring whether racial diversity, class diversity, strong leadership, lay leadership and prior experience not only resulted in funding decisions, but also program effectiveness. Comments from grant administrators at the Employment Development Department will provide additional knowledge

as well. This qualitative research will provide an assessment of potential casual factors proposed in this research, which then can be further confirmed through the larger National Congregations Study.

In short, the quantitative element are intended as confirmatory and as ways to establish the rigor of the study while the qualitative elements through the interviews provide the depth of analysis within a particular context as well as point to possible causal factors.

It is expected that interest in the government funding for social services, success in receiving funding and success in program delivery will be increasingly correlated with racial diversity, class diversity, strong charismatic leaders, high degrees of lay leadership, and prior volunteer experience in social service. In other words, faith based organizations that have lower levels (on average) of racial diversity, class diversity, strong charismatic leadership, lay leadership, and prior volunteer experience will be less interested, successful in receiving funding and effective in community impact than faith based organizations that have higher levels of these five variables on average.

These results are expected because these five variables address particular issues raised in the literature that criticizes faith based organizations delivering social services as well as highlight those elements lauded by advocates of faith based organizations.   Racial diversity and class diversity address the issues of willingness and ability of faith based organizations to handle government social services with these variables serving as measures of organizational openness to government initiatives in stereotypically Democrat affiliated social service programs from a Republican presidential administration, as well as measures of ability to address sophisticated grant requirements and still maintain connectedness to people in need.   Strong leadership by the religious leader and frequent lay leadership opportunities demonstrate elements of vision that enable a faith based organization to play a significant role in transforming their communities and to function successfully as places where members can learn civic skills which empower them to participate in other "mediating structures" such as voluntary associations, their families, and neighborhoods. Prior voluntary experience in social service delivery indicates skill at handling social needs and a history as a "mediating structure" in the community.   The conceptual framework proposed in this study demonstrates the way that racial diversity, class diversity, strong leaders, lay leadership and prior experience may manifest themselves in faith based organizations to create successful program participation and delivery. The faith based organizations that demonstrate higher levels of these elements will demonstrate the most interest and success in performing community social services.

Through testing whether these variables contribute towards willingness, effectiveness and success, insight can be gained about to to structure faith based initiatives such as California's program and the Bush Administration's efforts. If confirmation is found for these hypotheses, then outreach methods, evaluation techniques, and the vision for the programs can be adjusted to reflect these ideas. If confirmation is not found, the arguments of the nay-sayers of these faith based social service ideas might be too powerful to be overcome by the hopes of the believers.

Paper Number: PA021598

Paper Title: Interpretive Analysis of Church-State Relationships among Faith-Based Organizations: A Study of One Southern Locality

Author(s):

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Summary of Research

Faith-based initiatives amend past practices, where "religious" organizations utilized federal funding for the delivery of "secular" human services, moving toward the public funding support of organizations whose human service activities are based on faith in a more thoroughgoing manner. The research question has arisen: What are the meanings of church-state relationships for faith-based organizations? The findings of this qualitative inquiry provide a richer understanding of the multiple meanings that faith-based organizations in one Eastern location assign to relationships with government programs, government agencies, and the use of public funds.

Description

Keywords: religious organizations, human services, faith based initiatives

Problem or Issue to be Addressed:

Faith-based initiatives, such as Charitable Choice legislation, substantially alter church-state relationships by removing barriers to the public funding of human services in organizations that promote the role of values, beliefs, and other characteristics of faith (Davis & Hankins, 1999). In seeking to "level the playing field" for these organizations, faith-based initiatives suggest moving away from past practices, where "religious" organizations utilized federal funding for the delivery of "secular" human services, and toward the public funding support of organizations whose human service activities are based on faith in a more thoroughgoing manner.

As a result of these policy initiatives relating to faith-based organizations, several questions have arisen: In recognizing their religious characteristics and the possible use of public funds, how do faith-based organizations understand their relationship to governmental entities? Do faith-based organizations experience barriers to equal opportunity for public-private partnerships (White House, 2001)? Or, might they recognize safeguards that protect both the providers and recipients of faith-based human services (Baptist Joint Committee, 2001)? Each of these issues has pointed to a primary research question: What are the meanings of church-state relationships for faith-based organizations?

This empirical research inquires into meanings assigned to current opportunities and risks related to the public funding of faith-based human service organizations, as articulated by a variety of stakeholders, from government officials to the leaders of faith-based organizations. The guiding research question, in italics above, asks the leaders of faith-based organizations in Richmond, VA, as well as other local, state, and national stakeholders, about their understandings of various aspects of church-state relationships when considering public funding for providing human services.

The findings of this inquiry will provide a richer understanding of the multiple meanings that faith-based organizations assign to relationships with government programs, government agencies, and the use of public funds. The multiple meanings of church-state relationships that will be offered by diverse research participants may be able to provide valuable insights into the complex phenomenon of faith-basis organizations providing human services with government monies. These findings may provide greater knowledge of the role of faith as a basis for publicly funded human services, and furthermore, this knowledge may find value in its recognition of the ethical implications of faith-based, publicly funded human services.

Relation to Knowledge in the Field

With recent faith-based initiatives, including charitable choice legislation, new opportunities are being created for church-state human service relationships among religious organizations. With the new relationships have come new questions. The recent Government Accounting Office Charitable Choice implementation research (2002) suggests the lack of scholarship on issues that include faith-based organizations (FBOs) discriminatory hiring exemption and FBO's requirement not to use public money for religious activities. Sherwood (2001) also suggests that these questions are among those that have remained unanswered in the policy debate. Cnaan (1999) and Wineburg (2000) are among those in my profession of social work who have recognized the need for research on private-public relationships involving religious organizations. This research considers these issues as the guiding research questions asks how faith-based organizations understand the church-state relationships that are created in providing human services with public funds. The paper I propose provides preliminary findings from research in one locality.

Approach to the Study

Most of the church-state discussions in the literature move beyond dichotomous categories of church-state "separation" or "partnership" to recognize a multifarious phenomenon of church-state relationships. A pertinent issue has emerged for faith-based organizations (ranging from congregations newly interested in service delivery to traditional religious affiliated organizations), as well as other stakeholders (including denominational bodies, funding sources, and advocacy groups), is the main research question: what are the meanings of church-state relationships for faith-based organizations?

Organizational leaders and policymakers, advocates and critics, and other stakeholders offer distinctive understandings of various elements of church-state relationships and are the participants of this qualitative research. This constructivist inquiry use methods that will not offer objective descriptions of what church-state relationships are or what they should be, but rather present the multiple meanings of the subjective experiences of faith-based organizations and other stakeholders. Attempts to discern the multiple understandings of a phenomenon, such as the church-state relationships of faith-based organizations, provide an appropriate constructivist research question with the goal of understanding the experiences of participants (Rodwell, 1998).

Contribution to the Field

The findings of this inquiry will provide a richer understanding of the multiple meanings that faith-based organizations assign to relationships with government programs, government agencies, and the use of public funds. The multiple meanings of church-state relationships that will be offered by diverse research participants may be able to provide valuable insights into the complex phenomenon of faith-basis organizations providing human services with government monies. These findings may provide greater knowledge of the role of faith as a basis for publicly funded human services, and furthermore, this knowledge may find value in its recognition of the ethical implications of faith-based, publicly funded human services.

Among the elements that I assume to be a part of the multiple meanings of church-state relationships for faith-based organizations are the following assumptions: faith-based organizations have different understandings of the role of religious activities in providing human services; they place different values on the ability to discriminate in hiring; and, they have different perspectives on the purpose of financial and programmatic accountability.

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Paper Number: PA021694

Paper Title: Congregations and Civil Society: A Double-Edged Connection

Author(s):

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Summary of Research
The purpose of this paper is to provide an analysis of the decidedly ambivalent connection between local religious congregations and the American voluntary sector. Specifically, it will explore the available sociological data attending to four civic contributions made by American congregations: 1.Their provision of social services; 2.Their maintenance of civic "idiocultures"; 3.Their creation of human and social capital among congregants; and 4. Their engendering of feelings of community solidarity within local contexts. It will conclude with an assessment of how congregations can responsibly and, despite the overblown rhetoric one often hears, realistically enhance the American voluntary sector in the future.

Description
Among the oft-noticed features of what scholarly observers sometimes tout as "American exceptionalism" – what distinguishes the U.S. from other advanced industrialized nations – two perennially appear at the top of the list. One is the perduring and eclectic vitality of America's voluntary sector and the other, despite interminable prognostications concerning the "death of God" within purportedly secular cities and towns across the nation, is the startling resiliency of American religion. One would hesitate to call these unadulterated goods. As with the others, these components of American exceptionalism cut both ways. They have what Seymour Martin Lipset (1996) calls a "double-edged" quality, contributing to public life in ways that are laudable as well as both uncivil and fanatical. Such associations as the Aryan Youth Movement ("skinheads") and the Ku Klux Klan, for instance, could hardly have been in Max Weber's (1911) mind when, impressed with the sheer scope of its voluntary sector, he dubbed America the "association-land par excellence." Nor could Arthur Schlesinger's (1944) wide-eyed ascription, "a nation of joiners," likely have come from him observing would-be devotees eagerly joining the so-called Heaven's Gate cult in time for the arrival of the Hale-Bopp comet. Some discretion, therefore, is certainly warranted.

This is not to suggest that our interest, even fascination, with these unique aspects of the American experiment is unwarranted. Indeed, America's voluntary sector and its vaunted religiosity are akin to the fabled twins of Hippocrates: When one ails so does the other, and only together can they remain healthy. This connection has been noted with some frequency (e.g., O'Neill 1989, Wuthnow and Hodgkinson, 1990, Wuthnow, 1991, Hodgkinson, et al. 1993, Cnaan 1999, Baggett 2001). Less often, however, does one hear that this connection is constituitively "double-edged." This is particularly true in the case of local religious congregations. They have not withdrawn into the sphere of private concerns ranging from salvation to self-realization as some theorists, bemoaning their public irrelevance, have contended. Nor are they capable of nearly single-handedly reviving civic life, which many neo-conservatives seem to think. Despite the "either/or" rhetoric that so often colors discussions pertaining to religion and the voluntary sector, congregations are neither privatized sinners nor civic saints. They have a "yes, but" quality about them, which becomes apparent upon conducting careful analysis of their contributions to the voluntary sector.

The purpose of my proposed paper is to provide this kind of careful analysis. Specifically, I intend to explore the available sociological data (from articles, books, online sources and some initial original research) attending to four civic contributions made by American congregations: 1.Their provision of social services; 2. Their maintenance of civic cultures; 3. Their creation of human and social capital among congregants; and 4. Their engendering of feelings of community solidarity within local contexts. Focusing on each of these four civic contributions should suffice to get beyond the rhetoric and move us toward a more nuanced understanding of this essentially Janus-faced connection between congregations and the voluntary sector. I plan to conclude with an assessment of how viewing that connection in a more nuanced fashion can enable us to discern the manner and extent to which congregations can responsibly and realistically enhance the American voluntary sector in the future. Works Cited:

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Paper Number: PA021222

Paper Title: Management Support Organizations

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Summary of Research

Management Support Organizations (MSOs) are nonprofit organizations whose mission is to provide low-cost, high quality management capacity building to other nonprofits. A conservative estimate suggests that over 250,000 nonprofit personnel annually access technical assistance provided by MSOs.

This paper traces the history of MSOs since 1991 when the first MSO affinity group formed within the Nonprofit Management Association. In addition to qualitative perspectives from key MSO players, this paper presents quantitative results from a 2002 MSO Survey, profiling the typical MSO today. Comparison with results from a 1994-95 survey highlight the development of this nonprofit capacity building movement over time.

Description

The Problem or Issue to be Addressed

This paper traces the history of Management Support Organization (MSO) development since 1991 when the first MSO affinity group formed within the Nonprofit Management Association. In addition to qualitative perspectives from key MSO players, this paper presents the quantitative results of a 2002 Survey of MSOs, profiling the typical MSO today. The results are compared to a 1994-95 survey in order to highlight the development of this nonprofit capacity building movement over time.

The Topic's Relation to the State of Knowledge in the Field

As the nonprofit sector continues to assume greater degrees of responsibility for society's health and welfare, there is new interest in the larger question relating to how the sector is maintained, developed and supported. This concern quickly leads to a discussion of the infrastructure that supports the sector. There are a variety of capacity-building delivery systems. This research focuses on one of them, Management Support Organizations (MSOs), which are nonprofit organizations whose mission is to provide low-cost, high quality management capacity building to other nonprofits.

The Approach Taken

  Survey research methodology is used to gather quantitative data from MSOs across the country. In addition, document reviews and interviews provide qualitative perspectives from key MSO players in the field.

The Contribution to the Field

Today, after 26 years of development and maturation, a young, robust industry of MSOs is devoted to improving the effectiveness of nonprofit organizations and the people who manage and govern them. The MSO field is a significantly large training and consulting force operating for the benefit of nonprofit personnel. A very conservative estimate suggests that over 250,000 nonprofit personnel annually participate in training programs provided by MSOs. This research provides a better understanding of the

MSO community with respect to Who is doing What, How, and Where.

Paper Title: Mapping Researcher Discourses in a Multi-Cultural Community Based Research
Organization. A Process for Human and Organizational Development

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Summary of Research

In order for humans and organizations to develop they need a context which contains both similarities and differences. We present preliminary findings of a qualitative study involving interviews with researchers in a multi-cultural community-based research organization. Interview questions aim to elicit discourses representative of different types of research positions, i.e. assumptions-in-use about research. Interview data will be triangulated with the analysis of written texts authored by research teams. Findings have practical implications for individual and organizational development, the composition of cross-functional project teams and researcher reflexivity.

Description

The Problem or Issue
Human and organizational development has been related to the balance between similarities and differences within a system (Belenky et al, 1985). The rationale is that too much or too little sameness results in stagnation. The same is true for too much or too little difference. However, which similarities and differences matter, how can they be mapped, and what constitutes too much and too little?

In a research based organization, a clarification of specific types of research positions, which are tacitly or explicitly advanced by individual researchers, might be a useful step toward gaining insight into the presence, or absence, of similarities and differences (Deetz, 1996). By specific types of research positions we mean the assumptions-in-use about research and their representations in discourse. By discourse we mean the complex meaning system of thinking-valuing-feeling-theorizing, advanced by language (Gee, 1999). By tacitly or explicitly we refer to ways of knowing, acknowledging the existence of different, socially constructed knowledges (Belenky et al, 1985, Hofer, 2001).

