

Paper Number: PA031101

Paper Title: Toward Measurement of Civic Service

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Summary of Research

Long-term, intensive volunteering or “civic service” is an emerging phenomenon worldwide, and yet there are no large-scale surveys that measure its prevalence. This paper proposes the measurement of civic service from an institutional perspective. An institutional perspective suggests a focus on the service role, its access, incentives, information, and facilitation. We analyze items and response categories from 17 national and international surveys that measure episodic volunteering. This analysis suggests ways to assess institutional dimensions of the service role as well as service commitment, activities, and outcomes. The institutional theory and proposed measurement allow for variation, supporting comparative research.

Description

The Prevalence and Nature of Civic Service Worldwide

As a global phenomenon, volunteering takes many forms, ranging from mutual aid to episodic volunteering to long-term service commitments (Menon, Moore, & Sherraden, 2002; Salamon & Sokolowski, 2001). Civic service is conceived as a structured, intensive form of long-term volunteering, implemented through formal programs and operated by nonprofit organizations or governments. Examples include national service programs in Ghana and Nigeria, international programs like the Peace Corps and the Japanese Overseas Cooperation Volunteers, and transnational programs like European Voluntary Service.

Intensive, long-term volunteering opportunities are increasing in prevalence worldwide (McBride, Benitez, & Sherraden, 2003). Using a specific definition of this phenomenon, 210 programs were identified in 57 countries. The average service duration was 7.3 months full-time, although duration and intensity varied. An estimated 40 million individuals may be engaged in a service role at any give time (McBride, Benitez, & Sherraden, 2003). This phenomenon is different in form and nature than mutual aid and episodic volunteering.

Despite the suggested prevalence of service worldwide, there are no large-scale studies at the national or international level that assess its prevalence among the population and the nature of their service experience. Who serves? For how long? What are the eligibility criteria for service? What do the servers do? What outcomes result? What compensation, information, or supports do the servers receive? This paper proposes a conceptualization of civic service and suggests ways to measure it operationally.

From Episodic Volunteering to Civic Service: Conceptualization and Measurement

Civic service is defined as “an organized period of substantial engagement and contribution to the local, national, or world community, recognized and valued by society, with minimal monetary compensation to the participant” (Sherraden, 2001, p. 2). Why civic? Civic connotes public action and public benefit. Strangers near and far may benefit from the actions of the server. Programs may be operated at the local, national, international, or transnational levels (McBride, Benitez, & Sherraden, 2003). Servers may be young, old, or of faith.

Overall, civic service lacks conceptualization and rigorous study (Clohesy, 1999; Grantmaker Forum on Community and National Service, 2000). The majority of service research is largely anecdotal and descriptive, and no comparative framework exists to study the forms and effects of service across nations and cultures (Ford Foundation, 2001; Grantmaker Forum on Community and National Service, 2000).

Actually, as a field of study, volunteering overall is in its adolescence. Episodic volunteering, however, tends to be the focus (Independent Sector, 1999). Many calls have been made for its clear conceptualization and measurement (Carson, 2000; Cnaan & Amroffell, 1994; Cnaan, Handy, & Wadsworth, 1996). Large-scale surveys have been developed only recently to measure the prevalence of volunteering in countries around the world, e.g., Hungary (Kuti, 1997) and Singapore (Applied Research Corporation, 2000). Arguably the United Nations' "2001 Year of the Volunteer" called global attention to the phenomenon, and increased research on it. Under the charge of the United Nations, a "measurement toolkit" was developed to help researchers worldwide assess episodic volunteering (Dingle et al., 2001). But what of long-term, intensive volunteering? If it is qualitatively different in nature and form, then assessing it will demand different measures.

We suggest the use of an institutional perspective for the comparative measurement and study of the prevalence and nature of civic service worldwide. Institutional theory proposes that individuals' preferences, capabilities, and actions are influenced by structures or institutions. Institutions expand or limit individuals' options for performing given roles (Krasner, 1988). In the case of service, institutions convey expectations about the service role; promote access to the role; and provide information about the role, incentives to sustain role performance, and facilitation or support for role engagement (Beverly & Sherraden, 1999; Sherraden, Morrow-Howell, Hinterlong, & Rozario, 2001; Sherraden, Schreiner, & Beverly, 2002).

Methods

Seventeen large-scale, national and international surveys assessing episodic volunteering were identified through a variety of means, including keyword searches via the web and bibliographic databases. The content of the surveys was reviewed. All items and response categories were read and categorized according to the institutional dimensions (e.g., access, incentives, information, and support), time commitment, activities, and outcomes.

While the volunteering surveys did inform the measurement of service, certain dimensions and attributes were not widely assessed. These included incentives, programmatic information and support, and duration of commitment. Based on this research, global research on service forms, and institutional theory, we propose key service dimensions to be assessed and ways to measure them, including specific items and response categories.

Civic Service: An Institutional Perspective Supports Comparative Research

In order to assess service as a global phenomenon, large-scale surveys are necessary. Our paper suggests possible ways to measure the prevalence and nature of the phenomenon. This study applies the knowledge and measurement of episodic volunteering to civic service. Items and response categories are suggested that assess key dimensions of the service experience. Institutional theory, which guided this study and the development of the measures, allows for assessment of variation in the service experience. This supports cross-national and cross-cultural comparison. We discuss the strengths and limitations of the proposed measurement, and possible ways to integrate service items into existing large-scale surveys.

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In addition to those references cited in the proposal, the following provides citations for the 17 surveys that were reviewed.

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Paper Number: PA031102

Paper Title: Proposing a Normative, Multidimensional Theory to Justify Charitable Tax Exempt Status

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Summary of Research

□ This paper proposes a normative theory for granting federal and state charitable tax-exemptions that will be both fair and measurable, and provide incentives for behavior that society values. Included are a brief history of the charitable tax exemption in the U.S. and a comparison of some of the leading theories that have justified this exemption. The paper proposes a new 10-point standard based on existing theory and practical considerations relating to forming and running a modern nonprofit charity in the U.S. to replace the existing criteria for granting charitable tax-exempt status.

Description

The purpose of this paper is to consider current theory that applies to the granting of charitable tax-exempt status.

In FY 2001, the IRS granted 74,361 applications for 501(c)(3) status, denied 629, and took other action on 13,823, often seeking more information before ultimately approving those applications. Some critics charge that these exemption applications are approved almost pro forma, and that many organizations benefit from this exemption despite providing minimal, if any, public benefit. If so, one result of this is that billions of tax dollars that should be collected are not. A second consequence of lax approval standards is that the political value to legitimate charities of having this tax exemption, often viewed by the public as being a stamp of approval by the federal government, is diluted.

I will propose a modern, normative theory to justify the charitable tax exemption. The proposed theory will include fair and measurable standards that federal government policy-makers can use to provide this important tax expenditure as an incentive for behavior that society values, based on theoretical concepts.

Relation to the State of Knowledge

There have been some important journal articles, mostly in legal journals, that discuss the history of the tax-exemption and various theories for its existence. However, there is virtually no literature that considers a normative approach to tax-exemption policy, particularly at a time when the federal budget deficit is estimated at more than \$300 billion for the current fiscal year and tax expenditures are under increasing scrutiny.

The Approach

□ I will explore the historical development of the charitable tax exemption in the United States and compare and contrast some of the leading theories that have justified this exemption. I will make the case that these theories are both flawed and antiquated and are being applied in a manner that results in billions of dollars in public benefits to undeserving individuals and organizations. I will propose new standards for exempt status that can be justified by theory, which are sensitive to the operational constraints of modern charities that must depend on various sources of revenue for their sustenance.

Contribution to the Field

The nonprofit sector has faced ethical challenges recently, and issues relating to ethics and accountability have become center stage not only at ARNOVA conferences but on the front pages of our daily newspapers and in the debates of the Congress as well. A new theory justifying the charitable

tax-exemption is long overdue, and would provide an important bridge between scholars and practitioners with respect to a practical issue that will likely be on the agenda of both groups for many years.

Paper Number: PA031103

Paper Title: Reconceiving the Political Participation of Congregations

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Summary of Research

This paper critiques the approach to understanding congregations as institutions of and for political mobilization. In the paper, I model how black churches, in particular, have a broader set of choices for participating politically on behalf of black communities than they did in the past. The paper posits that the political participation of black churches is changing, and it points out the possible implications for political participation by low-income people and communities in cities.

Description

Historically, protest and electoral action were the mobilization choices available to political black churches. In cities across the United States, political black churches moved African-Americans to the streets as demonstrators and protestors. They also led them to the polls as voters and candidates. This was especially true during the era of the civil rights movement and the subsequent period from protest to politics. But in the post-civil rights era, the politics of black churches is changing. The focus is less on protest and elections, and more on the implementation and administration of public policy and programs. That is the thesis of the proposed paper. Based on empirical research in New York City, I argue that the change in the politics of black churches has negative effects for low-income African-American communities and black politics.

Now, many black churches are concerned with the temporal conditions of poor black folk. They seek to resolve the social problems associated with macroeconomic, demographic, cultural, moral, and political changes that negatively affect black communities, while manifesting their Afro-Christian faith tradition to serve the needy and save souls. Some black churches translate their community concerns into action through politics, functioning as the cornerstones of political mobilization and electoral participation among blacks. They are political black churches. Black churches of such ilk mobilize African-Americans to protest and vote. But some churches use the resources of their clergy and congregations engage in politics by other means.

The political behavior of some black churches across the nation suggests that the political choices of black churches are changing or have changed in some cities. Apparently, in the lengthening shadow of the civil rights movement, black churches rely less on protest and elections to influence the distribution of public resources to the needs and interests of poor black neighborhoods, and more on public-private partnerships, the coproduction of public policies, and the administration of public-funded social welfare programs to affect governmental responsiveness. What are the elements of the emergent politics of black churches? What factors explain the shift in emphasis? What are the benefits and costs of the new politics for black communities, especially the impoverished? What are the consequences of the change for black politics generally?

The paper addresses the character, causes, and consequences of the new politics of black churches. It examines how the modern politics of black churches creates opportunities for them to influence the translation of public policy into action on behalf of poor black neighborhoods. It also speaks to the position of black churches in what Cathy Cohen describes in her essay "Social Capital, Intervening Institutions, and Political Power" as "the community-based struggles that do not often show up in our national databases." Yet it considers the disadvantages of the modern politics of black churches for low-income African-American neighborhoods. Specifically, the paper identifies the potential of the new politics of black churches to divert the social, financial, human, moral, and political capital of black churches away from overt modes of political action such as demonstrations and shift their attention away from the pursuit of social justice and racial equity.

These potentialities are significant given the current political environment. Faith-based organizations are now central to elite debates about social welfare policy and its implementation in cities. Public policymakers on the right and the left seek to elevate the position of religious organizations as partners of government in the delivery of social welfare services in poor neighborhoods. More often than not, black churches are prospective partners. The hope of policymakers is that the participation of black churches and other religious institutions will increase the capacity of public programs to address social problems. Such hopefulness supports the advocacy of President George W. Bush and U.S. Attorney General John Ashcroft for the award of public-funds to congregations to provide social welfare.

Paper Number: PA031106

Paper Title: Managing Nonprofit Legitimacy: The Strategic Use of Influence

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Summary of Research

This study examines how nonprofits manage perceived challenges to organization legitimacy. We take an inductive approach to examine who the nonprofits see as stakeholders that can impact organization legitimacy, the types of pressures they attribute to these stakeholders, and the strategies they use in managing stakeholder relationships. We conducted semi-structured, open-ended interviews with fourteen nonprofits involved in delivering human and social services in a metropolitan area of the Midwest. Results show that nonprofits strategically manage stakeholder relationships when they believe organization legitimacy is challenged, using influence as a tactic to alter stakeholder values and expectations.

Description

Managing Nonprofit Legitimacy: The Strategic Use of Influence

Nonprofit organizations (NPOs) typically operate in complex environments with multiple stakeholders, including funders, regulators, clients, the community, staff, and customers. Each of these stakeholders have interests and expectations which the NPO must consider. Nonprofits interact with these stakeholders to obtain both material resources and attributions of legitimacy. Resources are a particularly critical contingency for NPOs (Bielefeld, 1992; Galaskiewicz & Bielefeld, 1998) and this had led to a stream of research on how NPOs manage the funding environment (e.g. Alexander, 1996; Bielefeld, 1992; Bigelow & Stone, 1995). However, because of their dependence on the environment for resources, these organizations need to ensure that they are perceived as legitimate (Galaskiewicz & Bielefeld, 1998). Although a few studies include the legitimacy concerns of nonprofits, for the most part, research has neglected how nonprofits manage this source of organizational uncertainty (Alexander, 1996; Tschirhart, 1996).

Legitimacy is the "generalized perception or assumption that the actions of an entity are desirable, proper, or appropriate within some socially constructed system of norms, values, beliefs, and definitions (Suchman, 1995: 574). In its original formulation, neoinstitutional theory asserted that to attain legitimacy, organizations either conformed to cultural expectations or disguised their nonconformity (DiMaggio & Powell, 1983; Meyer & Rowan, 1977). A strategic branch of neoinstitutional theory is developing which portrays organizations as agents that can manage the acquisition and retention of legitimacy (Ashforth & Gibbs, 1990; Oliver, 1991). Oliver (1991) has presented a typology of strategic responses to stakeholders comprised of five types of strategies, including acquiescence, compromise, avoidance, defiance, and manipulation. Research has focused on organizations' use of acquiescence, compromise, and avoidance in dealing with various situations (e.g. Alexander, 1996; D'Aunno et al., 1991; Edelman, 1992). Less is known about when organizations use manipulation (Tschirhart, 1996).

Gaps in understanding how nonprofit organizations deal with legitimacy issues prompted this study of how nonprofits manage stakeholders in situations in which they believe their legitimacy is vulnerable to challenge. We take an inductive approach to examine how nonprofits understand their environments - who they see as stakeholders that can impact organization legitimacy and the types of pressures they attribute to these stakeholders - and the strategies and tactics they use in managing stakeholder relationships. We conducted semi-structured, open-ended interviews with fourteen nonprofit organizations involved in delivering human and social services in a metropolitan area of the Midwest. NPO legitimacy was categorized as vulnerable when the NPO perceived challenges based on its purpose/domain of activity and/or the methods/processes it uses in delivering services (Dowling & Pfeffer, 1975). Results show that

nonprofits strategically manage stakeholder relationships when they believe organization legitimacy is challenged, using influence (a form of manipulation in Oliver's typology) as a tactic to alter stakeholder values and interests. Consistent with neoinstitutional theory, nonprofits seek consistency with the environment. However, rather than conforming to stakeholder expectations, consistency is sought by changing the environment and bringing it into alignment with the organization, providing support for the strategic branch of institutional theory.

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Paper Number: PA031110

Paper Title: Planning Faith-Based Services Provision: Findings and Lessons from the UK Jewish Community

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Summary of Research

This paper moves beyond the growing body of literature which examines service provision by individual faith-based organisations, to report on an attempt to take a community-wide perspective within a single faith grouping. It presents findings from a research project intended to facilitate the planning of services by the UK Jewish voluntary sector as a whole. Key opportunities and challenges facing this faith 'sub-sector' are identified with respect to the funding environment, human resources, service-provision practice and organisational development. Finally, we discuss the theoretical and practical implications of a community-wide research approach for planning services across a multiplicity of service-providing organisations.

Description

There is now a growing body of research-based nonprofit and voluntary sector literature which examines service provision by faith-based organisations in the US and the UK. Some of the literature is anchored in the public and social policy traditions; it focuses primarily on the contribution which faith-based organisations can and do make to the provision of public services and welfare provision (for example, Cameron, 1998; Campbell, 2002; Cnaan, 2002; Saxon-Harold et al, 2000; Wineburg, 1993). Other literature focuses on aspects of managing faith based organisations (for example, Gibelman & Gelman, 2002; Harris, 1998) and explores the extent to which faith-based management of service-provision is distinctive (Brinkerhoff, 1999; Jeavons, 1994, for example).

What most of the research studies to date have in common is that their focus is on service provision by individual faith-based organisations (fbos). Sometimes the relationship between an individual fbo and its denominational organisation is examined and sometimes collaborations between organisations across faith boundaries are mentioned (Koch & Johnson, 1997, for example). But in the specialist nonprofit literature it is rare for faith-based service providing organisations to be conceptualised as constituents of a wider but particular faith community.

Yet if fbos are to build their capacity to deliver services, they may need to maximise available resources by collaborating with other nonprofits (Mulroy & Shay, 1998; Stone, 2000), especially those which are affiliated to the same faith community as themselves. Fbos need to be conceptualised not only as individual units but also within the organisational and policy context of their own faith community.

This paper, then, describes and analyses a current initiative which is attempting to take a community-wide perspective within one faith group – the Jewish community within the UK. It presents findings from a major research project which is intended to facilitate the planning of service provision by the UK Jewish voluntary sector as a whole for the next 15-20 years. The project (officially titled 'Long Term Planning for the British Jewish Community' or 'LTP') breaks new ground by moving beyond questions of planning by individual Jewish service-providing organisations and taking a perspective which encompasses the whole British Jewish community (the Jewish 'sub-sector' of the UK voluntary or nonprofit sector).

The paper begins by providing the background to the establishment of LTP and outlining the approach taken - which is broadly that of 'evidence-based' policy development (Nutley and Webb, 2000). It goes on to present the methodology developed for the final phase of LTP in which ten major research reports and a range of previously published research findings were drawn together. Key opportunities and challenges facing the UK Jewish voluntary sector – now and in the future - are identified with respect to

the funding environment; human resources; service-provision practices; and organisational development. Ten key questions facing long-term planners for the Jewish voluntary sector are then identified.

The paper concludes with a discussion of the theoretical and practical implications of the LTP findings. It considers the theoretical issues surrounding planning for multiple and diverse service providing agencies. It also looks at the practical lessons for planning of services provision by other faith communities. Alternative approaches to planning services within particular faith communities are considered.

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Paper Number: PA031112

Paper Title: Cohesion Factors in Nonprofit Organizations

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Summary of Research

Management literature often concentrates on the bricks and neglects the mortar. It examines all sorts of elements from many points of view, but neglects that which holds those elements together. This paper examines two types of cohesive factors -- those that bond the individuals, and those that bond the units together, and a few factors that tend to disintegrate the organization. I discuss twenty-three factors having to do with individuals, six having to do with bonding of units, and four disintegrating factors.

My research is a combination of a literature search and fifty years of empirical observations.

Description

Management literature often concentrates on the bricks and neglects the mortar. It examines all sorts of elements from many points of view, but neglects that which holds those elements together. This paper examines two types of cohesive factors -- those that bond the individuals, and those that bond the units together, and a few factors that tend to disintegrate the organization. I discuss 23 factors having to do with individuals, 6 having to do with bonding of units, and 4 disintegrating factors.

My research is a combination of a literature search and fifty years of empirical observations.

Below are some of the factors that affect Peer Cohesion. They are not ranked neither do I claim that the list is comprehensive. Moreover, these factors are not all mutually exclusive. All of them strongly influence the cohesiveness of individuals within their particular affinity or task groups and within the encompassing organization:

- Ceremonies and Symbols
- Communication
- Community Attitude
- Conflict
- Dreams
- External Threat
- Future Prospect
- Harmonizing Differences
- Homogeneity
- Interaction Frequency
- Image
- Integrity
- Keeping Together in Time
- Leadership
- Multiple Fathers
- Orientation
- Ownership Roles
- Proximity
- Shared Experiences
- Size
- Socializing
- Time
- Volunteerism

Most organizations are made up of groups. All of the factors described above should not only influence the relation of an individual to the group and larger entity but also tie groups to each other and

to the organization. Six additional factors that build cohesion are essential for holding groups together within an organization.

- Functional Interdependence
- Integrating Subunits
- Legal and Contractual Ties
- Solidary Orientation
- Subunit Congruency
- Superordinate Goal

Each of the positive cohesive factors defined above has a negative aspect. For example, groups can be functionally independent rather than interdependent. Organizations can lack integrity. A leader can repel members. Communication can be dull, inaccurate, and confusing. Turn the coin over, and the same factors that draw people to organizations could be listed as alienating.

In addition to the negative aspects already listed, several other factors can undermine the mortar that holds the organizational bricks together.

- Competition for Resources
- Evolution of Goals and Goal Displacement
- Personality Conflicts
- Value Conflicts

Organizations need a sense of community and cohesiveness. A major motivation for expressive satisfaction is the need for affiliation. Cohesiveness encourages expressive behavior.

Cohesive groups increase the satisfaction of their participants and stimulate warm supportive interaction. This member satisfaction, in turn, attracts outsiders who want to participate and holds those persons already participating. Cohesion enforces organizational compliance with productivity norms as long as groups support the goals of their encompassing organization. As long as an organization does not place a suffocating insistence on norms of uniformity, cohesiveness encourages personal development in an encouraging, supportive environment. Organizational cohesiveness is such an essential ingredient of success (and even survival) that its development and maintenance should not be left to chance. Leaders need to identify their organizations' optimum cohesion resources and apply them intentionally. Leaders need to build a healthy social system that encourages cohesion if they hope to develop an effective organization. The mortar is as important as the bricks.

Paper Number: PA031114

Paper Title: Nonprofit Trade Associations and Advocacy at the Local Level: The Case of Community-Based Development in Chicago

Author(s):

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Summary of Research

This paper will examine the development, struggles, and eventual collapse of a longstanding, nationally recognized local coalition of nonprofit community-based economic development organizations, the Chicago Association of Neighborhood Development Organizations (CANDO). CANDO had been called the "nation's premier local economic development coalition". The lessons learned from its rise and fall have implications for nonprofit advocacy coalitions and trade associations doing policy work. The story also informs a variety of work on interest groups, social movements, and collective action, advocacy coalitions, the roles of nonprofits in policy subsystems, and the frequent institutionalization or cooptation of community organizing and action efforts.

Description

This paper will examine the development, struggles, and eventual collapse of a longstanding, nationally recognized local coalition of nonprofit community-based economic development organizations, the Chicago Association of Neighborhood Development Organizations (CANDO). After more than 23 years in existence, CANDO was formally dissolved in the summer of 2002. In 1999 and 2000, CANDO lost a large amount of funding in the form of contracts with the City. This, combined with losing its renewal of funding from its largest philanthropic source about the same time, devastated the organization's budget over the next couple of years.

CANDO had been called the "nation's premier local economic development coalition" (Rubin, 2000). Over the years CANDO expanded its membership base from its original eight members to the point where membership exceeded 200 by the late 1990s. While CANDO might be followed by some sort of successor, the lessons learned from its rise and fall have implications for nonprofit advocacy coalitions and trade associations doing policy work. The story also informs a variety of theory and earlier work on interest groups, social movements and collective action, advocacy coalitions, and the roles of nonprofit organizations in policy subsystems (Jenkins, 1990; Sabatier and Jenkins-Smith, 1999; Tarrow, 1994). It also follows continuing interest in the frequent institutionalization or cooptation of community organizing and action efforts (Castells, 1983; Marris and Rein, 1973; Mollenkopf, 1992).

The history of CANDO's rise and fall is also a history of the changing political power of the community-based development movement in Chicago. Some of the city's most accomplished community-based development organizations (CBDOs) were involved with the formation of CANDO. Over the years CANDO expanded its membership base from its original eight members to the point where membership exceeded 200 by the late 1990s. At its end, despite its difficulties, the organization could essentially claim every notable neighborhood economic development organization in the city as a member. While the demise of CANDO might be followed by some sort of successor organization, the lessons learned from the study of its rise and fall will continue to have implications for community development movements in Chicago and elsewhere.

Semi-structured interviews with former staff and board members of CANDO as well as other key stakeholders in the community-based development movement in Chicago are used to determine what factors have brought about changes in the balance of power between the coalition and city government, to identify the effects of those changes on community development movement, and to inform community development practice in other places. Some of these lessons are important to understanding the relationship between community-based development organizations and local government more generally. Others will apply more broadly to advocacy efforts and coalitions by other types of nonprofits.

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Paper Number: PA031115

Paper Title: The Knowledge Base of Civic Service: Status and Directions

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Summary of Research

Long-term, intensive volunteering or civic service exists worldwide. Despite this, limited, systematic knowledge exists on the effects of civic service programs. To support a comparative research agenda on civic service, this paper provides an assessment of service research from a global sample of published service research. Through a search of bibliographic databases that index published research on volunteering and service and using definitional criteria, 44 research articles are identified and analyzed. From the review, we document what is known about the forms and effects of civic service programs, identify gaps in knowledge, and suggest directions for future inquiry.

Description

Keywords: volunteering, service, research, international

The Status of Civic Service Research

Long-term intensive volunteering or civic service is prominent worldwide (Ford Foundation, 2000). Examples include international programs like Japanese Overseas Cooperation Volunteers and the United States Peace Corps, national service programs in Ghana and Germany, and the transnational European Voluntary Service program. In a recent global assessment, McBride, Benitez, & Sherraden (2003) identified 210 programs in 57 countries with the majority in North America, Europe, and Sub-Saharan Africa. The average age of the programs was 21 years, suggesting that service is a young, emerging phenomenon. Of the 210 programs, international service (49 percent) and national service (35 percent) were the most common.

Despite its prevalence, relatively little is known about civic service (Clohesy, 1999; Sherraden & Eberly, 1990). There may be limited scholarship because the field is relatively new (Grantmaker Forum on Community and National Service, 2000; McBride, Benitez, & Sherraden, 2003). But scholars have documented the fact that civic service is weak in conceptualization, rigorous research, and cross-national comparisons (Grantmaker Forum on Community and National Service, 2000; Perry & Imperial, 2001). These observations have been based on samples of research in the United States. Published scholarship on civic service is scantily represented in other countries, and is largely descriptive and exploratory (Kalu, 1987; Sikah, 2000; Tuffuor, 1996).

Informed decision-making about civic service programs and policies depends on research and knowledge. To support the development and understanding of civic service scholarship, this paper explores the status of civic service research. The purpose is to determine what is known about the forms and effects of civic service programs, identify what remains to be studied, and suggest how this can be accomplished.

Methods

Using a range of keyword strings, 16 bibliographic databases that index volunteering and service were identified and searched. Databases were selected because of their known expansive collections of social science research, including internationally recognizable publications. Search results were then imported into EndNotes 5.0, a bibliographic citation software. This produced 3,564 citations, which

were reviewed to determine whether they met the definitional criteria for civic service. The final sample for this review is 44 studies.