It can then be hypothesized that in the context of a research organization, both individual researchers, as well as the organization as a whole, would benefit if similar and different types of research positions were represented in discourses about research. Deetz (1996) suggests that types of research positions can be assessed based on twelve issues (basic goal, method, hope, metaphor of social relations, organization metaphor, problems addressed, concern with communication, narrative style, time identity, organizational benefits, mood, social fear), which, in turn, can then be categorized into four types (normative, interpretive, critical, dialogic). These are represented by four prototypical discursive categories. These categories are not meant to be perceived as sealed off from each other, rather they constitute a heuristic to demarcate differences, and to describe the flow of interactions between them.

In the following study, we explore the following questions: How can the discursive categories, which are represented among researchers in our research organization (Institute for Community Research, ICR) be described? How do the researchers themselves describe their types of research positions? Are those positions perceived as stable, situational or contextual, by the researchers themselves? Their colleagues? Is there congruence between discursive categories and self-description? Are the emerging categories "pure" or "hybrid"? How do researchers experience interactions with other researchers who use similar (different) discursive categories? When are those interactions perceived as stimulating/stifling?

Significance:
1. From the point of view of the individual researcher, self-reflexivity about one's own research position helps to clarify one's position in formulating arguments and debating with others. This is crucial for individual development, capacity building, as well as the theory and practice of conducting research.
2. From the point of view of the organization, knowledge about types of research positions might help in assembling cross-functional teams on which multiple paradigms are represented.
3. From the point of view of democratization of science, it is important that knowledge is produced from a diversity of research positions.
4. From the point of view of Deetz' theoretical model of prototypical discursive features, it is useful to explore whether it can be reasonably superimposed on the work of researchers in a community based research organization.

Topic's relation to state of knowledge in the field
This study draws from several fields of inquiry: multi-paradigm (Burrell & Morgan, 1979; Gioia & Pitre, 1990; Lewis & Grimes, 1999), discourse analysis (Deetz, 1996; Gee, 1999; Foucault, 1966; Wittgenstein, 1958), and personal epistemology. Multi-paradigm theory building efforts where catalyzed by Burrell & Morgan (1979), who made the argument that research in the social sciences lacked diversity and practical applicability. Further, that theory building, at the level of underlying assumptions, is actually more similar than different (Burrell & Morgan, 1979). Arguing this point, they proposed four paradigms as a grouping devise for sociological theories. These are called functionalist, interpretivist, radical humanist, and radical structuralist. The challenge involved was to diversify research such that all four paradigms would be more equally represented

During the 1980's and 90's, the focus on multi-culturalism pushed the paradigm debate into multi-paradigm inquiry. This included multi-paradigm research (Hassard, 1991; Gioia & Thomas, 1996), multiparadigm theory building (Gioia & Pitre, 1990; Grimes & Rood, 1995; Morgan, 1983; Clegg, 1990), and multi-paradigm reviews (Alvesson, 1987; Morgan, 1997; Smircich, 1983) and metatriangulation, as a way of building theory from multiple paradigms. "Such efforts began sensitizing theorists to the notion of paradigms- the assumptions, practices and agreements among the scholarly community- and legitimizing less mainstream alternatives." (Lewis & Grimes, 1999, p. 672).

Parallel to such sensitization, the field began to be influenced by the linguistic turn, i.e. the location of "research differences in discursive moves and social relations rather than in procedures and individuals" (Deetz, 1996, p. 195). Consistent with this point of view, the focus of research would no longer be the attempt to capture the essence of a researcher's identity in the context of one or more paradigms. Rather, the focus would be on how discourses represent tracings of multiple consciousness and practices. Therefore, in this study, we start by mapping discursive features, and only subsequently making inferences on underlying positions, which they might represent.

The third theoretical strand influencing this study is what has been called "personal epistemology, epistemological beliefs or theories, ways of knowing, or epistemic cognition." (Hofer, 2002, p. 3). This field of study is concerned with "how the individual develops conceptions of knowledge and knowing, and utilizes them in developing understanding of the world. This includes beliefs about the definition of knowledge, how knowledge is constructed, how knowledge is evaluated, where knowledge resides, and how knowing occurs." (Hofer, 2002, p. 4).

Methodology
Methodologically, we draw on what Alvesson & Skoldberg have referred to as the "play of interpretive levels" (2000, p. 238) through reflexive interpretation. This process involves the constant interplay of a variety of methods during the research process. We are planning to conduct between six and eight semi-structured interviews, following an interview protocol based on Deetz' earlier mentioned twelve issues. Sampling decisions will be based on the attempt to capture maximum variability in terms of type of research positions. Since researchers at ICR are organized in project and management teams, as well as in administrative committees, we will look for cross-sectional representation.
Interviews will be conducted by the authors. They will be transcribed, and analyzed to determine

emerging categories. These categories will be presented to interviewees' reflection and critique. Additionally, interview data could be triangulated with an analysis of published and unpublished texts crafted by project teams and committees. Overall, data analysis involves hermeneutic interpretations, critical theory and discourse analytic perspectives.

Paper Number: PA021671

Paper Title: Building the capacity of voluntary sector organizations through the development of online communities of practice

Author(s):

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Summary of Research

In today's rapidly changing environment, voluntary organizations frequently lack the capacity and technical expertise to keep up with the change. As the demand for services grows and as new needs are identified, the voluntary sector is being challenged to devise new ways to increase and strengthen its capacity.

One of the best ways to build organizational capacity is the provision of periodic training and access to regular learning opportunities for staff, volunteers and board members. This paper discusses how knowledge management strategies can be used to build organizational capacity, specifically through the development of online Communities of Practice.

Description

Building the capacity of Voluntary Sector Organizations through the development of online Communities of Practice

Issue Overview:

The Canadian Government's 1999 Report of the Panel on Accountability and Governance in the Voluntary Sector, identified capacity as a key challenge to the growth and development of voluntary sector organizations. The Report defined capacity as the ability of voluntary sector organizations to fulfill their missions in an effective manner.

As the complexity of the issues facing the voluntary sector continues to increase, having access to appropriate and easily accessed resources will enable voluntary sector organizations to become more competitive through the building of capacity, enhancing the management and governance of their organzations and improving effectiveness of their programs and services.

Building the capacity of organizations can be a difficult, time consuming and expensive endeavour. Consequently most voluntary sector managers, particularly those in small and medium-sized organizations, prefer to spend their time and dollars on current programs and not on maximizing their social impact through the building of capacity.

One of the most effective ways of improving the capacity of organizations is through the periodic training of staff and volunteers, the upgrading of skills and the systematic exchange of relevant knowledge. Yet, many voluntary sector organizations in Canada struggle with the problem of providing adequate training and resources to their staff and volunteers.

A key challenge facing voluntary sector organizations is determining how an organization's staff can best learn in a time of limited physical resources and ever tightening controls on containing costs. In the past, many organizations would allow personnel to either attend a central training centre, a conference or sessions at a university or college. This, however, meant that the key assets of an organization were "out of action" during these periods of training.

The answer to this problem for many organizations has been to use the Internet. Recent advances in Internet technology and substantial reductions in the cost of using the Internet and computer hardware has increased the ability of organizations to access to the Internet. As well, it has made the development of online Communities of Practice possible.

Brief Literature Review:

Nevis, DiBella & Gould (2000) found that organizational learning does not always occur in the linear fashion implied by any stage model. Learning may take place in planned or informal, often unintended, ways. Moreover, knowledge and skill acquisition takes place in the sharing and utilization stages. It is not something that occurs simply by organizing an "acquisition" effort, there must also be a structure that facilitates learning.

One of today's key challenges is determining how one can best learn in a time of limited physical resources and ever tightening controls on containing costs. In the past, many organizations would allow personnel to either attend a central training centre or sessions at a university or college. This meant that key assets of the organization were "out of action" for training times. The answer for many organizations has been to use the Internet. (Smith, 1999)

The Internet has been found to enhance professional development and the productivity of training and education in several ways. (McArthur & Lewis, 1998) However, the growing mountain of information on the Internet is threatening people's ability to stay abreast of it. With the amount of staff time it can use up, the Internet can be the most expensive free service in the world. People can spend hours in fruitless web searches when the information could have been easily obtained through other sources. (Dickey & Hall, 1999).

The creation, sharing, and combing of knowledge within and among different knowledge communities requires the coordinated management and exchange of tacit and explicit knowledge. Zack (1999) found that sharing tacit, contextual knowledge requires the use of highly expressive and interactive communication modes such as face-to-face conversation, storytelling and shared experiences. However, when communicators already share an interpretive context, as is the case with the voluntary sector organizations' staff and volunteers, less interactivity and richness is required. Communication in those situations focuses on explicit, factual knowledge that can be conveyed via leaner and less interactive communications modes such as electronic mail, computer conferences, and shared electronic repositories of explicit knowledge.

Communities of Practice:

A great deal of knowledge creation is not the result of the many formal and highly visible corporate knowledge management efforts, but happens in these less visible, but increasingly recognized and supported groups.

Communities of Practice are groups of people informally bound together by shared experience and exposure to a common set of problems in a particular area. They serve to connect these individuals with each other in self-organizing, boundary spanning communities. Communities of Practice complement existing structures by allowing for collaboration, information exchange and sharing of best practices across boundaries of time, hierarchies and organizational structures. (Wenger, 2000)

Communities of Practice provide their members with access to relevant high-quality information from both inside and outside the community. They help to maintain valuable business contacts and contribute to the generation of new ideas. They help solve daily problems, answer questions and foster individual competencies, thus making a significant contribution to individual and organizational learning. Community members also benefit from a shorter learning curve by being able to refer to prior experience of other, recognized experts. The transfer of best practices and information frequently leads to significant cost and timesavings as experience gained by one person can be shared with other, otherwise disconnected individuals that may encounter similar challenges. (Lesser & Prusak, 2000)

Presentation Approach:

The focus of the proposed presentation will be to provide people with an overview of knowledge management issues and how they relate to the voluntary sector. Various knowledge management

strategies can be used to develop the organizational capacity of voluntary sector organizations. Specifically, the presentation will concentrate on the issue of communities and how the development of Communities of Practice will help voluntary sector organizations acquire, exchange and retain the knowledge they need to effectively manage their programs and services.

The data sources will include knowledge management and Communities of Practice publications and research (some of which were referenced in the Brief Literature Review section) and the results of a study by Volunteer Hamilton in which we examined the feasibility of developing web-based resources, which would enable both the staff and volunteers to acquire and exchange relevant knowledge.

Contribution to the Field:

In today's rapidly changing environment, voluntary organizations frequently lack the capacity and technical expertise to keep up with the change and this constrains their ability to contribute to an enriched and healthy quality of life. Many small, community based groups are organizationally fragile, and large groups are often stretched to their limits. As the demand for services grows, as new needs are identified, and as new forms of exchange and interaction emerge, the voluntary sector is being continually challenged to devise new ways to increase and strengthen its capacity.

One of the best ways to wisely use resources to build organizational capacity is the provision of periodic training and the access to regular learning opportunities for staff, volunteers and board members. In today's rapidly changing environment, upgrading skills and revamping established procedures could help to stretch limited resources. Improved technology has enabled organizations to use their resources in new and more effective ways. Technology also broadens and facilitates an organization's ability to collaborate with people both locally, across the country and around the world through online Communities of Practice and other systems. This presentation will contribute to the voluntary sector by providing information and strategies on how knowledge management can be used to build organizational capacity, specifically through the development of online Communities of Practice.

Paper Number: PA021693

Paper Title: Negotiating Development Ideas: Training and OD Specialists in the South African Aid Chain

Author(s):

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Summary of Research

This paper reports on research conducted with five organizations involved in building the capacity of South African NGOs to undertake organizational development, strategic processes, program planning, and project management. The concern is to understand how development management practices are filtered up and down the aid chain, and the role of specialist training institutions in codifying and transmitting development approaches. By looking at the pivotal role of specialist NGO capacity-building institutions, this paper contributes to debates over bias in management technologies, the contours of power in the aid industry, and the role of local apprehensions in the construction of development knowledge.

Description

This paper reports on research conducted with five organizations involved in building the capacity of South African NGOs to undertake organizational development, strategic processes, program planning, and project management. The concern is to understand how development management practices are filtered up and down the aid chain, and the role of specialist training institutions in that process of knowledge construction and consolidation. Many depictions of the aid chain presume that ideas are passed along with funding in a linear fashion from donors, through intermediaries, to the ultimate beneficiaries at the community level. Moreover, the management tools mentioned above are particularly prone to application in a linear Cartesian rational top-down manner; their use and spread is argued to constrain possibilities for trust as the basis of the funding relationship, participation as the root of program elements, and empowerment as a central development aim (Wallace et al 1997; Gaspar, 2000; Chambers, 1994).

While these are powerful critiques, both of the aid industry as currently structured and of the specific effects of management approaches on nonprofit organizations in developing countries, little is actually known about how these techniques have spread, how they are employed and with what effects. For example, while funding chains are a powerful source of influence, contradictions between upwards and downwards accountabilities, between management control and participatory tendencies, and between internal needs and external pressures are experienced in most NGOs (Bornstein, 2001; Edwards, 1999). Such contradictions can be felt at many points (directors, head offices, field staff), may be resolved (or not) in different ways, and have uncertain implications for NGOs; such concerns are the are the subject of research currently being conducted by a three country team of researchers.

This paper focuses centrally on the critical role played by specialist training and support organizations in transmitting ideas about and practices of development. I begin with the observation that these specialist organizations vary greatly, from those that are home-grown, those linked into progressive development networks worldwide, and those that are more dependent on the aid industry itself. All the specialist agencies modify the training information received, filtering and reframing it to local realities as understood by the trainers. Some training organizations develop their own materials, using a range of materials and examples; other organizations rely heavily on training materials developed and provided by major institutional donors (US AID, GTZ, DFID) or large charities and non-profits (Oxfam-GB, Save the Children, CARE); other specialist trainers sit within the organizational structure of larger donors (GTZ's gender department and project cycle management divisions). Some trainers clearly frame material and approaches within the norms and values of specific donors, while others actively contest ways in which the aid relationships can dictate more managerial or more subordinate roles for local development NGOs.

Data are drawn from visits conducted at 4 South African capacity-building organizations including CDRA,

OLIVE, and Sidebeng) and 2 training divisions of international organizations. The organizations are spread geographically throughout the country, with distinct ties to specific development approaches and NGO networks. Information on training includes publications by the organization, course descriptions, curricula and readings, participant evaluations where available, participant observation (in three cases), and discussions with trainers and key informants. While the focus is on the techniques, tools, and capabilities targeted in training and OD support, much of the analytical attention relates to competing understandings and interpretations of the role of the training, the meaning of development terminology (e.g. impact, development itself, participation, partnership), and depictions of relationships to other actors, upstream, downstream, and horizontally. Interviews conducted with an additional 12 OD practitioners and development management trainers working in South Africa, intensive research on 6 aid streams (from UK funders to local projects), and wider research on the changing configuration of the NGO sector also informs the analysis (Swilling and Russell, 2001; Galvin, 2001).