Assessment of the research sample was systematic. This involved the use of established questions and a structured database. Two trained reviewers assessed each study according to established guidelines. Specific questions guided the review. Of particular concern was how service was operationalized; theoretical perspectives used; rigor of methods; and findings. Using an institutional perspective, of particular concern was how the research did or did not examine the service role and the program's support of that role. Service effects were reviewed for their focus on the server or the served, and what the categories of effects may be.

Findings

The majority of research is concentrated in the United States, representing more than half of the sample at 77 percent. Research on service programs in Sub-Saharan Africa followed at 15 percent, and there were some comparative studies at seven percent, assessing programs in Canada, China, Costa Rica, Israel, Germany, Mexico, and Nigeria. National service programs were studied the most (84 percent) followed by programs that target youth as servers (80 percent).

The represented research was primarily exploratory in nature or represented implementation assessments of program progress. Very few studies measured program effects. Methodological rigor ranged from average to low, and none of the studies in this sample used experimental designs or random sampling. Only 34 percent of the studies specified a theoretical perspective to understand or explain service effects. Regarding studies assessing program effects, the focus was primarily on the server. Measured effects focused on short-term attitudinal change and were overwhelmingly positive. Only one study examined the effect of the service activities on the served.

Implications

This review identifies gaps in knowledge. International service is the most prevalent service form, and yet few studies were found that study it. We suggest research that addresses the effects of international service on both the server and served. In general, service effects tend to focus on the server, revealing little about the effects of the service activities implemented by the servers. Of the effects on the server, little is known about the long-term effects of the service experience on the server's career path and future civic engagement, for example. This is an important area for future inquiry. Moreover, while service programs are found in many countries, there are few comparative studies, which can support program and policy decision-making.

From this review, service research is found to be largely atheoretical and lacking rigor. Theory is needed regarding the effects of program structures and activities. Why is service developed, performed, and sustained? What effects does it have and why? While rigorous research is costly, it is necessary for building a sound knowledge base.

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Paper Number: PA031116

Paper Title: Finding Common Ground: A New Governance Model for the Public Museum of Grand Rapids

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Summary of Research

Those holding leadership positions in public museums today must be as concerned about making wise decisions regarding the management of the institution's collections and finances as they are in providing effective and creative programs. This can be seen as part of the overall government reinvention movement that has been widely embraced since the early 1990s. However, little has been written about the board's role in the process of organizational transformation. A detailed case study of a recent, significant change in governance in one public museum provides useful insights into this issue.

Description

1. ☐ Issue to be Addressed

☐ During the 1990s, reinvention of government was embraced at the federal, state and local levels out of a desire to improve services provided to citizens and to realize cost savings in management. Its spirit is still alive. Many of the changes implemented in those years, which encompass a whole range of different actions under the reinvention label, have particularly affected state and local government agencies (Ehrenhalt, 2002). At least a quarter of U.S. museums are operated under the auspices of municipal, county, state or federal government, and they have not been immune from the winds of change. Today's public museum director is expected to be knowledgeable about the educational benefits of selected exhibitions and also to understand and apply the principles of strategic management, for example, to take into account the fiscal implications of program choices on the economic health of the surrounding community as well as on the institution's own financial stability (Humphrey & Yochim, 2000).

When organizational change is discussed in the literature, the leadership of the professional staff has been viewed as paramount even though one study of public agencies found that involvement from other key stakeholders, including the governing board, was positively related to perceptions of improved performance (Durst & Newell, 1999). Public museums present a special challenge in terms of the board's role. Governance in these settings may be "remote," that is, the director may not report to the legally appointed oversight board but rather to the city manager, who then reports to the city council. Moreover, governance is often complex; along with the policy board, there may be additional entities that share some of the responsibility for governing or managing the institution, such as a friends group or an internally appointed advisory board (Merritt, 2002).

Unfortunately, there is a lack of empirical data in general but especially in the arts and culture field to aid us in understanding exactly how and where trustees fit into the planning, decision-making and implementation stages regarding major organizational transformation. In fact, all too frequently the board is seen as a possible impediment to change, or at best, a reluctant partner. Given the board's legal status in both public and nonprofit organizations, increasing our knowledge of their actual part in the change process is highly desirable if our ultimate goal is more effective and more efficient organizations.

2. ☐ Literature Review

☐ This paper will draw on the literature relevant to the topic, including that addressing government reinvention, organizational transformation, leadership and decision making, board governance and

museum management. In addition to the citations listed above, see the partial list of references at the end of the proposal.

3. □ Approach

□ The centerpiece of this paper is an in-depth case study of the recent merger of two of the three boards that are part of the organizational structure of the Public Museum of Grand Rapids, a process that required almost six years to complete. Founded in 1854, the Museum's mission is "to collect, preserve, and present the natural, cultural and social history of the region." As a chartered enterprise fund department of the City of Grand Rapids, the Museum is governed by the seven-member Board of Art and Museum Commissioners, appointed by the City Commission. In 1988, the Public Museum Foundation was established as a separate 501(c)(3) corporation to solicit funds for capital projects and to build a non-operating endowment. A second 501(c)(3) entity, the Friends of the Public Museum, was founded in 1952 as the institution's volunteer arm; historically, it has also contributed funds to the Museum for special projects.

Over time, the Friends' mission changed to a new emphasis on providing member services. As its function became more development-related, the distinction between it and the Foundation grew less clear in the minds of members, funders and the general public, resulting in fractured giving and inadequate donor recognition. The proposed solution to the immediate problem was a merger of these two nonprofit corporations, as a first step toward a merger of all three boards and potentially a reconsideration of the museum's legal status. The case study delineates the entire process, demonstrating the rationale and purpose for such a significant governance reconfiguration within the context of differing, and sometimes competing, organizational cultures.

□ The data for the paper are derived from three sources, archival material, interviews with principal actors at both the board and staff level, and participant observation. One of the authors served as consultant for the strategic planning conference in 1997 that led to the first serious discussions on governance change and subsequently worked with the Development Committee of the Foundation's board on planning issues; the other, as director of the museum, has been a key player in all of the deliberations leading to the merger of the two boards.

4. □ Contribution to the Field

□ The lessons to be drawn from this case study will certainly provide an important addition to the knowledge base regarding the governance and management of museums. At the same time, the paper should offer useful insights more generally into the board's role and responsibilities and the impact of change on organizational leadership in all types of nonprofits.

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Paper Number: PA031117

Paper Title: Volunteering in College and its Ties to High School Experience

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Summary of Research

Research on volunteering has documented many of the factors, such as work and religious activity, that propel adults into the volunteering sector. Less is known, however, about what propels college students into volunteering. The purpose of this paper is to explore the factors that predict volunteering among college students. Data for the study are taken from a survey of University of Texas undergraduate students completed in the Spring of 2002. Preliminary results indicate strong support for the idea that high school activities predict volunteering in college.

Description

INTRODUCTION

Over the past few years, new research has emerged that explore the factors that promote volunteering among adults. For example, research has shown that certain types of capital, such as human and social capital, promote volunteering (Wilson 2000). Research has also indicated that adults who engage in religious activity and other forms of social interaction tend to volunteer more than those who do not (Wilson and Musick 1997). In short, research on volunteering has revealed many insights about the process of volunteering, and in so doing, has helped us to better understand why people engage in that activity.

Less is known, however, about why younger adults volunteer because much of the work on volunteering focuses on adults who have completed their education. Indeed, one of the better books on volunteering, Fischer and Schaeffer's *Older Volunteers* (1993), focuses on the activity in the latter part of life. Research has indicated that overall levels of volunteering are lowest among younger adults (Gallagher 1994), but it is unclear why patterns of this sort occur.

PAPER PURPOSE AND EXPECTATIONS

The purpose of this paper is to help fill this gap in the literature by exploring the factors that influence volunteering among college students. We expect, not surprisingly, that volunteering and other forms of extracurricular activity in high school promote volunteering during college. Moreover, we expect that family support of volunteering in high school will further influence students to volunteer while in college. It is not unlikely that the effects of these factors will be larger than measures of high school achievement, such as class rank or SAT score.

DATA

The data for the study come from a survey of undergraduate students enrolled at the University of Texas at Austin during the Spring of 2003. Enrolled students were randomly sampled and contacted by the University's Office of Survey Research. Approximately 1,500 students completed the 20-minute telephone interview. The survey itself focused on the types of volunteering undertaken in college, but also asked questions about high school activities, reasons for volunteering, and other factors.

MEASUREMENT

The survey data contains numerous measures of use for the study. Volunteering was measured by asking students whether they had volunteered for a particular type of organization over the past academic year. In all, students were asked about twelve different types of organizations (e.g., tutoring or mentoring organizations, religious organizations). Students were also allowed to mention any organizations for which they volunteered that were not covered in the list of twelve. If students said they had done a particular type of volunteering, they were asked for the frequency and approximate

amount of time spent volunteering in that manner.

A number of questions were asked about students' high school experiences. For example, students were asked if they had volunteered in high school, and if so, whether they had done so with other members of their family. Questions about other forms of extracurricular and religious activities were also asked. Finally, because of our affiliation with the University, we were able to obtain high school achievement data, such as class rank and SAT scores, that can be used in the study.

PRELIMINARY RESULTS

Our preliminary results indicate that students who volunteered during high school were much more likely to volunteer in college than students who had not volunteered during high school. More importantly, students who volunteered with one or more members of their families were more likely to volunteer in college than those who volunteered but did not do so with family members. In addition, students who had regularly attended religious services in high school volunteered more than students who attended less often or not at all. In sum, our preliminary findings have revealed several significant patterns which support our expectations.

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Paper Number: PA031119

Paper Title: Collaborations as Policy Implementation Tool: One County's Experiment in Social Welfare Reform

Author(s):

Dr. Melissa M. Stone, University of Minnesota, Minneapolis, MN, USA

Summary of Research

This paper critically examines the use of multi-sector collaborations as a policy implementation tool through an in-depth case study of a countywide partnership and its ten neighborhood collaborations charged with implementing social welfare reform in an urban county. The paper pays particular attention to driving and constraining forces in the competitive and institutional environments surrounding the partnership. Furthermore, through a within case comparison of the neighborhood collaborations the paper draws conclusions about what factors are especially important to the sustainability of these types of collaborations.

Description

Partnerships, alliances and collaborations are now common forms of institutional life. Reliance on these types of arrangements in the US and elsewhere derives from many sources, including: resource scarcity; the need for rapid access to specialized knowledge and skills (Powell, 1990); increasingly complex problems that defy solutions by single organizations (Bryson & Crosby, 1992; Gray, 1989); and, fundamental public policy shifts that are altering the federal government's role and encouraging joint decision-making by local entities (Huxham, 2000; Stone, 2000). In particular, implementation of many major public policies now takes place through these mechanisms. The hope is that collaborations will be able to redefine problem domains, re-conceptualize systems of service delivery, and stimulate create problem solving, in other words, achieve outcomes that could not be reached by any organization acting alone. Collaborations are, however, complex and difficult to manage (Huxham & Vangen, 2000; Osborn and Hagedoorn, 1997; Ring & Van de Ven, 1994; Stone, 2000) and often fall short of achieving their goals, becoming victims of "collaborative inertia" in which their output fails to exceed the resources expended to meet goals (Huxham, 1996; Huxham & Vangen, 2000). Many internal factors contribute to collaborative inertia, including power imbalances and cultural differences among members. It is also increasingly apparent that collaborations are subject to contextual forces in their competitive and institutional environments that significantly affect their long-term sustainability (Sharfman, Gray & Yin, 1991).

Through an in-depth case study of the Community Employment Partnership (CEP) and its ten affiliated Work Resource Hubs (also collaborations), the paper presents an analysis of how one urban county used multi-sector partnerships to implement social welfare reform. In particular, the paper focuses on internal and environmental factors that both promoted and constrained the partnerships' capacities to implementing the mandates of social welfare reform. Formed in 1997, CEP was a new partnership consisting of County and City officials, major employers in the County, welfare recipients, and nonprofit service providers. Its original vision was to recast the fragmented efforts of the welfare, economic development and workforce development systems into a more integrated system that directly benefited both employers and jobseekers. To implement this vision at the local neighborhood level, CEP developed ten Work Resource Hubs where frontline workers from the County and local nonprofits worked with welfare recipients to help them find and keep jobs.

The paper addresses two central questions. First, how did factors in the institutional and competitive environments surrounding CEP and the Hubs provide incentives and disincentives for the overall collaborative efforts? Research on collaboration rarely explores with any analytic depth aspects of these environments and misses, therefore, critical drivers of and constraints to collaboration that are exogenous to the partnership itself (for a notable exception, see Sharfman, Gray & Yin, 1991). Data to answer this question come from analyses of interviews with fifteen local policymakers and leaders

involved in CEP's development and from archival documents, including federal and state legislation and multiple CEP reports. Initial analyses of these data reveal that the ability of CEP to hold together its original set of partners was compromised by a variety of factors, including a declining state economy, intense politics surrounding the merger of City and County workforce development agencies, culture clashes between those affiliated with jobseekers and those more aligned with employers, and pressures on County managers from federal and state requirements to move welfare recipients as quickly as possible into jobs.