As several other critics of aid have noted, development management approaches act as a vector for the transmittal of values and visions of development (Chambers, 1997; Eade, 2000; Howes, 1992; Wallace et.al., 1997; and Wallace, 1997) and, as such, are a constitutive part of the architecture of global power within the aid industry. At the same time, I argue, the management of development practice can be a site of contestation and resistance. Attention to such reforms needs to explore the ways in which new requirement and standards reinforce the existing relations of power fostered by the aid industry. Donors are driven by concerns to demonstrate an economic "bang for their buck" as the failures of aid to halt deepening impoverishment of much of the world's population has led to fears of both a dismantling of the aid industry and increased global conflict. Systems to enhance accountability are a prominent feature of emerging development management, and often are designed to demonstrate outcomes to those providing the funding. At the same time, current aid doctrine recognizes the importance of local ownership and participation.

Management practices must be accommodated to the tensions over control between those that allocate funds and those that spend and should benefit from it, a tension only partially resolved through an uneasy push for 'partnerships.' By looking at the pivotal role played by specialist NGO capacity-building institutions, this paper contributes to debates over biases in specific management technologies, the contours of power relations within the aid industry, and the role of local apprehensions and practice in the construction of development knowledge.

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Paper Number: PA021167

Paper Title: Does the Structure and Composition of the Board Matter?: The Case of Nonprofit Organizations

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Summary of Research

This paper exploits a rich data set on over 4,000 board members at 400 New York City nonprofits to examine board composition and nonprofit performance. Specifically, we ask whether characteristics of a trustee-including gender, professional background, service on other boards, and motivation for serving---make a significant difference in their performance as board members. The presence of multiple board members per organization permits us to assess the influence of trustee demographics on their behavior, controlling for the board on which they serve, thereby distinguishing organizational from individual effects.

Description

Purpose

In the last few years, there has been considerable work in the area of governance, focusing on the relationship between board composition and the performance of for-profit, publicly traded corporations. The economics and management literature, which is ably reviewed by Hermalin and Weisbach (2000) notes the paucity of quantitative, empirical work in this area on nonprofit organizations. This paper seeks to fill that gap. In particular, we propose to use a new, very rich data set on New York City nonprofits to study the relationship between board structure and trustee demographics on both organizational performance and individual level board behavior.   This paper asks whether characteristics of a trustee-including gender, professional background, service on other boards, motivation for serving---make a significant difference in their performance as board members.

Prior Literature

   There is a long and distinguished literature in economics on the separation of ownership and control in the modern corporation. In this tradition, recent work has turned to consider the role of the board of directors in protecting the interests of the shareholder.   Within the corporate finance area, Jensen, Shleifer and Vishny are perhaps most well known (See, for example Fama and Jensen, 1983, and Shleifer-Vishny, 1997). Most of the empirical, econometric work in this field links particular board characteristics, including size and whether a director is an insider or outsider, to corporate performance. (See Hermalin-Weisbach, 2000 for a review). While many of the extant studies find little evidence that board characteristics influence overall corporate profitability, there is good evidence on the effect of structure and composition on particular board actions, such as decisions on CEO compensation and termination   On the normative side, there emerges from this literature a range of conclusions about "best" board configurations and process, including an admonition that corporations should stringently limit the number of outsiders on their boards. (MacAvoy and Millstein, 1998).

   Of course, the nonprofit world is also concerned about effective boards. Indeed, given the absence of a take over market to discipline nonprofit managers, many have argued that nonprofit governance is more important than for-profit governance. (See, for example Fama and Jensen, 1983; more recently, Ben-Ner and Van Hoomissen, 1994). On the normative side, there is considerable literature describing practices and structures which help to create effective boards (Chait, Holland and Taylor,1991; Drucker,1990, Fletcher,1992).

   Econometric work linking the characteristics of individual board members and board structure to either effective board practices and/or organizational outcomes in the nonprofit world is more difficult to find. Does the presence of a voting staff member on a nonprofit board have an effect on performance, the way insiders affect the corporate board? Perhaps more importantly, can we find links between board characteristics, including demographic characteristics of individual trustees, and specific board practices like attendance at meetings, or giving behavior?   The organizational behavior and management literature on boards have been especially concerned with the empirical neglect of these process links

(Forbes and Milliken, 1999). Extant literature asking these questions is scanty and tends to rely on small numbers of organizations, limiting the kinds of analyses that can be done. (Cook and Brown, 1990). Using a new, large and very detailed data set taken from New York City nonprofit contractors, we will be able to probe these issues in considerably finer detail. We turn now to a description of this data.

The Data and Methodology

In 1999, the New York City Comptroller's Office, working with our research team and a major accounting firm, surveyed the governance practices of its nonprofit contractors. The data which emerged from this survey form the basis of our proposed paper.

The NY survey consisted of two survey instruments. One instrument queried the Executive Director about the organization itself and about its board structure and governance. Data were gathered on the program area of the organizations, its size, recent growth, funding sources and a range of other organizational characteristics. There were also a number of quite detailed questions about board structure and function. Just over 400 executive directors from a range of organizations responded. In addition to completing their own surveys, executive directors were asked to distribute a separate instrument to their board members, containing questions on both the organization itself and the individual board member's personal characteristics and behavior as a board member. Just over 4,000 trustees responded. For each respondent, it is possible to link individual trustees with their organizations. Thus, given the size and structure of the responses, it is possible for us to ask questions like: Do women and men on the boards of the same organization behave differently? What about people with social service or education backgrounds versus business backgrounds? Do those people who serve on multiple boards behave differently from single-board-servers on the same board?

We propose to use multiple regression techniques to analyze these data, answering these and other related questions. Again, our over-arching goal is to see whether or not characteristics of the individual trustee and/or the overall board structure help to explain the actions that board members take. The large data set and the linked responses will be especially useful in this examination. Among other things, because we have multiple board responses from the same organizations, we can isolate trustee characteristics from organizational characteristics via a fixed effects econometric model. In this way, we can see whether trustee demographics principally influence behavior as a consequence of which boards people serve on, or whether, holding organization constant, those characteristics really do influence behavior.

Contribution

It is our hope that this paper will make an important contribution both to our understanding of the relationship between trustee attributes and board behavior and, ultimately, to the policy issue of how to form an effective board. Learning more about the relationship between service on multiple boards, reasons for joining a board, or professional background and board behavior can give rise to more normative prescriptions about what kinds of board structure rules one might want to institute. Our ability to look within organizations to see whether there are systematic differences in behavior of trustees with various attributes will help us test some of the conventional wisdom of the field. Do women really give less in terms of donations or do they just belong to organizations that make more modest financial demands? Does multiple board membership really reduce attendance or does reduced attendance come more from the characteristics of those boards on which sought-after trustees serve? There are many exciting questions that we can ask, given these data, questions which will further both our academic understanding and the field of nonprofit management practice.

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Paper Number: PA021456

Paper Title: All together now? Board influence in community-based nonprofit organizations that participate in state-encourged collaborations

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Summary of Research

In an attempt to encourage the integration of services, federal and state funders have increasingly required their nonprofit providers to work in collaboration with each other. This paper looks specifically at how such collaborations may affect the role and influence of the boards of directors of nonprofit members. Data from research on a population of 155 community-based nonprofit organizations that participate in state-encouraged collaborations in a small New England state are presented.

Description

Issue Addressed: In an attempt to encourage the integration of services, federal and state funders have increasingly required their nonprofit providers to work in collaboration with each other (Bailey & Koney, 1996; Bielefeld, Scotch, & Thielemann, 1995). This paper looks specifically at how such collaborations may affect the role and influence of the boards of directors of nonprofit members.

Topic's Relation to State of Knowledge: Federal and state governments rely heavily on nonprofit organizations to deliver publicly funded human services (Salamon, 1995, 1997). The practice has distinct advantages for governments. Such arrangements can be seen as a means of shifting social welfare policy to a community level (Clinton, 1999, p. 2128), shielding government from direct criticism of services (Judge & Smith, 1989), and a form of cost sharing (Kettner & Martin, 1996; Kramer, 1989).

   The advantages as service providers that nonprofits present to the government are all tied, directly or indirectly, to the responsibilities of the boards of directors of these organizations. The board is responsible for such key functions as planning, representing community interests, assuring adequate resources, interpreting the organization to the larger community and evaluating the organization's work (Axelrod, 1994; Gibelman, Gelman, & Pollack, 1997; Grace, 1996; Howe, 1988; Inglis, Alexander, & Weaver, 1999).

   However, the government's practice of delivering services through private providers also has disadvantages. Services may not be coordinated. In an attempt to increase the integration of services, federal and state funders have increasingly required their nonprofit providers to work in collaboration with each other (Bailey & Koney, 1996; Bielefeld et al., 1995).

   System and/or administrative-level collaborations are often encouraged (Smith, 1995; Tobin, 1990) and attempted (Rosenthal, 1998; U.S. General Accounting Office, 1992) to address the issue of service fragmentation. This type of collaboration is intended to carry out functions such as planning and budgeting (Kahn & Kamerman, 1992), that otherwise would have been under the purview of individual member organizations. As a result, they have the potential of changing seemingly unrelated aspects of the organization - including the role and influence of the board.

   Little is known about the impact such collaborations have on community-based nonprofit organizations that are members (Stone, 2000), however their potential influence on boards is suggested by related studies. Kanter and Myers' (1990) work with business alliances suggests that, unless the board is the primary representative to a collaboration, it is likely to lose power. The board's evaluation function can also be compromised since it is difficult to identify organization-specific outcomes in an integrated system (Knapp, 1996).

Approach: This paper will: a) explore the factors that may allow a nonprofit's participation in a government funder-encouraged collaboration to inadvertently alter the role and function of its board, b) consider such participation from social exchange theory and resource dependency theory perspectives, and c) present data on organizational resource dependence and board influence from survey research of a population of 155 community-based nonprofit organizations that participated in state-encouraged collaborations in a small New England state.

Contribution to the Field: This work has implications for both research and practice. It suggests factors that should be considered a) by designers of research on collaborations, b) by funders who encourage collaborations and c) by practitioners trying to encourage appropriate roles for boards of directors.

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Paper Number: PA021545

Paper Title: Reaching Out to and Including Diverse Communities: Exploring How Well Nonprofit Boards are Doing

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Summary of Research

The exploratory research reported in this paper helps bring an understanding of diversity to non-profit governance research and contributes to making boards' contexts more gender and race sensitive, representative and accessible. Through grounded qualitative interviews this research explores the role of non-profit boards of directors in helping their organizations adapt to demographic changes and emerging new communities. This paper explores the lived experiences of members of diverse groups on such non-profit boards. It also suggests factors that may correlate with the increased representation and positive experiences of women and racial/visible minorities on non-profits.

Description

Profound demographic changes are changing major urban centers in Canada and the United States. Research on non-profit governance is growing and yet there is a disturbing trend in the majority of this work because it is predominantly gender, ethnicity and race blind. As Ostrower and Stone (2001) point out, research on the impact of race and ethnicity on non-profit boards is one of the areas in greatest need of additional research. The dominant, although not articulated, assumption of existing work on non-profit governance tends to be that non-profit boards are not impacted by the presence or, perhaps more importantly, the absence of women and people of different ethnic or racial backgrounds. This assumption has limited our understanding of boards and tended to 'white wash' work on board dynamics and privileged the voices and experiences of certain groups over those of others.

There is some exploratory and descriptive work that attempts to map the participation of women(Shaiko, 1977; Odendahl & O'Neill, 1994; Middleton, 1987; and Thompson, 1995) and minorities (Widmer, 1987) on non-profit boards in the United States. In Canada there is even less exploratory work with Bradshaw, Murray & Wolpin (1994) and Inglis (1994) being the exception. There has been some examination of women as American philanthropists, (Daniels, 1988; McCarthy, 1990-1991; Scott, 1991 and Ginzberg, 1990) and there is a growing recognition that the experiences of middle and upper class White Anglo Saxon Protestant women and men is not generalizable to other groups (e.g., Dain, 1991; Ostrander, 1984; Odendahl, 1990). We are also beginning to study the experiences of black and other women in philanthropy (Carson, 1993).

The exploratory research reported in this paper helps bring an understanding of diversity to non-profit governance research and contributes to making boards contexts that can be more gender and race sensitive, representative and accessible. Through grounded qualitative interviews this research explores the role of non-profit boards of directors in helping their organizations adapt to demographic changes and emerging new communities and to the hybrid intersecting of the multiple identities of their clients, members, staff and funders. Many Canadian non-profits are mono-cultural and dominated by exclusionary practices, which sustain inequality and power differences. This paper explores the lived experiences of members of diverse groups on such non-profit boards (e.g. explores their experiences of stress, commitment, powerlessness, influence, voice, representation, co-optation etc). It also suggests factors that may correlate with the increased representation and positive experiences of women and racial/visible minorities on non-profit boards (e.g. explores the impact of environmental pressures from funders and community groups, organizational characteristics, governance models, board policies and processes). The paper proposes new avenues for research on nonprofit governance and suggests ways that boards can become more inclusive and accessible.

Paper Number: PA021248

Paper Title: Do Wealth, Purpose and Age Predict the Likelihood of Nonprofit Advocacy Participation
and Lobbying? Differences between 501(c)(3) and 501(c)(4) Organizations As Reported to

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Summary of Research

Three multinomial logistic regressions were estimated to show how the variables of revenue, assets,
founding date and primary purpose differentially predict political activity for 501(c)(3)'s and 501(c)(4)'s. It
is shown that political activity is predicted differently for the two subsections by all four variables. Results
indicate that higher revenue increases the odds that an organization will choose to advocacy or lobby.
The opposite is true for assets. Purpose and founding date revealed mixed results. It is concluded that
tax status does matter when investigating advocacy and that assumptions that all (c)(4) organizations
are political are clearly false.

Description

One of the ways in which nonprofits help foster democracy is in serving as advocates for the public good
and the rights of marginalized populations. In a free society, people join together in associations to make
their voices heard and combine their resources for collective action. These voluntary associations are
formed as nonprofits and are a vital feedback loop from the people to government (Boris & Mosher-
Williams, 1998; Reid, 1999).   Some nonprofits, known as advocacy organizations, are formed
specifically for this purpose. Even organizations whose primary purpose is not advocacy, however, have
the right to participate in the political process and contribute to civil society in this way. Evidence shows,
however, that very few nonprofits take advantage of this opportunity (Boris & Mosher-Williams, 1998).
This research attempts to contribute to the burgeoning literature on nonprofit advocacy by addressing
how organizations that choose to be involved in the political process are different from organizations that
do not. Specifically, through a series of three multinomial logistic regressions, I examine how wealth
(operationalized in the variables of total revenue, and total end-of-year assets), founding date and
primary field of purpose, as reported to the Internal Revenue Service (IRS), predict the likelihood of a
501(c)(3) organization or a 501(c)(4) organization reporting that they participate in advocacy activity,
lobbying or neither. This is done specifically for organizations that do not list advocacy as their primary
purpose to determine what predicts political activity in a "traditional" nonprofit organization. Through this
analysis, it is possible to see more clearly which nonprofits participate in advocacy and lobbying, what
type of political activity they choose, and how participation in political activity is spread throughout the
sector.