Despite the failure of CEP at a policy level to integrate welfare, economic development, and workforce development systems, some of its Hubs at the neighborhood level have sustained themselves as local service delivery collaborations. The second question addressed by the paper, therefore, asks why differences exist in the ability of individual Hubs to function as collaboratives and deliver value to partners, jobseekers, and employers. Out of the original ten Hubs, three are currently fully functional. Several have gone out of existence and a few continue to operate at reduced capacity. To examine this question, the paper uses a within case comparison to assess what factors explain differences in the sustainability of Hubs. From a research perspective, this within case comparison is a real opportunity to expand our understanding of collaborations because we can control important sources of variation - the ten Hubs initially faced the same institutional environment and faced similar, if not identical, competitive environments. The paper, then, will highlight more particular differences in, for example, local networks of partners, prior partnership experiences (positive and negative), and internal organizing and mobilizing capacity. Data are drawn from interviews with both front line workers and their supervising managers in order to compare what are likely to be significantly different perspectives on the success of the local collaboratives (Alter, 1990; Provan & Sebastian, 1998; Stone, 2000).

The paper concludes with the theoretical implications of this study to inform future research as well as lessons learned for policy makers and practicing managers.

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Paper Number: PA031123

Paper Title: The First 50 Assessments - The State of Technology in the Greater Milwaukee Nonprofit Sector

Author(s):

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Summary of Research

This report presents an overview of the first 50 technology assessments done for Greater Milwaukee nonprofits by ENTECH (Empowering Nonprofits in Technology). ENTECH, a program of the Helen Bader Institute for Nonprofit Management, is housed in the Center for Urban Initiatives and Research at the University of Wisconsin-Milwaukee.

The report is a first-ever look at the technology capabilities, deficits, needs and potentials of Greater Milwaukee nonprofits. Sections of the report address nonprofits' current technology use in the areas of planning, training, hardware, protection and security, networking, Internet use, information management and technology policies.

Description

Executive Summary:

This report presents an overview of the first 50 technology assessments done for Greater Milwaukee nonprofits by ENTECH (Empowering Nonprofits in Technology). ENTECH, a program of the Helen Bader Institute for Nonprofit Management, is housed in the Center for Urban Initiatives and Research at the University of Wisconsin-Milwaukee.

The report is a first-ever look at the technology capabilities, deficits, needs and potentials of Greater Milwaukee nonprofits. Sections of the report address nonprofits' current technology use in the areas of planning, training, hardware, protection and security, networking, Internet use, information management and technology policies.

Although a handful of Milwaukee nonprofits are making good use of the benefits that technology has to offer, the reality is that most are not. Ninety-four percent of nonprofits do not plan for their technology needs. Most have management and program staff with poor technology training, have out-of-date hardware, use inconsistent and/or ineffective protection and security systems for sensitive information, are not networked internally, make little use of the Internet, and have not yet taken advantage of available software to help with the critical tasks of information management, such as donor management, client tracking and case management.

This report defines the challenges inherent in each of the above areas and suggests strategies to meet those challenges. The strategies, which are practical and budget conscious, stress the use of free or low-cost products and services as well as technology sharing among nonprofits where feasible.

Paper Number: PA031124

Paper Title: Improving Evaluation Education: The Vital Role of Outcome Measurement, or, "Where the Rubber Meets the Road"

Author(s):

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Dr. Cathleen Jordan, University of Texas at Arlington, Arlington, TX, USA

Summary of Research

Program evaluation is an important component of agency accountability. Research suggests that current evaluations are not methodologically rigorous. This paper examines the main evaluation texts in the literature to determine the degree to which they cover client-level change (outcomes) measurement. Results to date indicate that, outside of clinical fields such as social work, texts do not pay much attention to techniques of measuring client change. Unless students learn more about measuring change at the client level, evaluations will not become more rigorous and our knowledge of program effectiveness will be stunted. Program accountability will also continue to be lacking.

Description

Problem to be Addressed

□ Much has been made of the importance of accountability for nonprofits. One aspect of accountability is the use of program evaluation (Hoefer, 2000). According to Hoefer (2000), evaluation's use as a means of accountability is predicated on four criteria: 1) evaluations must be conducted; 2) evaluations must be sufficiently rigorous; 3) results must be shared with staff; and 4) results must be shared with other stakeholders, including the public.

□ This paper examines more closely the second element, that evaluations must be sufficiently rigorous. This, according to Hoefer (2000), has two elements: design and measurement of outcomes. According to his research, most agencies' evaluation efforts use low-level designs and inadequate measures, causing their evaluations to be of marginal use as tools for accountability.

□ This problem of a lack of sufficiently rigorous evaluations has many causes, including lack of money, time and knowledge. For educators of future evaluators, the element that we can most do something about is the lack of knowledge, particularly around practical measurement instruments with higher levels of validity and reliability. Without proper measurement of program outcomes, program evaluation is useless to improve program quality. Thus, without improving the knowledge base among future evaluators, the use of evaluation for accountability purposes will be stunted.

Topic's Relation to State of Knowledge in the Field

□ Outcome evaluations, by some definitions, need to measure the extent of change a program produces in recipients of program services. One translation of this precept is that we must accurately measure client change. Of course, the topic of measurement has an enormous literature. Most research texts cover epistemology, measurement theory, validity and reliability in considerable detail, although such treatments are often a fairly dry recitation of the many different types of such concepts. Texts in clinical fields such as psychology and social work often have a more hands-on approach to measurement as practitioners in these fields must be familiar with a variety of instruments that they are likely to use in their daily work to show progress by clients.

□ Nonprofit managers, who are in charge of overseeing or conducting program evaluations in their organization, however, often come from non-clinical backgrounds. Their knowledge of measurement of client outcomes, if any, may come from a standard research or program evaluation text. It thus becomes important to understand how such texts cover the topic of outcome assessment and measurement.

Approach Taken

□ This study examines many of the most widely respected evaluation texts to determine how well they cover the topic of outcome assessment, particularly the choice and use of measurements of individual client change. Texts reviewed include Patton, (1997); Rossi, Freeman & Lipsey (1999); Weiss (1997);

and Wholey, Hatry & Newcomer (1994).

□ Some of the questions asked when reviewing the selected texts include:

· □ To what extent is measurement of outcomes covered?

· □ To what extent is individual-level client change assessment covered?

· □ To what extent could a generalist nonprofit manager successfully find and choose outcome measures based on the information provided?

□ Based on preliminary results, general evaluation texts do not have much information on one of the most vital aspects of evaluation—measurement of individual-level client change. The proposed paper will provide recommendations for material that should be included in evaluation courses for nonprofit management students and practitioners.

Contribution to Field

□ This study will be the only empirical examination of evaluation texts to look at how they cover the area of evaluation where “the rubber meets the road.” If graduates and current managers do not receive adequate information on how to measure individual-level client change, little hope exists for sufficiently rigorous evaluations, useful for program accountability, to be conducted.

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Paper Number: PA031125

Paper Title: Executive Compensation in the Non-Profit Sector: Building Capacity or Inviting Corruption?

Author(s):

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Summary of Research

This paper examines the legal problems arising when “capacity building” and “social entrepreneurship” are applied to the design of incentive compensation. Is it possible that some incentive plans may also destabilize the public support for tax-exempt organizations, as well as their legal status and internal management ethos? We examine various incentive strategies, including revenue-sharing, with regard to (a) the imposition of sanctions pursuant to Section 4958 of the Internal Revenue Code, (b) the loss of tax-exempt status under Section 501(c)(3) and (c) a violation of the fiduciary obligations of the board of governors to the corporation itself.

Description

In the United States, the non-profit sector has served as the buffer between the individual and the state, as well as the source and proving ground for innovations in public policy. Indeed, volunteerism in the non-profit sector is a hallmark of American democracy. The historical role of the executive leadership and staffing of non-profit corporations, however, has yielded to the inescapable need for professionalism in the delivery of health care, education and other social service agencies. The high degree of professionalism has enriched the beneficiaries of the non-profit sector by enhancing the quality of the services they receive.

“Capacity building” and “social entrepreneurship” are popular phrases in management literature in the non-profit sector. Both of these concepts are deemed to be of benefit because they result in a greater degree of efficiency in rendering services and a better use of charitable resources. The practical application of these concepts is evident in two business strategies that have gained increasing attention in the non-profit sector: (1) the development of alternative revenue streams from non-exempt activities of the corporation and (2) compensation incentives for professional executives.

This paper examines the legal problems which arise when “capacity building” and “social entrepreneurship” are applied to the design of incentive compensation for the executive employees of a non-profit corporation. We explore various incentive structures which may call into question both the tax-exempt status of the non-profit corporation and the public policy support of the tax-exempt goal. Is it possible that the creative inspiration of some incentive plans may also destabilize the public support for tax-exempt organizations, as well as the legal status and the internal management ethos of the non-profit corporation? In particular, we examine incentive strategies borrowed from the for-profit sector, including revenue-sharing, with regard to (a) the imposition of significant sanctions on both the employee and the employer pursuant to Section 4958 of the Internal Revenue Code, (b) the loss of tax-exempt status under Section 501(c)(3) and (c) a violation of the fiduciary obligations of the board of governors to the corporation itself.

The methodology of this research stems from our training and experience as scholars and attorneys who have practiced in this area. The paper offers a practical understanding, in lay terms, of the statutes, case law and I.R.S. rulings pertinent to the regulation of tax-exempt corporations. In addition, our research acknowledges the tradition of legal scholarship that has explored the fiduciary obligations inherent in non-profit management, while offering a fresh analysis of the unique problems which non-traditional compensation strategies pose to non-profit corporations in the 21st century.

Bibliographic References: Our primary bibliographic sources will be the statutes and interpretive law bearing on this issue. In particular, we expect to present a comprehensive review of the regulation of

excess benefit transactions under Section 4958 of the Internal Revenue Code and related regulations, rulings and case law. In addition, we will review the pertinent aspects of Section 501(c)(3) of the Internal Revenue Code and related regulations, rulings and case law.

Paper Number: PA031126

Paper Title: Third Sector Development

Author(s):

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Summary of Research

This paper presents arguments from Third Sector Development: Making Up for the Market (forthcoming late 2003, Cornell University Press.) It addresses the role for nonprofit and cooperative organizations in stimulating economic development in communities and regions that have been shortchanged by the regular workings of the market. Drawing on a broad array of the literature on nonprofit organizations, it extends beyond nonprofits to include in the third sector cooperatives and cooperative financial institutions such as credit unions. A brief summary of the similarities between these organizations and their potential to assist development is included.

Description

(Abstract is the introductory paragraph.)

Part of the task of this paper is to define the attributes of "good development." With these attributes clarified, the paper will present examples of third sector organizations that have had significant positive impact on their local economies. In addition to the usual characteristics of development that could help a disadvantaged community, such as job creation and enhanced economic multipliers, the paper will draw attention to the role of local creation and reinvestment of social surplus, a term defined in the paper and a form of analysis highlighted in Reclaiming Capital: Democratic Initiatives and Community Development (by the author and Hazel Dayton Gunn, Cornell University press, 1991). The analysis calls attention to the locally "grounded" nature of most third sector institutions, and their ability to serve as "alternative institutions of accumulation" in neighborhoods, communities, and regions. This role is particularly important for areas that have not been favored by private capital investment.

Paper Number: PA031131

Paper Title: Crossing the great divide: the dilemmas for voluntary sector leaders who move into Government

Author(s):

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Dr. Colin Rochester, University of Surrey Roehampton, London, UK

Summary of Research

There is an increasing trend by the UK Government to recruit Voluntary Sector leaders to formulate and implement its Voluntary Sector policy. This paper draws on the experience of Voluntary Sector leaders who have moved into Government and provides a qualitative examination of the dilemmas they face as Government 'insiders' who also have strong connections with the Voluntary Sector on the 'outside'. It discusses the barriers and the opportunities that Voluntary Sector leaders working in Government face in their 'insider-outsider' role and whether they continue to exercise their position of critical friend for Government, the Voluntary Sector or both.

Description

Introduction

There is a growing and substantial body of evidence that suggests that the boundaries between the UK Government and the Voluntary Sector are being blurred through an increasing emphasis on partnership between the two sectors. This has been described as "institutional isomorphism" (DiMaggio and Powell, 1983) and a relationship "of mutual dependence" (Kramer, 1994). Simultaneously, there is an increasing trend for Government to recruit senior managers from the Voluntary Sector to play a key role in formulating and implementing its strategy with regard to the nonprofit sector and other policy areas.

This can be seen to pose dilemmas for those individuals who move from the Voluntary Sector into Government as employees. To what extent are these individuals insiders or outsiders? In taking on the role of civil servant, are they part of the co-option of the Voluntary Sector into Government?

The concept of the voluntary sector advocate as a critical friend to Government is acknowledged by Maloney et al (1994) in their discussion of the place of the "specialist or core insider" and by Evers' reference to the terms and conditions under which voluntary sector advocacy takes place, paving the way for "agreements and compromises, exchanging and balancing viewpoints and interests" (1996: 166).

The role of the critical friend in voluntary sector advocacy is inextricably linked with the insider-outsider relationship and the ability of advocates to access civil servants, using their 'inside' knowledge, and advocate on behalf of users, maintaining their 'outside' perspective. The question therefore arises whether those Voluntary Sector leaders who transfer to Government maintain their critical friend role and for whom. Do Voluntary Sector leaders who become civil servants remain critical friends of Government policy whilst working on the inside, or transfer their attention to critical friendship of the Voluntary Sector?

This paper addresses the issues that Voluntary Sector leaders face when they move into Government employment by identifying: the opportunities they have to maintain their role of critical friend; the situations in which they exercise this role; and the barriers they face in doing so. It includes consideration of whether interviewees view their time in Government as a longer-term career change or a temporary arrangement pending return to the Voluntary Sector.

A Review of Existing Knowledge

The UK Government has introduced a Compact setting out a framework for Government-Voluntary

Sector relations (1998) which “endorses voluntary organisations as partners with government, not merely as agents in a contractual relationship.” (Young, 2000). In addition, in September 2002, the Government published two major reviews of the Voluntary Sector: *The Role of the Voluntary Sector in Public Services: A cross-cutting review*, HM Treasury; and *Private Action, Public Benefit: A review of charities and the wider not for profit sector*, Strategy Unit, Cabinet Office. These form the context for the current impetus by Government to review its relationship with and funding of the UK voluntary sector, particularly with regard to capacity-building and infrastructure needs.

There is a considerable body of literature on both sides of the Atlantic that deals with the role of the advocate with reference to the insider-outsider and critical friend relationship (Kramer, 1994; Maloney et al, 1994; Evers, 1996; Taylor, 1998; Najam, 2000; Young, 2000). However, little attention has been paid to the comparatively recent and growing phenomenon of Voluntary Sector leaders being drafted into Government in order to develop and implement the Government’s policy and funding regimes towards and with the Sector. Literature has focused on the uneasy relationship between Government and the Voluntary Sector with resentment by civil servants of the intrusion of the voluntary sector (Kramer, 1994) and the idea of the voluntary-statutory relationship as one of “conflictive co-operation” (Evers, 1996). There is little known of the nuanced effect on the voluntary-statutory relationship of the recruitment of Voluntary Sector leaders into Government. What the literature has not explored is whether Voluntary Sector leaders continue as critical friends when they make the transition from being partners to being part of Government - and if this role is retained, how it is exercised. This paper will address this gap in our knowledge.

Research Design and Methodology

The methodology used is a qualitative approach of semi-structured interviews with individuals who have moved from a voluntary sector leadership role into Government. In order to draw out the nuances of the critical friend relationship, the interviewees are individuals who are now directly engaged in producing strategies and implementation plans that relate specifically to the UK Government’s policy towards the Voluntary and Community Sector.

The research method is designed to address the following questions:

1. □ To what extent are Voluntary Sector workers who move into Government insiders or outsiders?
2. □ Are they a symptom or a cause of co-option of the Voluntary Sector into Government?
3. Do they maintain their role of critical friend and for whom?

Conclusions

The paper concludes with a discussion of the opportunities and barriers that Voluntary Sector workers face in exercising the insider-outsider role when they move into Government. It includes consideration of whether and in what circumstances they consider themselves to be critical friends to Government, the Voluntary Sector or both. The paper then considers the implications for the formulation and implementation of Government policy towards the Voluntary Sector being increasingly delivered by Voluntary Sector leaders who have made the transition to Government; and for further research.

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Paper Number: PA031132

Paper Title: Finding and preparing the next generation of cultural leadership

Author(s):

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Summary of Research

Arts organizations, like other nonprofit organizations, face demographic shifts and a trend toward increased executive turnover that threaten the stability of individual organizations and the sector as a whole. This study examines a cross-section of arts service organizations to determine how the cultural sector is preparing a new generation of leaders to be successful, effective, and long-standing contributors to the field. The research seeks to uncover the philosophies behind each of five emerging leader programs. The findings also identify variations in the educational programs, including how participants are selected, the duration of the training sessions or experiences, and evaluation results.

Description

The problem to be addressed:

The late 1960s and 1970s saw what many consider a golden age for nonprofit arts organizations in the United States. The creation of the National Endowment for the Arts in 1964 embodied the newfound interest policy-makers evidenced in the arts' ability to establish America as a cultural world power. U.S. citizens saw increased leisure time, education levels, and disposable income. These factors, combined with laws designed to encourage the creation of nonprofit organizations, resulted in a boom of new arts organizations across artistic disciplines. Now many of the individuals who founded these organizations are retiring, creating a marked increase in founding director transition.

The challenge of leadership transition affects more than just those organizations facing founding leadership change, however. As America's baby boom generation moves closer to retirement age, arts and culture organizations must prepare for continued leadership turnover. This is further supported by human resource trends in the nonprofit sector. Salamon (2002) cites a recent study by CompassPoint Nonprofit Services when he reports, "a surprising two-thirds of the executive directors in a national sample of nonprofit agencies were in their first executive director position" and that "a third indicated an intention to leave [the position] within two years" (p. 22). However, as Peters and Wolfred (2001) note, "Since baby boomers didn't follow established career paths themselves, they are uncertain how to create them within their own organizations, and reluctant to encourage younger staff to seek advancement elsewhere" (p. 34). The combination of demographic shifts and a trend toward increased executive turnover begs the question: Where will the arts find its next generation of executive leadership?

The topic's relation to the state of knowledge in the field:

Members of the cultural sector have recognized the need to develop new leadership, but the response to the problem has been mixed. Wyszomirski in Salamon (2002) notes that, "As a consequence [of executive turnover], a number of arts service organizations have instituted leadership development programs ... Nevertheless, the cultivation of a new generation of cultural policy leaders remains haphazard" (p. 192). Management support organizations have also worked to fill the gap, although their programming more often addresses nonprofit leadership generally, rather than arts- or discipline-specific topics.

Work in the area of leadership development in both the nonprofit and for-profit sectors illustrate the range of styles and formats that can be used to design emerging leaders programs. McCauley, Moxley, and VanVelsor (1998) provide a roadmap for leadership development programs. They explore current training methods from skill-based training to experiential learning and then offer tools for assessing the

effectiveness of such programs. Conger and Benjamin (1999) present two different training models: individual development programs and strategic interventions. While tailored to a for-profit audience, their work provides valuable assistance in determining the advantages and disadvantages of the training programs they recommend, including making a strong case for diversifying programming to rely on a variety of techniques. McCall (1998) offers guidelines for selecting the right participants for leadership training programs, warning against the traditional selection process, in which reviewers create a leadership competency checklist against which each candidate must be measured, and instead focusing on whether a candidate has the capacity and inclination to learn from his or her experiences.

From the extensive body of literature on leadership theory and philosophy, this study relies most heavily on three sources. Bennis and Nanus (1985) draw distinctions between managing and leading, and offer four strategies leaders can employ to increase their effectiveness. Kotter (1990) illustrates the importance of "institutionalizing a leadership-centered culture" (p. 111) within an organization and describes ways leaders can help their organizations adapt to change. Hesselbein and Cohen (1999) emphasize the importance of flexibility and adaptability in leadership, noting "we need to learn and unlearn more things more quickly than we ever have before ... the need is great for a forum that brings together the best thinking of the moment" (p. xi).

The approach I will take:

The study examines a cross-section of arts service organizations to determine what programs are in place to prepare a new generation of leaders to be successful, effective, and therefore long-standing contributors to the field. Interviews conducted with staff at the American Symphony Orchestra League, Theatre Communications Group, American Association of Museums, National Assembly of State Arts Agencies, and New York Foundation for the Arts will uncover the philosophies behind each of their emerging leader programs. The findings will identify structural differences in the programs, including how participants are selected, the duration of the training sessions or experiences, and evaluation results. Direct observation of programs will be conducted when possible, and written training materials, syllabi, and other documents will be reviewed.

Contribution to the field the work will make:

The results will provide a snapshot of leadership development initiatives in the arts at the national level. It is hoped that through the study of these programs, arts organizations at the regional, state, and local levels can learn best practices from fellow organizations in order to design their own development efforts. Further, nonprofit organizations outside the cultural sector may benefit from the collective knowledge of these five leadership programs in order to adapt a model that works for their own field-specific needs.

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Paper Number: PA031133

Paper Title: Researching Disabled Volunteers: Issues of Method & Practice

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Summary of Research

This paper focuses on methodological and practical issues surrounding research into disabled volunteers. It focuses on three key methodological and practical issues which were encountered by the author in preparing for and conducting fieldwork: difficulties in conceptualising disability for the purpose of the study; problems of access; and problems of reflexivity. Attention is also given to how the researcher responded to the problems & difficulties as they emerged throughout the research.

Description

This paper focuses on methodological and practical issues surrounding research into disabled volunteers. It draws on the researcher's own experiences as a doctoral student conducting an empirical investigation into disabled volunteers, specifically into the experiences of wheelchair users who volunteer.

There is now an established body of literature focusing on different aspects of volunteering in both the UK and USA. Such literature ranges from analyses of voluntarism, (Brudney: 1998, Cnaan et al: 1996) to studies examining volunteer motivation, (Clary & Snyder: 1991, Davis Smith: 1992, Wardell et al: 2000), and volunteering activities, (Volunteer Centre UK: 1990, Davis Smith: 1992). With regards to disability specifically, considerable research into the experiences and motivations of volunteers working in third sector organisations for disabled people exists, but very little research has been undertaken examining the experiences of disabled volunteers. A study by Roker et al (1998) looked at the experiences of young people with physical and mental impairments and revealed that far from being the passive recipients of care, many young disabled people are actively involved in campaigning and volunteering activities. Another study by Barlow & Hainsworth, (2001) focused on voluntary work undertaken by older volunteers living with arthritis and found that volunteering in later life can help compensate for the negative health and social impacts often associated with retirement or growing older.

These two studies are exceptional in that there remains a major gap in knowledge about disabled volunteers. Thus, in describing and analysing methodological and practical aspects of researching disabled volunteers, the proposed paper will contribute to understanding of the special challenges of researching volunteering, and will also, it is to be hoped, encourage other researchers to tackle the topic of volunteering by people with disabilities.

The paper focuses on three key methodological and practical issues which were encountered by the author in preparing for and conducting fieldwork: difficulties in conceptualising disability for the purpose of the study; problems of access; and problems of reflexivity. Attention is also given to possible responses and solutions to the problems encountered.

Difficulties in conceptualising disability are reflected in the academic literature. The medical model of disability that essentially sees disability as a health problem, for which the only solution is a 'cure', (Wood: 1980), remains the dominant model in much academic and practitioner discourse. However, this model has been vigorously challenged by the social model which views disability as being socially constructed, (Oliver: 1990). Such contrasting perspectives raise difficulties about developing an appropriate conceptual framework for an empirical study of disabled people. In order to address such difficulties, a 'working model' of disability which embraced both models was developed. This model, which is specifically aimed at third sector practitioners, professionals and academics, synthesised different aspects of both the social and medical models, whilst incorporating an emancipatory approach

to the research process, (Moore et al: 1998).

A second methodological issue encountered was also a practical one and was concerned with gaining access – to both the research field and the participants themselves. The researcher is herself a wheelchair user and her research focuses on the experiences of wheelchair users as volunteers. Thus problems with physical access were experienced by the researcher as well as by the study participants. For example, many third sector offices are not large enough for one, let alone two wheelchair users.

These problems of physical access were compounded by the fact that many wheelchair users, including most of the study participants and the researcher herself, are living with at least one chronic health problem. This meant that the interview arrangements had to be extremely flexible – with alternative arrangements being made in case of individual participants' sudden inability to take part. Potential problems of access were also dealt with by carefully following predetermined research protocols. Pre-interview telephone calls established the accessibility of the premises, whilst checking on the health and well-being of proposed interviewees. The researcher made arrangements to interview participants in 'geographic clusters', thus enabling her to stay in one location for several days at a time and providing flexibility over interviewing times and dates.

The third major methodological issue arose from the fact that the researcher is herself a wheelchair user; thus issues of reflection and reflexivity were continuously raised during fieldwork and data analysis, (Flick: 1998, Bryman: 2001). The researcher needed to maintain an awareness of the personal impact of her researching other wheelchair users. Even more challenging perhaps was the need to be aware of how the researchers' disability may have influenced the interview situation. For example, many of the research participants seemed to assume that because the researcher was using a wheelchair, she would necessarily have similar experiences, thoughts and feelings and have 'total empathy'. These complex methodological issues were tackled primarily by the researcher keeping a journal in which she recorded her own thoughts, feelings and state of health throughout the whole research process.

During the research process the author found the commitment, social entrepreneurship and social advocacy of wheelchair users in the third sector to be in stark contrast with the images of helplessness and dependence often associated with disability, (Barnes et al: 1999). Empirical research into the experiences of disabled volunteers raises numerous methodological and practical issues but this paper indicates how such issues can be tackled in practice – so extending understanding and knowledge about volunteering and disability.

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Paper Number: PA031135

Paper Title: Value and Mission Oriented Leadership: Lessons from Leadership Research in Catholic Higher Education

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Summary of Research

Our research addresses the need for mission and value oriented leadership in religiously affiliated institutions of higher education, particularly in light of the ethical leadership crisis in the United States. From this perspective, we are looking at the growth in people, programs and students at DePaul University and the university's concern for mission and values orientation among new leadership. Explicitly, we examine the practice and perceptions of the University's mission and values among its members, how this research translates into leadership development formation as part of the University's succession plan and the impact of this process on other community-based organizations.

Description

In the face of leadership crisis of major corporations what lessons come from value and mission oriented leadership in catholic higher education for the non-profit sector? Using the outcomes from the DePaul Value Instruments and the Vincent de Paul Leadership Project at DePaul University, the authors consider the role of values and mission in the formation and selection of new lay leadership.

□ The downfall of major corporations in the United States over the past couple of years has raised awareness for the urgent need for value-oriented leadership in this country (Anderson 2002, Barnett 2002, Bennett 2002, Rothschild 2002, Schettler 2002). All economic sectors in America are evaluating the illegal and unethical practices in America and how these should be addressed particularly in terms of regulation, governance and education (Phillips). These events force people to pay attention to the importance of value and mission oriented leadership in the workplace.