501(c)(3)'s and 501(c)(4)'s are compared here explicitly because of the difference in their tax status and
the role that they play, or are assumed to play, in the nonprofit sector. Because of their different tax
status and the corresponding difference in regulations, they are often assumed to behave differently in
regards to their advocacy activity. Krehely and Golladay (2001), in the only focused study specifically on
(c)(4) advocacy known to this author, found that 501(c)(4) organizations are a diverse group that is not
dominated by advocacy organizations, despite their reputation. Drawing from the results of Krehely and
Golladay's study, it seems that 501(c)(4)'s may actually appear more similar to 501(c)(3)'s in the IRS
data than is often assumed, if one of two scenarios is correct. First, (c)(4)'s may not actually be any
more involved in political activity than (c)(3)'s, giving us no reason to assume that their advocacy is
qualitatively different. Second, if (c)(4)'s are extensively using Political Action Committee's (PAC's) to do
their lobbying and advocacy work, which they, but not (c)(3)'s, are allowed to do, the true differences may
be hidden in the IRS data, which does not include the PAC activity. Either of these alternatives has
important implications for the current debate over regulation of nonprofit advocacy and lobbying activity.
Thus the null hypothesis for the first part of this research is there will be no differences between (c)(3)'s
and (c)(4)'s in how the variables of interest (revenue, assets, age and purpose) predict advocacy and
lobbying activity.

Another important aspect of this research is that it addresses how organizations that formally spend
money attempting to influence legislation may differ from organizations that say they participate in
advocacy but do not lobby. Many organizations participate only in advocacy activities such as community

organizing and public education, which are not considered lobbying and are not governed by the IRS. This type of advocacy is operationalized here by responses in the IRS activity codes. Lobbying, where nonprofits spend money trying to influence legislation or the general public is the type of nonprofit advocacy that some analysts are critical of and is reported directly on the 990 forms. Rules and strict regulations about lobbying make this type of political activity difficult to understand, and may make some organizations shy away from it. Indeed, because of the complexity of the rules, lobbying has negative connotations for many nonprofits. Thus, because the lobbying debate has had such an impact on nonprofits political activity, it is important to know as much as possible about those organizations that lobby, organizations that advocate, and how each may differ from non-political nonprofits in similar fields. If there are differences between those organizations that advocate only and those that lobby on the variables reflecting age, wealth and purpose it will reveal much about the capacity of the sector, particularly its smaller organizations, to engage in political activity.

Datasets used were the Core File (for (c)(3)'s) and the Return Transaction File (for (c)(4)'s), both for the year 2000, obtained through the National Center for Charitable Statistics (NCCS), housed at the Urban Institute. NCCS collects and cleans 990 tax returns from the IRS and makes that information available to researchers. Although there are significant drawbacks to the IRS data, such as the small range of variables, frequent missing data and the exclusion of small grassroots organizations, the data provided by NCCS is still most reasonable choice for a study of this kind for several reasons. Using the IRS data allows researchers to directly analyze information provided by the best available approximation of the nationwide universe of nonprofit organizations, offering exceptional reliability regarding findings. This is particularly important because since reported advocacy is so low nationwide, a nationwide database must be used for sufficient power when analyzing advocacy activity. Additionally, data on 501(c)(4)'s is extremely limited, making the IRS data the only dataset of its size that contains comparable information on appropriate numbers of (c)(3)'s and (c)(4)'s. For this analysis, what the IRS data lacks in specificity it makes up for in the sheer numbers of advocating and lobbying organizations in both subsections.

Finally, the research conducted here investigates how well the IRS data reflects our common assumptions about the advocacy activity of these two subsections. Because IRS data is so widely used in nonprofit research, it is important to know what the biases are in the data.

In order to test if there are differences apparent in the IRS data between 501(c)(3)'s and 501(c)(4)'s, the first multinomial logistic regression was done which combined the two datasets and predicted political activity from the four variables of interest, introducing interaction terms to test if IRS section had a significant impact. Results indicate that there are indeed significant differences between 501(c)(3)'s and 501(c)(4)'s in regards to how the four independent variables predict political participation with each interaction significant at below the .02 level. Thus, independent multinomial logistic regressions were then conducted separately for 501(c)(3)'s and 501(c)(4)'s in order to see more clearly the magnitude and direction of the difference between tax status's, as well as the independent effects of the predictor variables.

Revenue positively predicted both lobbying and advocacy activity for both (c)(3)'s and (c)(4)'s, indicating that having additional income is likely a factor in an organization's decision to participate in political activity. This result was strongest for (c)(3)'s. For lobbying, this is likely because (c)(3)'s can only spend a certain percentage of their income it. If that percentage is small, because of low revenue, organizations may be less likely to try to compete in this "pay to play" activity. Wealth may be important for advocacy, even without lobbying, because it does not come without expenses in the areas of staff time, printing and copying costs, telephone costs, etc. Organizations that are going to take on advocacy in addition to a primary purpose may need more expendable income. Clearly, wealth, as reflected in revenue, is vital for an organization to choose to participate in political activity. Why this is should be investigated further to ensure that nonprofit advocacy is achieving its purpose of being an outlet for collective action by the people, and not a tool of the wealthy.

Assets did not predict political activity in the same direction as revenue. For both (c)(3)'s and (c)(4)'s, having larger assets was a negative predictor of political activity. For (c)(3)'s, this result was stronger for simple advocacy activity, for (c)(4)'s, it was only significant for advocacy activity. Possibly organizations that participate in advocacy do so because they are closer to the community, or more responsive to a particular population. Perhaps, then, organizations that participate in advocacy tend to be more community based rather than multi-site or nationally based. They may then have fewer assets in terms of buildings and endowments than other nonprofits.

Founding date was a very poor predictor of political purpose. There was a small trend for advocating

(c)(3)'s to be younger and lobbying (c)(3)'s to be older. Among (c)(4)'s, advocating organizations tended to be older than non-political organizations, and date was non-significant for lobbying. The odds ratios for age were so small, however, it must be concluded that, overall, political activity of these organizations does not differ much due to age. Perhaps, due to their diverse purposes and backgrounds, these organizations are participating in political activity for a variety of reasons having to do with age, making the results unclear.

Purpose also showed very different patterns between (c)(3)'s and (c)(4)'s and between which organizations choose advocacy and which choose lobbying. For (c)(3)'s, organizations with purposes that are more clearly political both advocated and lobbied more, whereas organizations with purposes that are more service oriented were less political. This finding is not surprising—after all, not all nonprofits can participate in the political arena, and not all nonprofits will want to. Most likely organizations are looking to serve the community in the best way they can. For some, with a purpose that has a clear political implication (e.g. civil rights, environment), that means participating in advocacy and lobbying. For others, with purposes that are more recreational (sports, culture), or service providing (health, human services), a decision may have been made that their attention and funds are better spent in other ways. They may also feel that they do not have a clear constituency that they represent or an issue over which to advocate.

For (c)(4)'s, it appears that there is an intervening effect that would better explain the political activity of specific nonprofit fields, because very few fields had high odds ratios of participating in either type of political activity. For (c)(4)'s, civil rights organizations were the only type of organization that had higher odds of lobbying. It is remarkable that only one of the 11 types of purposes compared against the omitted category had higher odds of lobbying. This is likely the result of (c)(4)'s using PAC's for their lobbying activities. PAC's are much freer about the kinds of activities they can participate in and have even fewer regulations than organizations regulated under 501(c)(4). Additionally, the fact that so few (c)(4)'s report lobbying expenditures, when they are far less regulated in that area than (c)(3)'s, is important in itself. More focused work, perhaps surveying specific fields about their political activity, is needed to help explain how purpose and political participation interact in (c)(4)'s.

Overall, this research demonstrates that tax status does matter when investigating advocacy work, and specifically that it is important not to make assumptions about the political activity of 501(c)(4)'s. This research shows that many 501(c)(4)'s are not political at all. For those that are, it is very difficult to predict what type of political activity they will choose. The model presented here, predicting political activity from revenue, assets, founding date and purpose revealed more clearly interpretable results for (c)(3)'s than for (c)(4)'s, although they had similar pseudo R2's. Clearly, we need to learn much more about (c)(4)'s and how they are conducting themselves politically. Assumptions that either all nonprofits work on the same model as (c)(3)'s or that all (c)(4) organizations are overtly political are clearly false.

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Paper Number: PA021298

Paper Title: Nonprofit Organizations: Empowering the Community

Author(s):

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Summary of Research

This paper examines strategies that can be used by nonprofit, community-based organizations to link impoverished and marginalized populations to the political system. The role of nonprofits as "mediating institutions" is examined. A model is described that links citizen participation with specific outcomes associated with empowerment enhancing activities in community-based organizations. Barriers associated with efforts to increase the political power of residents are also identified.

Description

   The literature on empowerment in community-based organizations has often focused on increasing the power of staff members or clientele to make policies or design programs (Bowen & Lawler, 1995; Gutierrez, GlenMaye, & DeLois, 1994). However, some proponents of empowerment in organizations have argued that community-based organizations should serve as "mediating institutions" between low-income community residents and government (Berger & Neuhaus, 1977; Parsons, Jorgensen, & Hernandez, 1994).). The purpose of empowerment-related activities in these organizations should be to increase civic participation among participants, decrease their sense of alienation from mainstream society, and to facilitate the development of political influence to affect social change. The development of a constituency base for the organization also increases the organization's political power and hence it's ability to lobby for funding, legislation, and institutional change (Burke, 1983; Checkoway & Zimmerman, 1992). Increasing civil participation is an important and essential function for non-profit organizations. According to Putnam (2000), most forms of political participation in American society decreased by over 25% during the period between 1973-74 and 1993-94.

   The literature on empowerment in community-based organizations has been limited to general discussions that examine motives behind efforts to increase citizen participation (Arnstein, 1970; Julian, Reischl, Carrick, & Katrenich, 1997). It gives limited guidance to managers who wish to provide opportunities to enhance the political influence of participants. In this paper, the author examines the responsibility of community-based organizations in increasing civic participation and political power among low-income constituents and members of other marginalized groups. A set of empowerment-oriented activities (such as board recruitment, leadership skill training, and voter education) for engagement with residents, informal networks, and other groups in the community is identified based on a review of the management and citizen participation literature in social work, public administration, and urban planning (Forester, 1999; King, Feltey, & Susel, 1998; O'Neill, 1992, Tauxe, 1995; Zachary, 2000). A model is described that links these activities with specific outcomes associated with empowerment enhancing activities in community-based organizations. Barriers associated with efforts to increase the political power of residents are also identified.

Paper Number: PA021627

Paper Title: Advocacy Nonprofits and Membership Participation

Author(s):

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Summary of Research

This paper draws on interview results of forty advocacy nonprofit organizations in the Metropolitan New York Area. By examining the relationship between organizational form and mechanisms for generating civic engagement, an understanding of the unique opportunities for membership participation in advocacy nonprofits can be achieved. Four advocacy nonprofit organizational forms will be presented, including: local coalition, decentralized, federated, and centralized. These forms will be defined and the membership participatory features of each will be discussed.

Description

Perhaps the most important division within the nonprofit world with regard to mechanisms of generating civic engagement is the difference between nonprofits which adopt an advocacy goal structure and those which do not. Non-advocacy nonprofits utilize a number of unique mechanisms to generate engagement from their membership bases. Salient examples of these mechanisms include: a focus on volunteer-oriented public service programs, community-integrating organizational networks, and leadership-based socio-civic community building efforts. Through the use of these engagement mechanisms, non-advocacy membership based nonprofits promote high levels of engagement which is characteristically mainstreaming in nature (see Putnam, 2000, Wuthnow, 1998, Skocpol, 1998).

Departing from the concerns of mainstream community integration, advocacy-based nonprofits focus their organizational energies on contesting the very notion of the mainstream. This contestation often takes the form of advocating on behalf of the interests of those in the community which fall outside the mainstream order. Included in these efforts are: expressed commitments to changing public awareness on key issues of interest to the organization, effecting change at the level of policy with regard to issues of substantive importance to advocates, and a strong commitment to providing alternative experiences of community itself. As these goals depart radically from the mainstreaming goals of non-advocacy nonprofits, it follows that advocacy organizations would necessarily draw upon different and creative mechanisms to engage its various membership bases. Contrary to the widely held belief that advocacy-based nonprofits offer limited and inferior forms of engagement opportunities to its membership populations (Putnam, 2000, Skocpol, 1998), the results of this paper will show how advocacy organizations not only facilitate new and creative forms of civic engagement, but they often engender particularly powerful and resourceful modes of engaging disparate groups in society.

This paper draws on interview results from forty advocacy nonprofits located in the New York Metropolitan Area. As a part of a larger study focusing on civic engagement within all membership based nonprofits, these forty interviews target nonprofits which have an explicit commitment to social change. The presentation of results will outline four main categories of advocacy nonprofits which were found to exist in the study's sub-sample of forty organizations. These categories reflect the organizational structure as it relates to different mechanisms for generating engagement. They include the following: local coalition, decentralized, federated, and centralized. Local coalition refers to organizations which are locally oriented, small in size, and often adopt a strategy of local organizational network affiliation. Decentralized refers to a network of organizations which all adopt the same goal structure but maintain a commitment to direct forms of participation. These organizations resist tendencies towards centralization of resources and decision making. Federated organizations, like their public-service counterparts, adopt a network structure which is highly bureaucratized and highly centralized. These are the typical chapter-based organizations which rely on a centralized headquarters for resources and decision making. And finally, centralized refers to organizations which are large in size and have little if no chapter affiliations. These are the staff-heavy and membership-lacking organizations which have come under considerable attack from those critical of the role that advocacy organizations

play in generating opportunities for civic engagement.

By pointing to specific strategies for engendering commitment, participation, and engagement from interested members, these four categories reflect the diverse arrangement of organizational forms within the advocacy nonprofit world. This diversity of form further reflects the innovative nature of advocacy engagement, by responding to a complex social world in terms of its multiplicity of organizational structures and ways in which these structures allow for expressions of membership engagement. By presenting the results of these four categories of advocacy nonprofits, this paper will elucidate the unique ways in which organizational structure explains particular methods of engaging particular associational memberships.

Paper Number: PA021668

Paper Title: Community-Based Nonprofit Organizations as Political Actors

Author(s):

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Summary of Research

This study examines how changes in the resource environments of nonprofit community-based organizations (CBOs) insert these groups into the decision-making processes of government. Contracting of public services has structurally positioned CBOs as mediators between local residents and elected officials, with incentives for CBOs to perform political mobilization tasks alongside traditional service functions. I describe a model of this process, including its embeddedness in a wider environment of political exchanges and governmental decision-making. Using fieldwork evidence, I show how the service and political activities of CBOs can be organized to impact government decisions about the awarding of public social provision contracts.

Description

KEYWORDS: COMMUNITY, POLITICS, CIVIL SOCIETY, RESOURCES

In 1979, political scientist Charles V. Hamilton identified the lack of electoral political activity by the War on Poverty's Community Action Agencies (CAAs) as these groups' major shortcoming in creating social change. He argued that the CAAs lacked the key currency in the public policy and resource allocation processes: influence from _within_ the decision-making structures of government. This paper examines the ways in which contemporary nonprofit community-based organizations - the direct descendants of the CAAs - have developed new forms by which to enter into the electoral arena and thereby influence governmental policy and resource distribution decisions.

Studies of urban political economies frequently identify two competing realms in political decision-making: downtown business areas and residential neighborhoods. Decisions about both policy and public resource distribution are described as something of a zero-sum game between these two domains (e.g., Logan and Molotch 1987, Ferman 1991, Mollenkopf 1992). As Ferman (1991) points out, however, an urban administration cannot stay in power simply by catering to downtown business and real estate interests; it must also win in the electoral arena. Building a "dominant coalition" (Mollenkopf 1992) in urban politics includes garnering enough votes to win the power to make policy and resource distribution decisions. These decisions may indeed favor downtown interests over those of neighborhoods, but many of the necessary votes come from neighborhood residents - who also may be members of unions, voluntary associations, and other organizations championing neighborhood concerns.

This paper examines a key structural transformation in the organization of neighborhood political activity. Over the last forty years, a steep rise in government contracting of public services to community-based nonprofit organizations (CBOs) has produced major changes in the resource environment of these groups. These changes have opened up important opportunities and incentives for CBOs to mount efforts in the arena of electoral politics. This is the case even though as nonprofit organizations CBOs are legally prohibited from engaging in partisan political activity. I do not address whether urban political regimes favor downtown business districts, but instead focus on the significant policy and resource distribution decisions made within the neighborhood realm. These decisions are significantly affected by neighborhoods' ability to deliver votes to the dominant coalition. Neighborhood actors like nonprofit CBOs thus may choose to enter the electoral arena in order to gain insider influence over how resource distribution decisions are made by government.

Research on social movements has long documented the role that collective protest and activity can have on policy decisions (Andrews 2001; Castells 1983; Colby 1982; Piven and Cloward 1977; Quadagno 1992; Schumaker 1975). The vast majority of these studies, however, focus on how social movements exercise influence by pressuring state decision-makers from outside the governmental system (Colby 1985). Indeed, many social movements arise among groups that are effectively excluded from electoral politics and government. In contrast, this paper describes how nonprofit CBOs representing traditionally excluded groups are now in a different structural position from their civil rights-

era forebears. Because of their significantly altered resource environment, today's CBOs have the opportunity to use electoral politics to enter inside the governmental arena, thereby influencing how decisions about public service expenditures - specifically, public service contract awards - are made in the local and state governmental sectors.

Using data from three years of participant-observation fieldwork in a low-income area of Brooklyn, New York, I describe a model of this process, including its embeddedness in a wider environment of political exchanges and governmental decision-making. I find that CBOs are central to a triadic exchange of resources and votes between local residents and local elected officials. By selectively distributing resources to residents, and organizing votes for elected officials, CBOs create reliable voting constituencies. Local elected officials then trade these constituencies at higher levels of the governmental system, steering public service contracts to favored CBOs. Through this process, nonprofit CBOs influence the distribution of public resources in the local and state government sectors.

Paper Number: PA021387

Paper Title: Mutual Accountability: Moving Beyond "Surveillance" to "Service"

Author(s):

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Summary of Research
As partnerships between governments and nonprofits increase in number and broaden in scope, traditional lines of control and accountability blur. Conventional accountability measures may no longer be adequate for the new age of inter-organizational collaborative efforts. Measures that define successful programmatic outcomes and relationships should be flexible to reflect multi-directional expectations of accountability and multi-dimensional definitions of success. The paper discusses the challenges nonprofits and governments face using accountability measures to uphold public trust, provide a multi-dimensional definition of accountability, and present a framework of accountability measures for consideration when choosing which practices to use in specific types of situations.

Description
Managing Expectations of Accountability
Between Nonprofits and Local Governments
By Lydian Altman-Sauer, Margaret Henderson, and Gordon P. Whitaker

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Our Project: The goal of the project to Strengthen Nonprofit-Government Relationships, underwritten by the Jessie Ball duPont Fund, is to identify ways to help nonprofit and government agencies work together to serve the public more effectively.

The Issue: Most funders want proof that their financial support is achieving desired results; this expectation is certainly true of relationships between local governments and nonprofit organizations. "Proof" is often defined as some type of report, most likely a one-size-fits-all financial audit that does not examine the overall effectiveness or fairness of the funded service. Moreover, the report is generally an after-the-fact requirement that does little to prevent problems from occurring. Once a negative event happens, funders are often likely to react with additional reporting requirements that may or may not have the desired impact but that primarily serve to give the appearance of enhanced oversight. Communities are better served by proactive accountability measures that enable organizations to uphold the public trust and evaluate programmatic success instead of by those measures that are punitive and reactive in practice, even if not in intent.

Topic's Relation to the State of Knowledge: Much has been written about how to increase the capacity of nonprofits to be able to handle administrative functions -- such as collecting, reporting, and interpreting technical and financial data -- yet little consideration is given to the capacity of local government to do anything with the data they receive. Similarly, most research information for practitioners on accountability focuses only on what the funder requires, and often ignores the ability of the funded agency to provide the information, and the information's relevancy to the partnership or to the public's benefit.

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The Approach:
• Compare the current research related to using various accountability measures to what we learned in our research regarding improved relationships between local governments and nonprofits.
• Offer an array of tools that are commonly used to accomplish differing kinds of accountability goals. Assess whether the measures, in fact, achieve what they are intended to do.
• Suggest using the specificity of the service as a way to distinguish what type of accountability measures might be applied to a relationship.
• Consider the capacity of both the nonprofit and the government to effectively use specific measures as a way to uphold public trust.
• Provide a framework that can be used to decide which measures might be appropriate given varying types of services and levels of organizational capacity. Exceptions to this framework will also be examined.

The Contribution to the Field:
• Give nonprofits and local governments an alternative way of thinking about accountability.
• Provide a basic format for discussions that lead to mutually developed expectations and joint implementation of multi-dimensional accountability measures.
• Provide a framework for practitioners to use in evaluating which specific measures are appropriate to require, depending on the service being provided and the capacity of the organizations involved.

Paper Number: PA021474

Paper Title: Program Evaluation Use and Practice: A Theory Based Study of Nonprofit Organizations in New York State

Author(s):

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Summary of Research

This paper examines the extent to which the issue of nonprofit and government accountability has manifested itself within the nonprofit sector by exploring three primary research questions: 1) To what extent are nonprofit organizations engaged in program evaluation? 2) Why do nonprofit organizations engage in these evaluation efforts? and 3) How do nonprofit organizations use evaluation results? The paper uses a framework of five organizational theories to analyze data gathered from personal interviews conducted with a purposive sample of 30 nonprofit organizations providing human services and 10 funding organizations in the state of New York.

Description

The Research Questions

   This research project examines the extent to which the larger issue of nonprofit and government accountability has manifested itself within the nonprofit sector by exploring three primary research questions: 1) To what extent are nonprofit organizations engaged in program evaluation efforts? 2) Why do nonprofit organizations engage in these program evaluation efforts? and 3) How do nonprofit organizations use the results of these program evaluation efforts?

A Review of the Literature

   In response to political and environmental pressures for more government and nonprofit accountability, nonprofit scholars and practitioners have increasingly recognized the potential for program evaluation to serve as an accountability tool. In recent years, a number of authors have tried to make program evaluation and performance measurement more accessible to nonprofit managers (Bozzo, 2000; Gray & Associates, 1999; Hatry, van Houten, Plantz & Greenway, 1996; Hatry, 1999; Martin and Kettner, 1996; Mullen & Magnabosco, 1997). In addition, some researchers have tried to assess the extent to which program evaluation activities are occurring among nonprofit organizations and foundations (Ashford & Clarke, 1996; Fine, Thayer & Coghlan, 1998; Hall, Philips, Pickering & Greenberg, 2000; Hoefer, 2000; McNelis & Bickel, 1996; Patrizi & McMullan, 1999).

   While these efforts have certainly been laudable, the resulting literature has been mostly descriptive or normative. Many authors have assumed a rational approach to organizational behavior and decision-making, and proceeded from the premise that nonprofit organizations would simply choose to do program evaluation if they knew more about how to do it or what the benefits were.

The Research Approach

   This paper uses a framework of five organizational theories to analyze data gathered from personal interviews conducted with a purposive sample of 30 nonprofit organizations providing human services and 10 funding organizations in the state of New York. The framework is based upon a careful review of the literature on nonprofit organizations and program evaluation, and suggests that there are implicit messages within the literature which are consistent with the assumptions and predictions of four organizational theories that build from rational choice theory and take into account the critical relationship between the organization and its environment: strategic management, agency theory, resource dependence theory, and institutional theory. Each of these theories assigns different assumptions to the way organizations operate, and offers different predictions for organizational behavior. While these assumptions and predictions are not necessarily mutually exclusive, each theory offers a unique contribution toward explaining why nonprofit organizations would engage in program evaluation and how

they would use program evaluation.

   The paper has four sections. The first section describes theoretical framework that will be used to examine the interview data. The second section summarizes the various types and methods of program evaluation currently being used by the 30 nonprofit organizations, and explains why the nonprofit organizations chose to do program evaluation and how they used program evaluation results. The third section examines the findings in terms of the different service fields and funding environments. The fourth section offers recommendations to government policy makers, foundations, nonprofit organizations and others about evaluation incentives and evaluation practice, and offers recommendations for future research.

Contributions to the Field

   There are three characteristics which distinguish this research from others. First, the research is empirical, and takes into account the perspectives of both nonprofit organizations and the funders of nonprofit organizations. Second, the research employs a broad definition of program evaluation, and takes into account both formal and informal program evaluation activities. Third, the research makes a formal link between organizational theory and evaluation practice, and takes into consideration inter-organizational relations and the relationship between the organization and the environment. Thus, the research findings will not only be descriptive, but they will be explanatory and predictive as well. As such, the research will have high saliency for researchers, policy makers, nonprofit managers, funders, and evaluators, and will contribute to theory development in the field of nonprofit studies.

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Paper Number: PA021559

Paper Title: "Is it All Good? Assessing the Impact of Nonprofit Organizations"

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Summary of Research

This paper systematically analyzes the presence of several significant vulnerabilities, including particularism, paternalism, excessive amateurism or professionalism, resource insufficiency and accountability lapses, across countries and fields and how their presence might affect positive nonprofit impacts. Organizational case study material will be utilized for this analysis in addition to field studies composed by research associates globally.

Description

Much of the current enthusiasm for the nonprofit sector rests on various assumptions about the impact that nonprofit organizations have on the provision of services, the promotion of democracy, the fostering of social capital, and other desirable social, economic, and political outcomes (Brett, 1993; Clark, 1991; Clotfelter, 1992; Edwards and Hulme, 1996; Farrington and Bebbington, 1993; Fowler, 1995; Kramer, 1981; Riddell and Robinson, 1992). The initial analysis (Salamon, Hems, and Chinnock, 2000) of the impact segment of The Johns Hopkins Comparative Nonprofit Sector Project (Salamon and Anheier, 1996; Salamon et al., 1999) confirmed that the nonprofit sector does indeed seem to perform a distinctive set of roles in an array of countries throughout the world, even though the extent of these roles does not meet prior expectations.

In addition to the positive contributions, nonprofit organizations may also be expected to exhibit certain characteristic vulnerabilities that also need to be examined in gauging the impact of this set of institutions (Salamon, 1987; Kramer, 1981). This paper focuses on the impact analysis results that have emerged in about 30 countries and reveals that the identified vulnerabilities or limitations of nonprofit organizations do indeed exist, but that they are present at much lower levels than previously anticipated.

This paper systematically analyzes the presence of several significant vulnerabilities, including particularism, paternalism, excessive amateurism or professionalism, resource insufficiency and accountability lapses, across countries and fields and how their presence might affect positive nonprofit impacts. The author will employ a regional lens to focus on the vulnerabilities present in selected activity of nonprofit organizations in various global regions. Further, factors that may influence the extent of these vulnerabilities will also be examined. For example, our data has shown that funding sources may either exacerbate or reduce accountability lapses. Organizational case study material will be utilized for this analysis in addition to field studies composed by research associates globally.

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Paper Title: Outsourcing in Public Policy Implementation: Implications for Accountability in Nonprofit and Government Provider Organizations

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Summary of Research

Public policies are increasingly implemented by non-profit organizations contracting with the state. Contracting with nonprofits allows the state to outsource without turning services completely over to the market. The monitoring dilemmas discussed in the literature on principal agent theory are central to debates about the comparative effectiveness and efficiency of in-house versus outsourced public policy implementation. In this paper, a comparative research design allows for an examination of the roles of constituency, funding and organizational structures, and institutional sector in the decision-making processes that comprise on-the-ground policy implementation in nonprofit and government organizations in mental health and aging.

Description

Outsourcing in Public Policy Implementation: Implications for Accountability in Nonprofit and Government Provider Organizations
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Public policies are increasingly implemented by non-profit organizations contracting with the state. Contracting with nonprofits allows the state to outsource without turning services completely over to the market. The contracting relationship between the state and nonprofits can, however, create tension as the state's interest in low cost implementation conflicts with nonprofit agencies' commitments to their own missions and to their clients (DeVita; Frumkin and Andre-Clark). As the state bureaucracy outsources policy implementation, formal accountability structures are put in place to help the state monitor effectiveness and efficiency. This research seeks to examine how the state, the nonprofit's members and mission, and clients shape formal accountability and on-the-ground implementation.