This sense is also found in institutions of higher education, particularly those founded by religious congregations. With shrinking membership among religious communities in the United States, fewer of these community members are actively participating in the leadership of institutions that their congregations founded. Because of this, lay people are becoming more involved in the leadership of these institutions and, in some cases, being handed control of these universities (Holtschneider and Morey, 2000). This becomes problematic in terms of the future of the mission and values of the institution. What are these congregations doing for the institutions they founded, and still maintain control over, in terms of preserving mission and values? In other words, how are religious based institutions of higher education planning the succession of mission and value-oriented leadership? This analysis will focus these questions on research conducted at DePaul University in terms of preserving the university's Vincentian identity.

□ The task of succession planning recognizes the importance of values and ethics. Values are important to leadership because they explain the focus and direction of people's actions (Fernandez and Hogan). In terms of succession planning, individuals need to meet certain moral requirements in addition to performance requirements that coincide with the values and mission of the organization (Rothwell). For the Vincentians, their mission and values come from the leadership of St. Vincent de Paul who directed his confreres in a specific type of servant leadership in relation to the poor. He was a servant leader by challenging those served to grow as persons, to become servants themselves, and not further depriving the privileged in society (Murphy). This "Vincentian leadership" will need to be considered by DePaul University as it creates its succession plan to perpetuate the mission of the Vincentians even after they are gone.

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Paper Number: PA031136

Paper Title: Civil Society Organizations and Innovation Dissemination: Promoting Sustainable Forestry in Russia

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Summary of Research

This paper examines the role of civil society organizations in cross-national dissemination of technological innovation. The case under investigation is the efforts by cross-national environmental organizations to save Russian old growth forest from excessive commercial exploitation by introducing new legislation and new forestry technologies. We examine the factors that affect the effectiveness of these efforts in introducing and maintaining sustainable and economically viable uses of natural resources, and in forming partnerships with local governments, businesses and civic organizations.

Description

This paper examines the role of civil society organizations play in cross-national dissemination of technological innovation (Sokolowski, 2001; see also Kramer, 1981; and Osborne, 1998), using the protection of forest resources in Russia as a case study. The opening of the Russian society after the 1989 reform created a greater opening for non-governmental agents, both domestic and international, to operate in that country. As a result, commercial entities and civil society organizations sought contacts with foreign entities to advance their domestic interests. On the one hand, commercial enterprises sought foreign markets for their products and adopted new technologies to compete in these markets. On the other hand, civil society activists joined forces with transnational non-governmental organizations to protect endangered natural resources in Russia, and facilitate greater public participation in economic decisions.

This paper examines how these two social-economic forces operate and what factors affect the outcomes of that operation. The case under investigation is the efforts to save Russian old growth forest from excessive commercial exploitation. We focus on several efforts of Greenpeace and World Wildlife Fund aiming at the promotion of sustainable forestry in five different areas of Russia (the European part and the Far East). Some of these efforts attempt to introduce modern methods of sustainable forestry, while others strive to implement Western-style legal measures limiting commercial uses of forests.

We examine the factors that affect the effectiveness of these efforts in terms of their success in introducing and maintaining sustainable and economically viable uses of natural resources that are consistent with international standards, and in forming partnerships with local governments, businesses and civic organizations. We concentrate on four such factors: the effects of the product markets, the effect of government attitudes, the effect of civic participation, and the effect of the type of activities included in the program.

We show that the proximity to environmentally sensitive Western European markets has a substantial effect on the success of these projects. Other factors contributing to the success of these projects include close cooperation with the local authorities and businesses, and the effective recruitment of local intelligentsia to support the project and represent it to the broader public. Policy and theoretical implications of the findings are discussed.

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Paper Number: PA031137

Paper Title: Charities and political contribution: historical complement, modern supplement? A view from England.

Author(s):

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Summary of Research

Throughout history, charities have pushed law's boundaries to induce legal and political change. Often charities have worked as sole pioneers forcing innovative reforms or, as the state evolved, as a complement to central provision. But, as the role of charities in welfare provision has developed, charities moves within the political sphere have increasingly faced legal barriers. Taking a theoretical and practical perspective on political participation, this paper considers whether the English law's concern with separating philanthropy from pioneering destroys charity's innovative spirit, or whether the law is in line with the evolutionary nature of charity augmented in the Elizabethan age.

Description

As grassroots organisations, charities are traditionally noted for being at the forefront of need assessment and for being well placed to assess the ramifications of current law and the success or failure of government policy. Throughout history, there have been numerous examples of charities pushing law's boundaries to induce change for individuals, groups or for society as a whole. Often such charities have worked as sole pioneers forcing innovative reforms or, as the state evolved, as a complement to central provision.

Yet, as charity activity has proliferated into areas little thought of in the UK's Preamble to the Charitable Uses Act 1601, charitable moves within the political sphere have seemingly retrenched. Charities have faced restrictions from the very arenas they once goaded into action. At the same time, charitable organisations have moved further into the carrying out of public functions. This has not necessarily been within their traditional role as an uncomfortable stone in the state's shoe pushing for change, but as partners in compacts or as service contract holders. Significantly, legal restrictions, on the one hand, and state acceptance, on the other, conspire to reduce the effectiveness of charities as pioneers for social change.

Thus, taking both a theoretical and practical perspective on political participation, this paper will consider whether charities in England and Wales have moved from being an historical complement to becoming a modern supplement in their contributions to the political sphere. In so doing this paper will consider four specific issues:

- (1) It will examine the progress that charities have made through history in shaping legal and political reform in England and Wales;
- (2) it will (briefly) explain the current law and the law's development in England and Wales on the political activities of charities;
- (3) it will examine the tension that arises when advocacy is extracted from sections of the voluntary sector and democratic rights denied; and
- (4) it will question whether the modern English law's concern with separating philanthropy from pioneering change serves to destroy charity's innovative and responsive spirit, or whether it is in fact in line with the evolutionary nature of charity augmented in the Elizabethan age.

Place of the Paper in current literature:

This paper will be a contextual appraisal of historical and contemporary materials drawing upon primary

and secondary sources. Unlike previous literature, it will examine theories of political participation against an historical and contemporary examination of charity action in England and Wales. The primary sources will include UK and European case law and Hansard (proceedings of the UK Parliament). With regard to the secondary sources, this paper will draw together and build upon three specific bodies of literature in order to understanding the evolving role of charities and political participation.

(i) Historical sources on the charity sector in England and Wales including

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(ii) Current reports on the dynamics of the voluntary and charity sector in England and Wales and the European Union, including

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Promoting the Role of Voluntary Organisations and Foundations in Europe, Com(97)241.

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(iii) Theories of advocacy and democracy participation, including

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Paper Number: PA031138

Paper Title: Public Resource Dependency of Nonprofit Organizations:

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Summary of Research

This study will study empirically how the degree of resource dependency is associated with the mission, autonomy, and activity of Korean cultural nonprofit organizations. This study will test three hypotheses regarding how organization's dependence on public funding affects the nature of goal settings, funding allocation decisions, and program choices. We posit that an increasing dependency on public funding is likely to change the scope and nature of organizational goals and mission as well as affect its funding allocation decisions and program choices. In order to test these hypotheses, this study will use two-wave panel data collected in 1998 and 2001.

Description

During the last two decades, the Korean nonprofit sector has grown dramatically both in number and social role. The growth has been made in the course of political democratization and accelerated by strategic financial support by the government to nonprofit organizations through the Nonprofit Organization Funding Act (2000). Some have a positive view that increasing public funding is likely to facilitate the growth of many nonprofit organizations and enhance their accountability. In contrast, others are concerned about decreasing organizational autonomy as well as increasing political and financial dependency of nonprofit organizations. It is argued that the Korean government strategically regulates/intervenes the nonprofit sector and imposes its own preferences through the allocation of financial resource.

Considering this emerging phenomenon in the Korean nonprofit sector and current related literature (Gronbjerg and Salamon, 2003; Salamon, 2002; Frumkin, 2002) this study will study empirically how the degree of resource dependency is associated with the mission, autonomy, and activity of Korean cultural nonprofit organizations (CNPOs). In particular, this study will test three hypotheses regarding how organization's dependence on public funding affects the nature of goal settings, funding allocation decisions, and program choices. We posit that an increasing dependency on public funding is likely to change the scope and nature of organizational goals and mission as well as affect its funding allocation decisions and program choices. In order to test these hypotheses, this study will use two-wave panel data that permit us to compare distinctive relationships between resource dependency and organizational autonomy in the pre- and post- periods of the Nonprofit Organization Funding Act of 2000. The first wave data was collected in 1998, which contains 225 CNPOs registered in the Ministry of Culture and Tourism in Korea whereas the second wave data of 2002 contains 182 CNPOs.

We expect that the public resource dependency of nonprofit organizations is likely to limit autonomous goal settings, interfere funding allocation decisions, and influence program selections of nonprofit organizations. The empirical results of this study will enhance our understanding of the prevailing impacts of public funding on the function, autonomy, accountability, and performance of the Korean nonprofit sector.

Paper Number: PA031139

Paper Title: Partnerships in Nonprofit Children's Services: Panacea or Pitfall

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Summary of Research

In February 2002, the Faculty of Social Work, University of Calgary and Wood's Homes Calgary a nonprofit organization that provides therapeutic services to children and families, were funded by the Social Sciences and Humanities Research Council of Canada, Non-profit Sector in Canada Program to undertake a qualitative research project studying partnership-making activity in child and family service organizations in Calgary, Alberta. This paper will present the findings of this research to date that contribute to nonprofit sector theory building related to making sense of partnerships in children's services.

Description

During the past decade executive directors of nonprofit child and family service organizations have formed several partnerships based on mostly good will and enthusiasm but with limited attention in relation to the responsibilities, accountabilities and possible liabilities of each and every relationship. These creations go by other names as well - strategic alliances, collaborations, cooperatives, consortiums or networks. Nonprofit agencies are collaborating with each other as well with business and government. They might happen because of necessity, relationship or a long-standing history. Sometimes they are encouraged but more recently they are demanded or artificially forced into existence. The importance of inter-organizational connections is now regularly documented in business plans, in strategic directions for the upcoming years and in organizational value statements. Funding is increasingly contingent on coming to the table with your partners. As a result, countless complicated relationships are created and many deserve credit for being able to make these working relationships successful. However, many good program ideas suffer because of a lack of careful planning and the lack of a firm conceptual foundation upon which to negotiate and build these partnership arrangements.

Currently, the majority of literature on partnership and collaboration is descriptive in nature. There are reports describing what it takes to create a partnership (Torjman, 1998), the importance of leadership to ensure collaboration success (Bush, 1998; McClusky, 1998), the lessons learned and the balance between success and failure (Bush, Harris & McClusky, 1997; Matheson, 2000). A smaller collection is prescriptive and offers guidelines, frameworks and models for partnership creation (Frank & Smith, 1997; Gray, 1989; King, Smith & Frank, 1997). There is more written from a business perspective on the needs, benefits, concerns and drawbacks for the creation of business alliances with the nonprofit or third sector (Austin, 2000; Hesselbein, Goldsmith & Somerville, 1999). However, empirical research specifically analyzing partnerships between non-profits (Bailey & Koney, 2000; Emenhiser, Walgren-Keng, Joffe & Penkert, 1998; Harbert, Finegan, Tyler, 1997) or between non-profits and government agencies (Young, 2000) is limited. The study reported in this paper contributes to the limited existing empirical literature that exists analyzing partnerships between nonprofits or between nonprofits and government agencies.

Along with this trend towards partnering is the underlying assumption that partnering will contribute to providing seamless service delivery and operational efficiency, will facilitate fund development, demonstrate fiscal responsibility, and lead to a reduction of program duplication. However, do we really know what we are doing? Do partnerships really improve service delivery and lead to more efficient operation and better outcomes of children and family?

Even though working together and doing things with others is second nature to human beings, the creation of partnerships and the partnership-making activity that follows is difficult, sometimes unsuccessful and painful, and always complex. When it works, it is a wonder. This paper will present the findings to date of a qualitative research project that is investigating the struggles and challenges of making partnerships within the child and family serving non-profit sector, as well as the reasons for success and sustainability. Our results will assist those who enter into partnerships or encourage them to be created by outlining the procedures best followed, the challenges that need to be negotiated carefully and the pitfalls that should be avoided.

"Snowflakes are one of nature's most fragile things. But just look what they can do when they stick together."

□(Vesta M. Kelly)

"Despite its promise and the necessity of collaboration strategically, things can go terrible wrong in an instant. Or as is more likely the case, they go wrong slowly and steadily over time - drip, drip, dripping like a leaky faucet."

□(Richard Bush)

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Paper Number: PA031140

Paper Title: Nonprofits and Terrorist fundraising: The law, the reality, and responses.

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Summary of Research

Prior to 11 September 2001 little work within the nonprofit research community had examined the use of charitable fundraising for illegal purposes. The events of that day, however, brought the issue into focus. The use of charitable organizations as fronts for collecting money for and transferring monies to terrorist organizations has led to greater legal and administrative attention upon nonprofit organizations as vehicles for funding illegal organizations and activities. This paper looks at the conceptual, analytical, and legal issues associated with the use of nonprofit organizations as fundraising vehicles for illegal purpose, especially for terrorist organizations.