Methods
This project uses legislative history, organizational field research, and interview/survey data to theorize how case managers in mental health and aging are conscious of accountability and how they manage accountability to the state, the organization, and to clients in their daily activities. The research design allows for a careful examination of the roles of constituency, funding structure and organizational auspice in shaping the management of accountability in nonprofit and government provider organizations. Legislative histories and newspaper archives lay the groundwork for understanding the institutional discourses of these two policy domains and the political contexts of their implementation. Because I am interested in the relationship between formal accountability and on-the-ground implementation, I am using ethnographic field methods. I am conducting field observations in case management organizations in mental health and aging. By comparing community-based mental health to community-based care for the aging, I examine how constituency power affects formal accountability and on-the-ground implementation in nonprofit and government provider organizations. Field observations offer a way to observe daily decision-making processes in the provider organizations. After completing both sets of field observations, I will perform preliminary analyses to produce an interview/survey instrument. I will return to each of the organizations to interview/survey case managers and their supervisors. The fieldwork will provide the context for the interviews and survey (Heimer 1998). I will have established rapport with organizational actors and they will be less likely to front me. Moreover, I will have the language and knowledge necessary to ask the right questions. The interviews will be directed toward case managers' perceptions of the work they do in terms of their positioning vis-à-vis their clients, the nonprofit or government organization for which they work, and the state. The survey portion of the

interview will employ the factorial survey method (Rossi and Anderson 1982) as a means of teasing out which institutional logic is most salient in the case manager's decision-making process in typical daily situations.

Literatures Addressed

This project engages organizational theories, neoinstitutionalism, the nonprofit literature, and organizational economics in the form of principal-agent theory. The goal is to consult these theoretical perspectives in developing a grounded theory of case manager consciousness of accountability and accountability management. I seek to challenge the taken-for-grantedness of decoupling in neoinstitutional and principal-agent theories by examining institutional, organizational, financial, and political factors that may cause the level of decoupling to vary within and across policy domains. Neo-institutional (Meyer and Rowan 1991[1977]; Bernstein 1991) and principal-agent (Kettl 1993; Pratt and Zeckhauser 1985; Sappington and Stiglitz 1987; Milward and Provan 1998; Miller 1992) theories suggest that contracting relationships will involve the decoupling of state institutions and the activities of provider organizations. "Decoupling" refers to the separation of formal institutional structure from day-to-day organizational activities. The theories predict that provider organizations will develop an external façade that conforms to government expectations but that this façade will be decoupled from day-to-day operations. Stanford neo-institutional theory (Meyer and Rowan) predicts this type of de-coupling as a rule and principal-agent theory suggests that it may be avoided only under perfect contracting circumstances (Sappington and Stiglitz 1987). My preliminary findings from the mental health field suggest that the level of disjuncture between formal accountability or written policy and on-the-ground implementation activities may vary even within the same organization. While the organization attempts to establish a common set of rules and routines through mandatory employee training, varied site-based incentive structures, norms, and monitoring techniques produce distinct levels of compliance to organizational and state policies among case managers.

In examining the negotiation of accountability in the work of case managers, I draw on Heimer's "competing institutions" to examine how institutions vie for authority in decision-making processes. Combining neoinstitutional and behavioral decision theories, Heimer shows that "institutions have their influence by working through internal organizational processes" (18). I am looking for indications that these types of processes are at work as case managers balance their commitments to their clients, the organization, and the state. The management of accountability and the balancing of competing institutional logics may vary as the result of variations in funding structure and organizational auspice. My research design allows for a comparison across sectors and funding structures. I observe two nonprofit organizations: one bears financial risk and the other does not; one contracts with a county government entity and the other contracts with a nonprofit funding intermediary. I addition, I observe a county government case management setting where the government organization contracts directly with the state and bears financial risk.

In addition, I draw on legal consciousness theory (Morrill et al. Forthcoming: 109) to address variations in case manager consciousness of accountability. Moments of acute awareness of accountability may be triggered by particular events or particular clients. The idea of consciousness of accountability will refer to the frames and orientations developed about accountability to the state, the organization's mission and to clients.

Contributions to Knowledge and Policy

Policy-makers, academics, and the larger public lack sufficient data on policy implementation to make sound decisions or even cogent arguments about the future of privatization. Arguments both for and against privatization are rooted in abstracted ideals about the role of government, the nonprofit sector, and the market rather than in concrete evidence about how different implementation alternatives operate on the ground. This research will allow us to examine one part of the outsourcing puzzle: how does accountability get constructed in both in-house and out-sourced implementation? With this research, we can begin to understand how institutions compete in the implementation of public policy and how this competition varies as the result of different funding structures. The findings will illuminate the relationship between formal policy structures and substantive policy implementation and how this relationship varies across policy domains and sectors. The project may help policy-makers to think

about how their work is perceived by those who put the policies into practice. The research may also help provider organizations improve the quality of services that they provide as they better understand how their workers are interpreting their own position in the implementation system. Case managers in nonprofit organizations are in a tenuous position as they try to balance the mission of the organization with client needs and demands and the requirements of state policy. Nonprofit organizations have a lot to gain by learning more about how these tensions play out the decisions that their case managers make on a daily basis.

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Paper Title: The Effects of Race, Gender, and Measurement on Giving and Volunteering: Indiana as a Test Case

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Summary of Research

The purpose of this study is to examine the effects of race and gender on giving and volunteering behavior, across different types of survey research methodologies. Data were collected from a random sample of 885 individuals in the state of Indiana. Each respondent participated in one of seven different surveys. In each survey, questions were asked regarding giving and volunteering. Multivariate analyses, as well as Tobit and Probit analyses were used to determine the effects of race, gender, and survey methodology on giving and volunteering.

Description

Issues to be Addressed

The effects of race and gender on giving and volunteering behavior have received much attention in the philanthropic literature. Recent empirical research suggests that women appear to be more charitable than their male counterparts, however, race differences only lately have begun to receive serious study (e.g., Anderson, 1993; Andreoni & Vesterlund, 2001; Bolton & Katok, 1995; Conley, 2000; Lammers, 1991; Latting, 1990; Maslanka, 1993; Musick, Wilson & Bynum, 2000; O'Brien, Sedlacek & Kandell, 1994).

Researchers and practitioners also have been paying more attention as to the methodology by which giving and volunteering behavior have been measured, mainly because estimates of the amount of philanthropic behavior rely heavily on the methods and measures of each survey (Steinberg, Rooney & Chin, 2001). Both Voluntas and Nonprofit and Voluntary Sector Quarterly have devoted an entire issue to this topic. Steinberg, Rooney and Chin (2001) found that the longer and more detailed the questions asked, the more likely individuals responded that they volunteered. Similarly, Rooney, Steinberg and Schervish (2001) found the same pattern of results for giving; the longer the survey and more detailed the prompts, the more likely a household was to recall that it made a charitable contribution and the higher the average level of its giving. These recent findings on the measurement of giving and volunteering behavior suggest that "methodology is destiny" (Steinberg, Rooney & Chin, 2001) and that methodological considerations need to be taken into account when interpreting these research findings.

The main purpose of our study is to examine the effects of race and gender on giving and volunteering behavior. A second purpose of our study is to examine these effects across different survey methodologies. We found no research that looked at the effects of race and gender on giving and volunteering as a function of survey methodology.

Relation to State of Knowledge in the Field

Gender and Giving and Volunteering
It has long been thought that altruism is more highly developed in women than in men (Mills, Pedersen & Grusec, 1989). Wilson and Musick (1977) found that females scored higher on measures of altruism and empathy and attached more value to helping others. The amount of research that has been done in this area is substantial and much too vast to review here. However, in general, this body of research indicates significant sex differences in attitudes and beliefs about caring and self-sacrifice (e.g., Belle,

1982; Eagly & Steffen, 1984), moral sensibility (Gilligan, 1982), role-related norms and motives (Pilivan & Unger, 1985), empathy (Feshbach, 1982; Hoffman, 1977), and care and well-being of others (Gilligan & Attanucci, 1988; Lyons, 1983). Gilligan (1982) contends that women are socialized to conceive of themselves as connected to others and socialized to reflect a strong concern of care to others. Many women see their volunteer work as an extension of their roles as wives and mothers (Negrey, 1993). More specifically, Mills, Pedersen & Grusec (1989) examined sex differences in the resolution of prosocial dilemmas involving self-sacrifice and found women to exhibit more empathic reasoning than men.

The empirical research examining gender effects on giving and volunteering has found differences as well. For example, gender makes a difference in time volunteered (Rosenthal, Feiring & Lewis, 1998), reason for volunteering (Dowling, 1997; Stephan, 1991), and the types of volunteer activities and nature of the work (Cable, 1992; Schlozman, Burns & Verba, 1994; Smith, 1975; Thompson, 1995). The most recent survey from Independent Sector (2001) reports that women were more likely to have volunteered than men. In terms of giving, a recent report found that among donors who gave $500 or more, single women gave more often than single men, although there was no difference in the amount given between men and women (Council of Economic Advisors, 2000).

Given the theoretical and empirical literature on gender differences in giving and volunteering, we predict significant differences for gender in both giving and volunteering. Specifically, we hypothesize that women will report more giving and volunteering behavior than men.

Race and Giving and Volunteering
Human capital theory predicts racial differences in giving and volunteering because minority group members typically have fewer individual resources (Wilson, 2000). There may be compensating factors in the form of social resources and cultural understandings that motivate minority group members to give and volunteer differently than the majority group (Wilson, 2000). Most studies find that racial differences in giving and volunteering disappear after controls for education, income, occupational status, and being asked (Clary, Snyder, & Stukas, 1996; Latting, 1990; Musick, Wilson, & Bynum, 2000; Woodard, 1987). The 2001 Independent Sector survey found no differences in the number of monthly hours volunteered based on gender, race, or ethnicity. However, as with gender, race makes a difference as to what kind of volunteer work people do, the number of hours volunteering, motives for volunteering, and the influence of church and community (Wilson, 199). One recent study found that among blacks, there were no socioeconomic differences in volunteering, even though for whites, the effects of education and income were strong predictors (Musick, Wilson, & Bynum, 2000). The Independent Sector's 1998 national survey of giving and volunteering in the United States found that, although almost 63% of Hispanic households gave to charity, socioeconomic status and place of birth were important predictors of giving and volunteering among Hispanics as well as the ability of nonprofits to respond to the needs of the Latino community (Independent Sector, 1998).

Because of the paucity of research as well as the inconclusive nature of the research that has been conducted thus far, it is difficulty to make predictions on the effects of race on giving and volunteering. We would expect to see differences in race. However, based on the prevailing research, we predict that race will not have a significant effect on giving and volunteering, after controlling for human and social capital variables.

Approach

Volunteering is any activity in which time is given freely to benefit another person, group, or cause (Wilson, 2000). Volunteering has traditionally been dichotomized as "formal," where an individual volunteers within a formal organizational structure to benefit strangers, or "informal," helping friends or family members outside of a formal structure. In our study we address both formal and informal volunteering. Giving can be similarly grouped—formal and informal. In our study, the emphasis is on measurement of total "formal" giving—contributions to charitable or nonprofit organizations or groups that are legally deductible on Schedule A income tax forms. Philanthropic giving is best operationalized as household giving because it is more comparable to data reported on tax returns, and could be verified

with IRS data (Rooney, Steinberg & Schervish, 2001).

Measuring Giving and Volunteering
We use seven different survey methodologies to measure giving and volunteering. For purposes of analysis, these surveys will be combined and grouped into the categories of Very Short, Medium, and Long, based on the length of the survey and the number of questions related to giving and volunteering (i.e., number of prompts). The survey methodologies employed in the present study are based on previous research on giving and volunteering and are well established in the literature (e.g., Hall, 2000, Independent Sector, 1999; O'Neill & Roberts, 2001; Rooney, Steinberg, & Schervish, 2001; Steinberg, Rooney, & Chin, 2001).

Based on the findings from previous research, we predict significant differences across research methodologies; the longer the questionnaire and the more detailed the prompts, the more giving and volunteering behavior will be reported.

Data Collection and Analysis
The Public Opinion Laboratory at IUPUI used random digit dialing of Indiana households to collect the data for all surveys. In each survey, questions were asked regarding giving and volunteering. The total sample size was 885--consisting of at least 100 respondents in each of the distinct survey methods. Each respondent participated in only one of the surveys. 65% of our sample were female, 10.1 % were black and 0.8% Hispanic (85.9% white and 3.2% other minority). To analyze the data, Analysis of Variance will be used to test for simple main effects as well as interaction effects. Multivariate analyses then will be used to test whether differences in giving and volunteering could be explained by variations in sample characteristics and also to test for interaction effects. We will use Tobit and Probit analyses to determine whether any differences the dollars donated/hours volunteered and the probability of donating/volunteering remain after controlling for the socio-economic and survey method differences.

Contribution to the Field

Giving and volunteering in the United States is increasing. At the same time, the demographic composition of our country is undergoing dramatic shifts resulting in changes in our nation's social and economic environment. According to Independent Sector (2001), forty-four percent of adults over the age of 21 volunteered with a formal organization, sixty-nine percent of those who volunteered reporting that they did so on a regular basis. Similarly, eight-nine percent of households gave charitable contributions in 2000. These are higher percentages than previously reported studies conducted by Independent Sector. As the percent of giving and volunteering increase, in combination with the changing demographics, race and gender effects will become ever more important as variables for consideration in the study of giving and volunteering. Finally, our study is one of the very few that specifically takes into account survey methodology. We found no studies that examined the effects of race and gender on giving and volunteering behavior across survey methodologies.

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Paper Number: PA021313

Paper Title: "Everyone has something to give" - involving older people in voluntary action

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Summary of Research

Older people in the UK are less likely to volunteer than those aged 50 or below despite the fact that they have more time at their disposal and the acknowledged benefits for their health of being active in later life. This paper draws on the authors' evaluation of a £1.476 millions government programme aimed at promoting volunteering by older people in order to discuss the extent to which older volunteers are "different" and to explore how volunteer-involving organisations can take effective steps to recruit and involve older people.

Description

The Puzzle of the Missing Older Volunteers
Surveys aimed at measuring the extent to which people in the UK are involved in volunteering and active in their local communities (see, for example, Davis Smith, 1998) have consistently shown that people of or near retirement age are less likely to participate in voluntary action than those under the age of fifty. Furthermore they have found that the older the respondent the less likely s/he is to take part. These findings are somewhat puzzling. Most older people have reached a time in their lives when the demands of paid work and the need to care for dependents are no longer pressing. But, despite the fact that they have more time to spare for volunteering, they are less likely to be involved in voluntary action. And their lack of involvement is all the more difficult to explain in a period when the benefits in terms of mental as well as physical well-being of "keeping active" in one's older years are increasingly recognised.

This paper will attempt to address this puzzle by identifying the factors that lead to comparatively low levels of participation in voluntary action by older people; and exploring ways in which organisations can be more effective in recruiting volunteers from the older age group and involving them in their work.

Existing Knowledge
In the very substantial body of literature on volunteering found on both sides of the Atlantic (for example: Clary et al 1992; Pearce 1993; Brudney 1994; Illsley 1990; Hedley and Davis Smith 1992) comparatively little attention has been paid to the experiences of older people. We know something about the levels of participation in volunteering by older people but the mixture of motivations that leads them to get involved and the kinds of rewards that keep older volunteers active have not been disaggregated from those of younger people. And, while there has been some attention given in the UK to the kinds of activity in which other demographic groups have tended to participate in voluntary action and the organisational contexts in which it takes place (see, for example, Obaze, 1992 and MacDonald, 1996), we know little about the circumstances in which older people volunteer or about the activities in which they are involved.

A review for the National Centre for Volunteering (Niyazi, 1996) has suggested that the main reasons for comparatively low levels of participation by older people in voluntary action included their economic circumstances; the acceptance of a passive stereotype by older people themselves; competition from other leisure activities; lack of transport; and the discriminatory practices of many volunteer-involving organisations. Much of the research in this area has tended to focus on issues of age discrimination. This has provided evidence that organisations had imposed upper age limits for the recruitment or involvement of volunteers (Davis Smith, 1992); had concentrated on recruiting younger people at the expense of older volunteers (Buchanan, 1996); or tended to see older volunteers as "dead wood" (Midwinter, 1992) or second class citizens (Buchanan, op cit).

The literature about older volunteers has thus focused on perceived barriers or obstacles to participation

and, to a large degree, on the policies and practices of volunteer-involving organisations which create some of them. What it has not explored is the extent to which the motivation and aspirations of potential older volunteers are distinctive and different from those of younger volunteers; how well they match the opportunities available to them and the expectations of the organisations providing them; and the experience of organisations which have made conscious efforts to involve older people in their work. This paper addresses this gap in our knowledge and understanding.

The Home Office Older Volunteers Initiative
We are able to approach this task because we can draw on empirical data collected as part of an evaluation of a major government programme of action which was intended "to improve the number and the quality of the opportunities available for older people to volunteer and get involved in their community" which was conducted by the authors and colleagues for the UK's Home Office. This, the Home Office Older Volunteers Initiative (HOOVI), provided funding totalling £1.476 millions (or just over $2 millions) to support 59 discrete activities organised through 26 very diverse projects. As well as reviewing "the ways in which the programme had made a direct impact on encouraging and promoting volunteering by older people" the evaluation aimed "to identify the lessons that could be learned from the experience and the ways in which they could be used to inform future practice and policy" .

The main methods of data collection were interviews and focus groups with project managers and staff involved in running the projects; the older people involved as volunteers; users and beneficiaries of the provision; and other interested parties. A total of 80 interviews and 13 focus groups were undertaken during the period November 2000 to April 2001.

The Findings
The main findings of the study address the following questions:

1. What motivates older people to volunteer and how do their motivations differ from those of other volunteers?

2. What are the key "rewards" older people gain from their involvement which ensures that they continue to make a voluntary contribution and how do these differ from the aspirations of other volunteers?

3. To what extent does what older volunteers have to offer differ in quality from what younger people bring and how far can they make a distinctive contribution to the activities in which they are involved?

4. How can the work of older volunteers be organised to ensure that the experience is as valuable as possible both for the organisation with which they are involved and for the older people themselves?

5. What steps can volunteer-involving organisations take to address obstacles - including their own policies and practices; the attitudes of older people themselves; practical difficulties; and cultural barriers - to volunteering by older people?

Conclusions
The paper will conclude with a discussion of the extent to which improving "the number and the quality of the opportunities available for older people to volunteer and get involved in their community" depends on approaches tailored to the needs and characteristics of older volunteers rather than the application of general principles of good practice in involving any volunteers. It will then look at the implications for the practice of volunteer-involving organisations; for policy-makers looking to increase participation by older people in voluntary action; and for further research.

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Paper Title: The Decision to Volunteer: Do Childhood Human Capital Investments Impact the Valuation of Time?

Author(s):

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Summary of Research

This research addresses the impact of childhood human capital investments, specifically exposure to the arts and lessons in various art forms, on the decision to volunteer. The decision is based in part on maximizing utility through the personal consumption of contributing to charity. This research tests the theory that childhood human capital investments in the arts act as other human capital investments: increasing the marginal productivity of the charitable activity and/or increasing the marginal utility in the consumption of the charitable activity—volunteering. Various music/art lessons a child takes increase the "taste for volunteering" for some individuals.

Description

1. Introduction

   Throughout the research on the decision to volunteer time, there are consistent results that suggest that this decision is a function of wage or family income, non-wage income, and other variables that impact the opportunity costs of time. There is also research that focuses on the human capital aspect of volunteering--the act of volunteering as a human capital investment itself as well as the role of human capital investment in the decision to donate time, money, or both.

   This study will examine the role of general and specific human capital investments in the decision to volunteer time. Specifically, this study will test the extent to which childhood human capital investments in the arts (lessons and classes in music, visual arts, acting, ballet, dance, creative writing, art appreciation and music appreciation)increase the productivity in time intensive charitable commodities and/or increase the marginal utility gained through contributing time to charity. The Consortium of National Arts Education Associations (1994) suggests "Each person has a responsibility for advancing civilization itself. The arts encourage taking this responsibility and provide skills and perspective for doing so (pp. 8)." Although this study will not address the proposition that it is the duty of citizens to 'advance civilization,' it will examine the juxtaposition between the arts, specifically childhood arts education and experience, and the propensity of individuals to contribute to civilization through volunteering and charity work.

   This problem will be addressed as follows. The second section of this paper will examine the areas of literature, specifically the decision to volunteer and the impact of childhood arts education. The third section will outline the model and methodology used to analyze the impact of economic, demographic, and human capital investment variables on the incidence of volunteering. The Survey of Public Participation in the Arts: 1982, 1992, and 1997 will be discussed in section four. Hypotheses, results, and conclusions will be addressed in sections five, six, and seven.

2. Review of literature

   There are two areas of literature that this study will bridge: 1) The decision to volunteer time and/or contribute to charity and 2) The impact of childhood human capital investments in the arts (arts education) on childhood aptitude, the current consumption of culture, and community values. Some of the literature includes research by Duncan, Thompson and Bono, Reece, Freeman, Schram and Dunsing, Becker, Shaw and Rauscher, Smith, Gray, Morrison and West, Stigler and Becker,and Catterall.

3. Results

   The results of are consistent with current research and suggest a u-shaped effect on children with respect to volunteering.

Paper Number: PA021665

Paper Title: Measuring institutional determinants of volunteering by older adults

Author(s):

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Summary of Research
The aim of this paper is to augment existing knowledge regarding the individual-level determinants of volunteerism among older adults with information about the institutional context in which those activities are carried out. Using primary survey and focus group data, we explore the congruence between the perceptions of older adults and organizations as regard the quality of volunteer opportunities within a single urban/suburban volunteer market. Our goal is to provide the language, measurement tools, and impetus for a broader and more balanced discussion of elder volunteerism and service.

Description
Organizational Determinants of Volunteerism by Older Adults
Paper Proposal Submitted for the
31st Annual ARNOVA Conference

Problem/Issue

Recent calls in the United States for greater involvement in service and volunteer work have brought renewed attention to the current and potential contributions of older adults to the lives of others and communities. This is an affirmation of the value of service to the commonweal and suggestive that new visions of aging are gaining a foothold in the public psyche. But what will it take to increase involvement in volunteer work among the oldest segment of the population, which is increasingly comprised of healthier and better-educated individuals? Answering this question requires looking beyond the characteristics of older adults themselves and understanding how opportunities for volunteerism and service are structured. This paper provides the conceptual framework for understanding and initial findings from a study of organizational factors that impact the recruitment, retention, and effective utilization of older volunteers.

Fit with Current Research

Volunteer and service work by older adults is a common phenomenon. Survey research has found consistently that about 1/3 of individuals between the ages of 55 and 75 are engaged in these forms of unpaid work. However, an additional 10-15% of older adults state that they would like to volunteer but are unable to find appropriate, meaningful opportunities to do so. Moreover, proponents of the "productive aging" perspective argue that, while older adults can, desire to, and do make important contributions throughout non-market activities, such as volunteer work, their actions go unnoticed and receive little public sector support. Instead, they argue, social institutions typically reify stereotypes of later life as an unavoidable period of decline, depression, dementia and dependency. This translates into a failure to capitalize on the tremendous "windfall of capacity" embodied by the older adults in our society.

Even academia has absorbed these biases. Scholarship on aging is generally slanted toward understanding and developing strategies for coping with the frailties of late life. When more positive aspects of late life are investigated, such as volunteerism by older adults, a majority of studies seek insights into how individual age-related changes affect behavior. As such, most studies of productive engagement in later life have focused most heavily on explaining patterns of engagement among older

adults by looking at the relationship between activity and age-related declines in physical and cognitive functioning. Certainly, diminished capacity for engagement due to such declines affects the choices individuals make regarding the use of their time and energy. When the observed declines in rates and levels of volunteerism among those over age 55 are considered, therefore, it is easily assumed that individual capacity is the primary limiting factor within this fastest growing segment of the population. Nevertheless, we know that contextual forces significantly influence the dissemination of information about available opportunities, control access to those opportunities, provide certain types and amounts of incentives for engagement, and facilitate or support individuals in those volunteer roles.

This paper contributes to our understanding of late life volunteerism by showing how institutional arrangements can be measured and related to individual and organizational behavior. We begin by offering a conceptual model in which four institutional determinants of volunteer behavior, information, access, incentives, and facilitation/support, are specified in relation to measures of individual capacity. Next, we discuss the development of a multi-method study designed to measure these institutional factors. Finally, we discuss and offer initial findings from a pilot study designed to measure the prevalence of these factors in the field.

The aim of this paper is to augment existing knowledge regarding the individual-level determinants of volunteerism among older adults with information about the institutional context in which those activities are carried out. We explore the congruence between the perceptions of older adults and organizations as regard the quality of volunteer opportunities within a single urban/suburban volunteer market. Our goal, therefore, is to provide the language, measurement tools, and impetus for a broader and more balanced discussion of elder volunteerism and service.

Methodology

The research to be presented is currently underway, and is being carried out in three stages. First, we have identified organizations within a large metropolitan area in the Midwestern United States that were currently using adults aged 60 and older as volunteers through a screening survey of members of the United Way, the Council of Volunteer Directors, and several faith communities. From those responding, we will select between 35-50 organizations to participate in a longer telephone interview that is the main data collection instrument for this study. In addition, each organization will be asked to supply the names of current older volunteers who are willing to participate in focus groups. These focus groups will gather information through a series of questions related to those in the organizational survey. We intend to conduct 4 focus groups comprised of 10-12 older volunteers drawn from different programs.

Contributions

The findings from this study will improve our understanding of the characteristics most commonly associated with older volunteer programs. In addition, the instruments developed for use in this study will assist in future efforts by scholars to study the institutional forces that shape the experience of older volunteers. Our goal is to offer the tools necessary to collect evidence that serves to place the existing knowledge regarding the influence of individual-level age-related functional declines and changes in behavioral preferences into the rich-context of institutional dynamics.

Key Words

Older volunteers; service; productive engagement; institutional perspective

Paper Number: PA021215

Paper Title: That's Why I Need You: the psychological needs of grassroots political party members

Author(s):

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Summary of Research
This paper describes an exploratory study identifying the psychological needs of grassroots political party members, and the relationships between these needs and membership behaviours. It represents the first use of a measurement instrument from the field of nonprofit research in a political party environment. There is evidence of a relationship between values needs and participation, and time spent weekly on party matters. There is evidence of partial relationships between some psychological needs and membership turnover. There was also evidence that different socio-economic groups use party membership as a vehicle for fulfilling differing psychological needs.

Description
Research Issue

This paper describes an exploratory study identifying the psychological needs of grassroots political party members, and the relationships between these needs and desirable membership behaviours eg participation in activities, making donations and renewing membership dues. To the best of the author's knowledge, the study represents the first occasion on which a measurement instrument from the field of nonprofit organizational behaviour research has been used in a political party environment.

This paper will argue that the existing literature dealing with the solidary incentives for behaviour amongst political party members is either incomplete or lacking in rigour. North American researchers have attempted some systematic measurement of members' psychological needs – but only amongst party activists. Grassroots members have been largely ignored. Two major British studies which purport to measure the needs of grassroots members show no evidence of recourse either to relevant theory or empirical practice.

The volunteering literature has yielded a functional tool, grounded in social psychological theory, to identify the psychological needs of volunteers for the purposes of recruitment, job match and turnover reduction. This tool, the Volunteer Function Inventory (VFI), measures the career, enhancement, social, protective, values and understanding needs of volunteers. This, in effect, identifies six potential solidary benefits of membership. Results from laboratory and field studies indicate that VFI scores have a relationship with the level of response to recruitment literature, turnover, and the likelihood of repeat volunteering. There is no published evidence that VFI scores have a relationship with the amount of work undertaken.

Methodology

In this study the VFI was used amongst members of a political party in Wales, a constituent part of the UK. Respondents to an unsolicited questionnaire, mailed to a random sample of one in eight party members, were asked to complete a version of the VFI adapted for use specifically within the party. The questionnaire achieved a response rate of 25.6% (n=472). A copy of the questionnaire would be made available by the author to conference participants on request.

Results

Preliminary results yielded evidence of a relationship between levels of values needs and whether members participated in party activities at all, and between levels of values needs and the time spent weekly on party matters. There was no evidence of any relationship between psychological needs and

the types of activity undertaken by party members. There was evidence of partial relationships between some psychological needs and continuous and discontinuous membership. There was also evidence that different socio-economic groups use party membership as a vehicle for fulfilling differing psychological needs. This evidence indicates that the solidary incentives underlying behaviour in a political party environment may vary considerably between different groups of members.

Contribution to the field

The paper concludes that the VFI facilitates systematic measurement of members' psychological needs and opens the way for meaningful comparative studies of members of different parties, or even between the behaviour of volunteers and the behaviour of association members. The results provide a means of identifying which solidary incentives for behaviour in political parties are valued by particular groups of members.

However, two difficulties with the use of the VFI in a political party became apparent. Analysis using structural equation modeling techniques indicate kurtosis in the responses to some of the scale items which may be the direct result of the application within a particular party setting. The scale does not adequately measure all of the solidary incentives which may act as an incentive for some political party members, particularly in respect of political ambition. The paper concludes that the VFI in its current form may need some modification for continued use in a political party environment.

Paper Number: PA021560

Paper Title: Is There a Distinctive Pattern of Values Associated with Giving and Volunteering? The Canadian Case.