Description

While much of the training, research, and discussion about fundraising has focused on issues related to accountability, little of this work or research within the wider nonprofit world has examined seriously and in detail the use of charitable fundraising for illegal purposes. For many, the events of 11 September 2001 brought this issue into focus for the first time. The use of charitable organizations as venues for collecting money for and transferring monies to terrorist organizations resulted in expanded legal and administrative constraints upon charities, particularly those undertaking to work or transfer money internationally.

□ This paper will examine the conceptual, analytical, and legal issues associated with the use of nonprofit organizations as fundraising vehicles for illegal purposes, especially for terrorist organizations. It begins by detailing the facts known about the use of charities as such fundraising vehicles, including the recent and current legal and administrative proceedings against individuals and corporations. In the first section, the paper will explain the operative legal definitions that lead to organizations being labeled “terrorist” and the administrative and executive rubrics that result in freezing the assets of charities and other organizations that are deemed to be funding or providing material support to such terrorist organizations. Particular attention will be paid to the recently adopted “USA PATRIOT Act” other relevant legislation such as the “Antiterrorism & Effective Death Penalty Act of 1996” and the “International Emergency Economic Powers Act”, as well as administrative rules and executive orders, including Executive Order 13224 blocking terrorist property. The first section will conclude by discussing the legal cases currently filed or recently settled in federal courts. These will include the case in Chicago regarding Benevolence International Fund and the recently filed case against Sami Amin al-Arian.

□ The second section of the paper will elaborate the implications of the extant legislation, administrative rules, and executive orders for nonprofits generally. This will include some of the “fuzzier” elements of the laws such as those relating to providing material support to terrorists, the use of federal anti-racketeering laws against nonprofits, and individual liability for criminal acts, including murder, that may be funded with the monies raised. The potential affects of other provisions such as the “Crimes Against Charitable Americans Act of 2001” also will be discussed.

□ The final substantive section of the paper will discuss how these problems have been addressed by governmental, advocacy, and industry organizations. Close attention will be paid to the United States Department of the Treasury’s “Anti-Terrorist Financing Guidelines: Voluntary Best Practices for U.S.-Based Charities” and the Organization for Economic Cooperation and Development’s Financial Action Task Force on Money Laundering’s “Combating the Abuse of Non-Profit Organisations: International Best Practices” and “The Forty Recommendations.”

In this section the paper also will discuss in detail how the Treasury Department, the Islamic Society of North America, and concerned industry groups have been struggling to find ways to solve the problems caused by the fear that donor monies may be misused or that innocent individuals would be caught up unwittingly in legal action. Some of the issues that these organizations have attempted to address

include creating a process for establishing a list of “approved” or vetted charities, determining a way, through some version of cy pres to move frozen assets to purpose intended by their donors, and easing some of the fears surrounding transferring funds to international recipients, international money transfers to the United States, and liability for the use of these funds.

In conclusion the paper will discuss the potential challenges that the new legislation presents to nonprofits, not only practically but also conceptually. What is the balance between law enforcement and the right to association? Where does constitutionally protected speech end and criminal activity begin? To what extent can the failure of an individual to undertake due diligence prior to making a donation make her susceptible to criminal liability? When and under what conditions is an organization (and its officers and administrators) liable for activities undertaken by its branches or chapters? These are important and difficult questions that potentially present powerful challenges to the work undertaken by nonprofit organizations in the United States and for those who study these organizations.

Paper Number: PA031142

Paper Title: Environmental Performance of Nonprofit Organizations: A Framework and a Research Agenda

Author(s):

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Summary of Research

How 'green' are nonprofit organizations? What factors determine the environmental performance of nonprofits? While a great deal of research has been focused on the roles and strategies of for-profit businesses in implementing sustainability in this post-Kyoto era, virtually no research has focused on the nonprofit sector. This paper uses conceptual frameworks for environmental performance used in the for-profit sector to develop a model of environmental performance of nonprofit organizations that is sensitive both to the distinct structural and normative contexts of this organization type. From this framework, a research agenda is proposed.

Description

Environmental Performance of Nonprofit Organizations: A Framework and a Research Agenda

How 'green' are nonprofit organizations in this post-Kyoto world? What factors determine, predict, enhance or constrain the environmental performance of nonprofit organizations?

Since the Brundtland Commission (WCED, 1987), the concept of 'sustainable development' has become an almost ubiquitous term referring (at multiple levels) to the need to integrate economic, environmental and societal objectives. Indeed, a major focus of the Brundtland Report was of the important role that transformed business practice would have in the eventual transformation of societies to environmental sustainability. Since that time, a massive volume of both academic and practitioner research has flourished on the environmental performance of business organizations. From Elkington's concept of the 'triple bottom line of corporations' (Elkington, 1998) to the journal of Business Strategy and the Environment, publications have staked out enormous conceptual and empirical turf. But what of the environmental performance of nonprofit organizations?

Prima facie, one would expect environmental issues to be central and well documented in the nonprofit sector. After all, given the ubiquitous focus of most nonprofit organizations on a variety of pro-social values (Reed, 1997, Lohmann, 1992) one would intuitively expect environmental concern to be broadly based. Further, given the significant size and importance of the nonprofit sector (approximately 9% of the labour force in Canada (Hall and Banting, 2000), between 6% and 10% the labour force in the United States (Kendall, 1996, Van Til, 1994), revenues of £29.5 billion in the United Kingdom (Foster et. al., 2001)), it is reasonable to infer that the sector has a significant environmental impact simply as a large consumptive force. However, there has been virtually no research at all on the environmental performance of nonprofit organizations or their contribution to sustainable development. There has been significant research about the strategies of nonprofit environmental organizations (eg. Gladwin et. al, 1995), about the role of nonprofit organizations in multistakeholder environmental planning (eg. Turcotte, 1996) and about the leadership dynamics of nonprofit environmental organizations (eg. Egri and Herman, 2000), but surprisingly little about internal dynamics of environmental performance in nonprofit organizations themselves.

In this conceptual paper, we will focus on the underdocumented issue of the environmental performance of nonprofit organizations, the conceptual frameworks which might help us to analyse this performance, and the research agenda suggested by these frameworks.

The paper will be structured in three major parts. First, we will map out the field of nonprofit environmental performance using the sparse body of existing writing on this subject. This section will

review recent publications on 'social accounting' in nonprofits (eg. Quarter, Mook, and Richmond, 2003) which look at a version of 'corporate social responsibility' and examine the various contributions (including environmental) of nonprofit organizations to their communities, and recent reports about nonprofits (primarily cooperatives and credit unions) using 'triple bottom line' planning and reporting (Mowat, 2002). This section will establish the underdevelopment of the environmental performance domain in the nonprofit sector .

The second section will focus on environmental performance models in the corporate for-profit sector and will develop an analytical framework for application in the nonprofit sector based on this. The section will outline the broad 'triple bottom line' strategy proposed for businesses (Elkington, 1998, Wheeler and Elkington, 2001, McDonough and Braungart, 2002) and will discuss recent research on the determinants of (causes of, constraints on) corporate environmental performance (Halme, 2002, Egri and Herman, 2000, Flannery and May, 1994). From this research, a provisional framework of environmental performance will be developed for discussion in the nonprofit organization context.

The third section of this paper will discuss the contributions of corporate environmental performance theory and frameworks to our understanding of the role(s) and place(s) of environmental performance for nonprofit sector organizations. This section will include a discussion of probable determinants of environmental performance in nonprofit organizations and a discussion of the manners in which analysis of environmental performance in this sector is likely to be idiosyncratic and/or distinct from for-profit businesses. Preliminary analysis of the 'triple bottom line' framework indicates that both nonprofit and for-profit sectors are likely to be primarily responsive to environmental performance issues when they concur specifically with financial efficiency values and with public profile and legitimacy concerns (Elkington, 1998, Elsbach and Sutton, 1992). In addition, idiosyncratic nonprofit sector constraints on environmental performance are likely to relate to both finance and normative issues in the sector. In terms of finance, environmental performance by nonprofits may be hampered by capital investment limitations due to the structure of the nonprofit funding environment. In normative terms, environmental initiatives may be constrained by the predominance and centrality of pro-social values other than environmental/biocentric ones and by social expectations that these other values be the primary ones enacted. Idiosyncratic nonprofit sector opportunities for environmental performance may be related to the potential for community leadership, flexible organizational resources and normatively driven human resource constituencies. The discussion framed here will conclude with the development of a research agenda relevant to nonprofit sector organizations in the context of such recent developments as the Kyoto Accord and more organizationally focused environmental sustainability concerns.

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Paper Number: PA031143

Paper Title: The Management Capacity of Faith-based and Secular Organizations in Pittsburgh: Implications for Management Capacity Building

Author(s):

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Summary of Research

This paper will present preliminary results of research on the management capacity of nonprofit organizations in Pittsburgh, focusing especially on comparison of faith-based and secular organizations. Research on the management capacity of faith-based nonprofit organizations is growing, but there is relatively little research that explicitly compares faith-based and secular organizations within an urban area.

Description

The Management Capacity of Faith-based and Secular Organizations in Pittsburgh: Implications for Management Capacity Building

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□ This paper will present results from a 2002-2003 study of congregations and 501c3 organizations in Pittsburgh. The purposes of the study are:

1. □ To determine what types of community services are provided by congregations, faith-based 501c3 organizations, and secular 501c3 organizations in the Pittsburgh area.

2. □ To compare faith-based and secular organizations on key dimensions of their management infrastructure and capacity.

3. □ To explore options for enhancing the management capacity of nonprofit organizations via training, technical assistance, peer networking and other strategies.

The paper will draw upon a survey of 276 congregations in Pittsburgh, a separate survey of nearly 500 501c3 organizations in Pittsburgh, and follow-up interviews and focus groups with key informants. The survey of congregations has already been completed and reveals expected patterns of service delivery, similar to those found by Ram Cnaan in Philadelphia (Cnaan and Bodie, 2001, Cnaan, 2002).

Specifically, the congregations that provide social services tend to focus on addressing immediate needs and services that are associated with their pastoral mission (clothing, financial assistance, counseling). At the time of the study, very few of these organizations received government funding, but 36% of respondents said that they would apply for government funds. Most of these organizations seem to be operating at or near full capacity, with very limited administrative infrastructure.

While the role of congregations is important, the bulk of the paper will focus on a larger and more

comprehensive survey of all 501c3 organizations in Allegheny County (n=1651). At the time of this submittal (March 19, 2003), slightly more than 400 organizations have responded to this survey. With one more reminder having been sent earlier this week, we are hopeful that approximately 100 additional organizations will respond, for a total of roughly 500 organizations. Approximately 30% of our respondents are faith-based organizations, giving us a unique opportunity to compare the management capacity of faith-based and secular organizations. The survey instrument posed a wide variety of questions dealing with issues such as:

- ☐ Collaborative and competitive relationships with other types of organizations
- ☐ History and future plans to apply for government funding
- ☐ Types of services provided
- ☐ Types of clients served
- ☐ The extent to which faith traditions are reflected in the services provided (Monsma, 2002)
- ☐ Revenue sources and diversification (Nitterhouse, 1997)
- ☐ Governance (Stone and Wood, 1997)
- ☐ Perceived administrative capacity measured on a variety of dimensions
- ☐ Perceived needs for enhancing organizational effectiveness
- ☐ Etc.

At this time, the data are being cleaned and the surveys are being coded for data entry. We expect to begin our data analysis in April. Obviously, we are not able at the time of this submission to provide even preliminary findings from the larger survey.

Data analysis and follow-up interviews and focus groups will proceed through the summer months. We are confident that these various data sources will provide valuable information regarding the “profile” of the nonprofit social service system within a major metropolitan area. More importantly, we fully expect to derive important insights on the management capacity of faith-based organizations in comparison with secular organizations.

In this respect, our study will contribute significantly to the growing body of literature on faith-based organizations and their role in the delivery of social services. Unfortunately, much of the prior literature on this topic has not made explicit comparisons between faith-based and secular organizations in the same geographic area. Consequently, much of what we “know” about the capacity of faith-based organizations is based on anecdotes or tainted by political ideology.

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Paper Number: PA031145

Paper Title: "Who do you Trust?" A Multilevel Model of Generalized Trust in Thirty-one Countries

Author(s):

Professor Pamela Paxton, Ohio State University, Columbus, OH, USA

Summary of Research

Voluntary association memberships have long been viewed as crucial for the formation of trust. But the effect of association memberships on trust has not been adequately demonstrated in previous research. In this paper, I examine generalized trust with a large, quantitative, cross-national study. I pay particular attention to the role of associations in promoting trust, hypothesizing that associations that are connected to other associations are more beneficial for the creation of trust than associations isolated from other associations. I test this theory with a multi-level model, including both individual-level and country-level variables to predict the placement of trust.

Description

Trust is one of the most important synthetic forces within society

□ Georg Simmel (1950 [1906]: 318)

Trust is viewed by many social theorists as the glue binding a social system together. Trust is cited as a source of social order (Parsons 1937), a lubricant for cooperation (Arrow 1974), and a source of efficiency in economic and noneconomic transactions (Coleman 1988). As modern society creates more impersonal ties between individuals, it increases the complexity and risk individuals face in everyday life, thereby increasing the importance of trust. As Luhmann (1988) explains, we need a basic level of trust to leave the house in the morning without a weapon. Trust is also an essential component of social capital (Putnam 1993, Paxton 1999), which is the latest refinement of classic sociological ideas such as *Gemeinschaft* (Tönnies [1887] 1957), civil society (Habermas 1989; Calhoun 1993), and civic culture (Almond and Verba 1963).