Author(s):

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Summary of Research

The distinctive patterns of social and demographic characteristics of volunteers and charitable donors have been probed more extensively and successfully than the values and beliefs of individuals who manifest these contributory behaviours. Using data on 92 values and beliefs from a national survey of 2,100 Canadians, this study finds that volunteers and givers differed moderately from non-contributors on two-thirds of the variables and extremely so on a small core set of eight variables. There is clear evidence that Canadians who engage in contributory behaviour have a distinctive ethos and worldview.

Description

Is There a Distinctive Pattern of Values Associated with Giving and Volunteering? The Canadian Case.

Contributory behaviours such as charitable giving and volunteering have a relatively low incidence in Canada. Individuals who are active volunteers and/or who make non-trivial contributions to charitable organizations total less than ten percent of the adult population (Reed and Selbee, 2001). By virtue of this low incidence, these contributory behaviours can be considered distinctive. Although the incidence of active giving and voluntary behaviour is higher in the U.S., a handful of studies in that country have examined the question of whether the individuals who volunteer and make charitable donations possess distinctive sociodemographic characteristics (see Smith, 1994, for a summary of these studies and their findings). For Canada, Reed and Selbee (2000) have identified the dimensions on which active volunteers differ from non-volunteers. Other studies have examined the degree to which particular goals and value orientations such as using one's potential, improving the community, or religious obligation are associated with volunteering and giving (usually one or the other) (Chappell and Prince, 1997; Clary et. al., 1996; Shervish and Havens, 1997; Smith, 1994; Sokolowski, 1998; Sundeen and Raskoff, 1995). There have been no empirical probes, however, of whether contributory behaviours have a broad and distinctive constellation or pattern of values underlying them.

This study undertakes such an analysis. It is structured by four guiding questions: (i) on what values and beliefs do active volunteers and givers differ from the non-contributing population?; (ii) how extensive are the differences?; (iii) is there a coherence among these distinguishing values and beliefs that would permit them to be considered an ethos?; and (iv) how strongly do these values and beliefs distinguish volunteers and givers relative to sociodemographic traits?

The analysis utilizes data from a national survey of 2,100 Canadians conducted in 1996. The data file for each respondent contains responses to ninety-two questions concerning values and beliefs along with extensive sociodemographic information. The questions cover such domains as the nature of obligations of individuals, required personal qualities and principles of behaviour, social entitlements, conception of the good society, fairness in society, trust, and others. The analysis comprises three phases. The first consisted of a set of pairwise comparisons of twelve variously-specified groupings (such as all formal volunteers versus all non-volunteers; weekly or more often volunteers versus non-volunteers; volunteers plus givers versus neither; and so on) on each of the 92 values and beliefs. The second phase entailed examination of the particular values and beliefs for which there were the greatest differences, and the third phase involved the estimation of ten logistic regression models to assess the magnitude of value/belief factors and sociodemographic characteristics.

The analysis (which has been completed) provides a fascinating picture of the normative underpinnings of contributory behaviour among Canadians. Framed in terms of our guiding questions above, the analysis reveals that (i) volunteers and givers do differ measurably, (ii) they do so on two thirds of the 92 values and beliefs and extremely so on eight of them; (iii) there is a coherence among these latter eight variables such that it can be argued there is a distinctive ethos associated with giving and volunteering;

and (iv) in general, values and beliefs provide greater differentiation between volunteers/givers and the non-contributory population than do sociodemographic variables, with values and beliefs accounting for as much as 23 percent of total variation accounted for compared with no more than 15 percent for sociodemographic variables. (Maximum R2 achieved in the ten models was 31 percent.)

The results from this study illuminate a number of different facets of contributory behaviour in Canada, in both descriptive and analytical ways. In documenting that people who actively engage in volunteering and giving moderately embrace a large set of values and beliefs, and hold a small subset of values and beliefs very strongly and distinctively, we enhance understanding of who volunteers and charitable givers are and what sets them apart. We have learned as well that values and beliefs hold greater distinguishing power than sociodemographic characteristics. The study also indicates directions for further inquiry towards understanding the social dynamics that generate volunteers and charitable donors, and the mindset that underlies their contributory behaviour.

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Paper Number: PA021632

Paper Title: Po-tay-to, Po-tah-to: Incongruence in the Psychological Contract of Volunteers

Author(s):

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Summary of Research

This paper tests values as antecedents of incongruence in the understanding of the psychological contracts made between volunteers and nonprofit organizations. Using results from two different agencies, it identifies key elements of the psychological contract of the volunteer and tests the impact of values and demographic information on the existence of incongruence, finding significant relationships exist among values, demographics and incongruence. This paper expands current knowledge through the use of multiple agencies as well as by identifying elements of the psychological contract of volunteers.

Description

This paper studies the impact of values on the existence of incongruence in psychological contracts. First, it hypothesizes the impact that values will have on the existence of incongruence. Second, it describes the study done to test these hypotheses in the nonprofit context and discusses the results of that study. Finally, it identifies areas for further research and study.

Prior research has looked at the antecedents of breach of the psychological contract, the difference between the psychological contracts of employees and volunteers (Liao-Troth, 1998). However, other than speculative models that have posited how breach can arise (e.g., Morrison and Robinson, 1997), no prior studies have quantified how the incongruence in psychological contract that is posited to lead to breach arises. This study addresses that gap by suggesting that a lack of fit between the values of the organization and those of the volunteer leads to incongruence in the psychological contract.

Values shape the schemata used to interpret psychological contracts. Because individuals hold a complex system of values, the question then becomes which values are most relevant for understanding an individual's beliefs regarding the terms and conditions of the reciprocal exchange between the individual and the organization. Human resource systems provide two means of shaping behavior: control and commitment (Walton, 1985). Human resource systems use structure to promote control (Eisenhardt, 1985; Walton, 1985). Human resource systems also link individual workers' goals and those of the organization to promote commitment (Organ, 1988). The relevant values, then, should relate how well individuals accept the control and commitment aspects of human resource systems. Thus, individuals reflect their level of willingness to accommodate the interests of the organization in their primacy orientation (Chen, Brockner and Katz, 1998) and in their level of power differential (Earley and Erez, 1996). Both primacy orientation and power differential are therefore the salient values on which this study focuses.

Because psychological contracts are comprised of the understandings of the promises made by both parties, the values of the organization are also important in determining whether incongruence exists. The individual's main organizational contact is with an individual who coordinates their work. That individual acts as the liaison between the volunteers and the organization. As a liaison, that individual is the organization's agent in making agreements regarding the volunteer's work. This organizational liaison becomes the organization's voice to these volunteers (Rousseau, 1989; Schein, 1980; Levinson, 1962; Argyris, 1960). Volunteers may ascribe promises made by this liaison as being made on behalf of the organization to the volunteer. Thus, the values of this organizational liaison are relevant in determining the likelihood of experiencing incongruence. Incongruence in the understanding of the psychological contract, therefore, reflects the fit between the values of the individual and the organization. This study focuses on the fit between the individual and the organization with respect to two values: primacy orientation and power differential.

Primacy orientation determines how psychological contracts are understood. Here, the fit is greatest when the individual volunteer and the organizational liaison share the same primacy orientation. However, this situation is only one of the potential conditions. If the volunteer exhibits individual primacy orientation but the organizational liaison exhibits group primacy orientation, the difference in viewpoint will be great. In that condition, the volunteer will expect the organization to recognize his individual needs

and adapt accordingly. In contrast, the organizational liaison will expect the volunteer to behave in a manner that gives priority to the needs of the organization over the needs of the volunteer. In this condition, the volunteer is very likely to feel that the organizational expectations differ from his own expectations. In the contrary condition, where the volunteer exhibits strong group primacy and the organization exhibits individual primacy, the individual will happily put the needs of the organization ahead of his or her own needs, a situation which the organization happily accepts. Here, the organizational liaison will be providing the cues for behavior that the individual is seeking, leading to a significantly lower likelihood of experiencing incongruence in the psychological contract.

Hypothesis 1: The greater the primacy orientation fit between the individual and the organizational liaison, the lesser the likelihood of incongruent psychological contracts.

Volunteers who do not accept and expect hierarchical relationships are defined as low power differential individuals (Earley and Erez, 1997). As with primacy orientation fit, if both the volunteer and the organizational liaison share an orientation, the likelihood of incongruence in the psychological contract is low. If, on the other hand, the volunteer is low in power differential and the organizational liaison is high in power differential, the organization will be giving cues for behavior and will be expecting compliance with those cues but the volunteer will not be receptive to those cues.

Hypothesis 2: The lesser the power differential fit between the organizational liaison and the power differential of the individual, the greater the likelihood of incongruent psychological contracts.

The sample for this study came from two metropolitan Midwestern not-for-profit organizations. In each case, the director of volunteers reported on behalf of the organization, and the survey was sent to all individuals on the volunteer roll for both organizations. In one organization, there were two classes of volunteers: those who worked on one project that had not occurred in several years and others who were active in current programs. The first group felt unable to respond accurately to the survey and either returned them with a note to that effect, called with that response or ignored the information request entirely. Of the second group, approximately 46% responded. The second organization included one class of volunteers, 25% of whom responded to the survey.

   The list of items to be ranked was generated through a series of focus groups for volunteers and volunteer coordinators, first individually, then meeting together to react to the topics raised by prior groups. Fit was measured using the sum of the differences between the items as ranked by the volunteer and the volunteer coordinator.

The significant and negative relationship between primacy orientation fit and incongruence in promises made to the organization suggests that individual volunteers who put the interests of the organization ahead of their own interests are less likely to make promises and accept obligations that are inconsistent with those expected by the organization. With respect to the promises made to the organization, primacy orientation fit acts as a mediator between other organizations volunteered with and incongruence in promises made. This relationship was discussed previously.

   The relationship between primacy orientation fit and incongruence in promises made to volunteers is mediated by power differential fit. This suggests that the willingness to put the good of the group ahead of one's own interests can be reflected in an individual's willingness to accept the structure put in place by the organization.

   With respect to the promises made to the volunteers, power differential fit 1, decision-making, is a significant predictor of incongruent understandings of the obligations that the organization has made to the volunteers. The significant and negative nature of the coefficient for this relationship suggests that individuals who do not seek structure within the organization will understand the promises made to them in a manner inconsistent with the understanding held by the organization of the same set of obligations. The obedience measure, on the other hand, was not a significant predictor. This indicates that willingness to be obedient does not shape the way in which an individual understands the obligations of the agency for which he volunteers.

   With respect to the promises made to the organization, both the decision-making measure and the obedience measure are significant predictors. This suggests that, as predicted, volunteers who do not agree with organizations on whether the organization should have decision-making power are also likely to view the obligations that the volunteers promise to the organization differently than the organizations do. As predicted, the relationship between power differential fit 1, decision-making, and incongruence in promises to the organization is negative in direction. The relationship between power differential fit 2, obedience, and incongruence in promises to the organization is positive.

This study represents the first time that the psychological contract of volunteers has been studied across

organizations. This adds a valuable perspective for volunteer coordinators who often shift from one organization to another. It also assists volunteer coordinators in socializing individuals who have prior volunteer experience in other organizations by identifying some of the potential issues and problems that may arise in evoking the intended schema in those volunteers so that they understand the psychological contract in the same way as does the organization.

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Paper Number: PA021685

Paper Title: Family Matters: Adaptation and Volunteer Costs and Benefits

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Summary of Research

Family Matters, created in 1992 by The Points of Light Foundation, is a program that assists nonprofit organizations in integrating a family component into their volunteer structure and providing outreach to corporate sponsors. This paper reports on how one organization, the Battle Creek Volunteer Center, implemented the Family Matters program. It focuses on a decision to redefine family to include any two or more people bound by familial ties, shared habitats, or co-workers. Based on focus group interviews, we also report on how these different types of "family" talk about the benefits and costs associated with volunteering.

Description

Family Matters, created in 1992 by The Points of Light Foundation, is a program that assists nonprofit organizations in integrating a family component into their volunteer structure and providing outreach to corporate sponsors. This paper reports on how one organization, the Volunteer Center, adapted Family Matters, including redefining family to include any two or more people bound by familial ties, shared habitats, or co-workers – and how these differing types of "family" experience the benefits and costs associated with volunteering.

This paper begins with a description of how the Volunteer Center implemented the Family Matter program. In the process of implementing the program, the Volunteer Center entered a series of mutual adaptations (Leonard-Barton, 1988) where interactions between the program and the organization led to adaptations in both the program and the Volunteer Center. Creators of innovations, such as The Points of Light Foundation, are often unaware of how their innovations are adapted and usually even less aware of how these innovations impact the organizations that adopt them.

The second part of this paper focuses on the benefits and costs associated with "family" volunteerism. Social exchange theory (Thibaut and Kelley, 1959) suggests that relationships are economic exchanges of costs and rewards. Relationships perceived to be rewarding will be sustained; relationships perceived to be costly will terminate. A proposition central to this perspective is that costs and rewards are idiosyncratic and thus are best understood through the eyes of the people of interest. We cannot assume we know what is a cost or a benefit. If we want to know what is costly or beneficial to a set of people, we need to ask them.

While researchers of volunteer participation have suggested a variety of category schemes to describe costs and rewards of participating (see, for example, Chinman and Wandersman, 1999), we will create an inductive cost/benefit coding scheme based on focus group data. Coding induction is a process of observing pattern and associations by analyzing the collected data itself to suggest the patterns and associations (i.e., the categories emerge from the data). This decision allows for a more precise and inclusive category structure, and thus a more accurate picture of volunteer perceptions of the costs and benefit associated with Family Matters.

We will conduct six focus groups in April 2002. Three of these focus groups will consists of family

members who volunteer together. These participants may volunteer with spouses, siblings, children, or parents. The other three focus groups will consist of corporate employees who volunteer with co-workers. We will compare responses between these two groups, as well as comparing their responses against category schemes used by other researchers, to develop a cost and benefit coding scheme that we can use in developing close-ended responses for future research in this area.

The paper concludes with how findings from these focus groups are used by the Volunteer Center to assist agencies in developing more efficacious volunteer programs, to promote and encourage greater volunteerism by family and corporate members, and to encourage continual adaptation within the Volunteer Center.

This work contributes to our understanding of how a centrally created program, Points of Light, develops and adapts once it is placed in a field setting. Documenting implementation of this innovation will assist other communities considering the adoption of same or similar innovations. It may also prove to be an important case study for the Points of Light Foundation as they consider their own programming priorities.

The contribution to our understanding of volunteerism will be a new coding scheme that provides a descriptive picture of volunteer perceptions of costs and benefits of volunteering and how these perceptions differ, or not, based on "family" type – familial or corporate. Given current movements to increase volunteerism, especially among families and by corporations, this view of costs and benefits may be a useful tool for creating information campaigns and working with agencies to develop family-friendly volunteer opportunities.

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