Voluntary association memberships, including peace groups, unions, sports clubs, community action groups, and religious organizations have long been viewed as a crucial breeding ground for the formation of trust. But, although a growing number of studies ask who trusts, and why (Delhey and Newton 2002; Brehm and Rahn 1997; Glanville 2001; Shah 1998; Uslaner 1998), these produce very mixed results with regard to association memberships (Newton 1999, Whiteley 1999; Stolle and Rochon 1999).

Previous research on associations and trust suffers from a number of problems, however. To begin, studies remain at the individual level, using individual-level variables such as education, age, or association memberships to predict trust, but neglecting the larger social and institutional structures in which trust is embedded. Yet the aggregate social and institutional features of a nation may encourage or discourage trusting behavior in individuals. For example, democracy can promote trust, and totalitarianism decrease it (Rosenberg 1995; Rose 1994). Aggregate factors have been found to be important in other prosocial behaviors such as association membership (Citrin et al. 2001; Schofer and Fourcade-Gourinas 2001) and the donation of blood (Healy 2000).

Further, recent research on trust in individuals has not considered the latest research on association memberships. This theory and research suggests that not all associations are positive in their effects (Paxton 2002; Warren 2001; Stolle 1998; Kaufman 2002; Uslaner 1999; Stolle and Rochon 2001). Previous research tends to predict trust with counts of voluntary association memberships of all types (e.g., sports associations, neighborhood groups, women's associations). This does not acknowledge that the type of association may matter for whether trust is produced. It is highly likely that certain types of associations will do better in promoting generalized trust. And, some types of associations may actually be detrimental to the creation of generalized trust. For example, nationalist groups are likely to

exacerbate societal cleavages and interfere with the production of generalized trust. A lack of attention to types of association may partially explain the mixed empirical evidence for an effect of associations on trust.

In this paper, I examine generalized trust with a large, quantitative, cross-national study. I begin by outlining a theoretical rationale for the production of trust, discussing the importance of both individual propensities and social and institutional structures. I pay particular attention to the role of associations in promoting trust, hypothesizing that associations that are connected to other associations are more beneficial for the creation of trust than associations isolated from other associations. I test this theory with a multi-level model, including both individual-level and country-level variables to predict the placement of trust. The dataset I use, the World Values Survey (1990), has information from 35,144 individuals in thirty-one countries. Overall, this is the first large-scale, comprehensive test of the effect of associations on trust across a variety of nations.

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Paper Number: PA031151

Paper Title: An analysis of the role NGOs play in facilitating participation in education in Malawi

Author(s):

Mr. Jonathan Joxie Makuwira, University of New England, Armidale, New South Wales, Australia

Summary of Research

The current proliferation of NGOs as agents of development, especially in developing countries has sparked a heated debate. Many questions are being asked about NGOs' perceived effectiveness in reaching the poor; their ability to mobilise and facilitate meaningful participation of their intended beneficiaries; and their ability to be flexible and innovative. However, despite these claims popularly known as 'comparative advantages', development theorists continue to argue that there is little empirical evidence to substantiate these 'articles of faith'. Similarly, the extent to which NGOs' basic education programme impinge on national poverty alleviation policies remain elusive. This paper explores this debate.

Description

The social, political and economic environment currently prevailing in Malawi as a result of the introduction of a multi-party political system has necessitated reform in various development sectors in Malawi. The government's effort of poverty alleviation has been a welcome development by various development agencies including NGOs.

In October 1995, the government produced a policy document titled, "Policy Framework for Poverty Alleviation Programme," which stipulates that the major role of the state is to create and provide a conducive environment for the implementation of poverty alleviation programmes, the success of which is dependent on "a strong partnership with NGOs, donors and the private sector" (UNDP 1997:14). The document also emphasises the participation of local people in the decision-making of the issues that affect them. However, the extent to which NGOs facilitate the participation of their beneficiaries in the decision-making process remains an area of heated debate in Malawi. In addition, the dynamics of partnership building between and among NGOs on the one hand, and NGOs and other stakeholders are until now, inconclusive enough to warrant their (NGOs) credibility.

The fundamental aim of this paper is to share my personal experiences in researching the role NGOs play in facilitating participation and partnership building with other stakeholders in basic education in Malawi. It charts the emerging role of the NGO sector in Malawi from post-independence era (1964) through the political transition from a single to multi-party era (1994). Furthermore, the paper critically examines the theoretical perspectives that motivate NGOs' participation in the development process, including their comparative [dis] advantages to the state. The methodological issues employed in the project are presented.

The central focus of the paper is on how the three organisations studied engage their beneficiaries in the identification, development, implementation, monitoring and evaluation of basic education programmes. Emphasis is placed on how the NGO practices reflect the fundamental principles governing participation, that is, facilitating participatory decision-making processes from below, rather than top-down.

The paper concludes by examining the ramifications of the NGO basic education programmes on the overall socio-economic and political landscape in Malawi, with emphasis on the extent to which their practices improve basic education provision; promote or hinder popular participation in development processes; contribute to the overall policy of poverty alleviation in Malawi.

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Paper Number: PA031152

Paper Title: Executive Compensation: Equity in the Nonprofit Sector

Author(s):

Dr. Matthew Liao-Troth, Western Washington University, Bellingham, WA, USA

Professor Bruce Wonder, Western Washington University, Bellingham, WA, USA

Summary of Research

The salary of executives in nonprofit organizations is an often overlooked part of the controversy surrounding the compensation of CEOs and executives. Profiles of executive directors from the two different sectors will be compared through the equity sensitive model, along with the compensation packages that are offered to these individuals. The public perceptions of executive compensation, as it applies to the nonprofit field, will also be discussed.

Description

□ For many nonprofits, the executive compensation at the top does not flow from the career path compensation plan, which dominates human resource theory and practice. Since the lowest paid worker in a nonprofit is a volunteer, there is no way that the senior executive's pay will be only twenty, or even ten thousand times the pay of the lowest paid workers. In nonprofits, the lowest paid workers are not paid with a salary. This greatly hinders the ability of boards to adequately compensate their executive directors while still keeping parity between the contributions of executives and volunteers of the organization. This special constraint makes compensation determination for executives in nonprofits much more difficult than for private industry. One way to look at this issue is through the prism of equity theory.

□ Equity theory is based on the presumptions that individuals care about "fairness," and that they judge "fairness" by comparing themselves with another in a comparable situation (Adams, 1963 and Adams, 1965). Huseman, Hatfield and Miles' (1987) extension to this theory is that people perceive equity in different ways. Some people are "equity sensitives" who care about fairness; some are "entitleds" who feel that they deserve more than their comparison other; others are "benevolents" who are not altruistic—they instead consider that harder effort is required on their part to reap the same rewards as a comparable other.

□ Taking the equity sensitivity model to employees of nonprofit agencies, it could be considered that "benevolents" are attracted to work at nonprofits because the perception of more work in a job in this industry attracts them. "Benevolents" would not expect as much compensation for their work, when they compare themselves to others in the private sector. They would expect less compensation for what they would perceive as equitable effort and performance in private industry. The perception of nonprofits as "hard work at lower pay" could also encourage "entitleds" to avoid entering a career in a nonprofit agency. The equity sensitivity model provides a workable theoretical model that can be used to explain the dissatisfaction about salary of executives between the various stakeholders in a nonprofit organization.

□ We will apply this model to the executive directors of two different organizations, one in the private sector, one in the nonprofit sector, that provide similar services so as to keep the industry constant for comparisons. We intend to survey the executive director and the members of the boards of the two organizations. We expect to find the board and the executive director of the nonprofit to have a "benevolent" perspective of the equity of the executive director's salary, and we expect that the board and the executive director of the private business to have an "entitled" perspective.

Paper Number: PA031156

Paper Title: Advocacy and Nonprofit Effectiveness

Author(s):

Professor Jeffrey M. Berry, Tufts University, Medford, MA, USA

Summary of Research

This paper's primary focus is on the political participation of nonprofits, especially their advocacy before institutions of government. The impact of 501(c)(3) on political participation can be measured quantitatively through the data collected in the survey. Using multivariate analysis, a model of politically effective nonprofits will also be developed. At the heart of this paper is a paradox: nonprofits understand 501(c)(3) poorly, limit their advocacy because they are afraid of violating the law, but can be very effective in advocacy if they choose to become active.

Description

Given the size, scope, and importance of the nonprofit sector, it may seem remarkable that it is not a more influential force in public policymaking. There are three-quarters of a million 501(c)(3) nonprofits in the United States large enough to file a tax return. In crude political terms that's more 1700 nonprofits per congressional district. In light of their numbers, substantial collective resources, and the respect with which they're held in the community, nonprofits have the potential to be a significant force as advocates in public policymaking. Yet that potential is not fully realized.

□ This paper is drawn from a large-scale random sample survey of 1744 501(c)(3)'s from around the country. These data are supplemented by the 990 tax returns of all 501(c)(3)'s returning a questionnaire, interviews with over 40 executive directors of nonprofits, and focus groups with executive directors and members of boards of directors. The beginning point of the analysis is to view nonprofits as organizations that can represent their constituents or clients before government. Forty-eight percent of 990 filers are in health or human services and their clients depend on them not only to provide services, but also to speak for them in the political process. Generally, there are no other interest groups to represent such people. Thus, for the most disadvantaged in society—immigrants, battered women, mentally retarded children, the disabled, the medically uninsured, frail elderly, AIDS victims and so on—nonprofits are a critical link to government.

□

□ Two central questions are to be addressed. First, to what degree do nonprofits understand the rules that govern their political participation and how does this effect their political participation? The survey demonstrates unequivocally that nonprofits are profoundly ignorant of what 501(c)(3) actually says. On many yes/no questions we asked in our survey, executive directors did no better than if they had flipped a coin to choose their answer. More depressing is that they error on the side of believing 501(c)(3) is more restrictive than it is. In turn, this ignorance influences behavior. Through a series of statistical measurements (too involved to explain succinctly here) we show that nonprofits' participation is far beneath what it would otherwise be if their political behavior were unregulated.

□ The second question is what does a politically effective nonprofit look like? Multivariate analysis tests a number of separate hypotheses as to what kinds of factors are linked to government-nonprofit interaction. (The dependent variable is a measure of how often government officials contact the nonprofit.) The main finding is that measures of wealth and size do not explain political effectiveness by nonprofits. Rather, the best predictors of political effectiveness by 501(c)(3)'s are their information capacity and whether they make government relations someone's job. Broadly speaking, it is not overall resources that are the key but rather how the organization is structured.

□ The paper will conclude with a normative discussion of the role of nonprofits within our political system. Advocacy is viewed as a key to enhancing the role of nonprofits in the governmental process. With widespread government cutbacks in virtually all the states, and with cuts at the federal level sure

to follow in the years to come, it is vital that nonprofits be an energetic and aggressive voice for their constituents. Otherwise, it will be politics as usual: when government makes cuts, it is the disadvantaged who bear the brunt of the pain.

Paper Number: PA031158

Paper Title: How do Need, Capacity, Geography, and Politics Affect Giving?

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Summary of Research

Nationwide surveys of giving have not consider the influence of larger (macro) factors. These factors may also play a part in determining the level of giving. We will use a nationwide data set of 4,200 individuals to examine the impact of a number of variables measured at the state level, including: resources and needs, a United Way Index of Caring, racial/ethnic heterogeneity, political culture, tax rates, and state government expenditures. We will be able to measure the effect of each macro-level variable independent of both individual demographic variables and other macro-level variables as well as the interaction effects between variables.

Description

In their periodic surveys of giving and volunteering, INDEPENDENT SECTOR uses a variety of individual-level variables to help explain the level of giving. These include individual economic and financial considerations (tax bracket, level of economic comfort, etc) as well as motivational factors (desire to help others, religious involvement, trust in people, etc). These nationwide surveys provide the most extensive and widely used information on individual giving in the US. Other recent nationwide studies of giving have been conducted by the United Way (United Way, 2003) and by Marshall Marketing and Communications (Lewis, 2003). None of these surveys consider the influence of larger (macro) factors – such as community conditions, culture, and government policy. There are reasons to believe that these factors may also play a part in determining the level of giving. Evidence for this can be derived from literature that has examined (1) the determinates of the number of nonprofits in communities (nonprofit presence), and (2) the interplay between government funding and philanthropy (crowding out).

We have an opportunity to examine the influence of macro factors in detail in a nationwide data set that has recently become available. The data come from a phone survey of a large, (n = 4,200) cross-sectional, national sample collected in the Fall of 2001 by the Center on Philanthropy at Indiana University. Research participants completed one of five different surveys of varying lengths, all designed to assess household charitable giving.

The data set contains basic demographic information for each individual, including: gender, race/ethnic, age, education, household income, and marital status. In addition, each individual will be assigned appropriate values on a variety of macro-level variables (described below) measured at the state level. These will include resources and needs, a United Way Index of Caring, racial/ethnic heterogeneity, political culture, tax rates, and state government expenditures. These measures will be obtained from secondary sources such as the Census Bureau, State and County Factbook, etc.

The literature on nonprofit presence is important since, as Wolpert (1993) and Bielefeld, et. al. (1997) have shown, nonprofit organizations are largely locally supported. Therefore, factors which have been linked to the number of nonprofits in a community are likely to be factors which “work”, to a large degree, through influencing the level of giving in those communities. We should be able to measure the “giving” effect directly.

For example, most research assumes and has found that community needs and resources (such as income or poverty) will influence the number and distribution of nonprofit providers (Bielefeld, 2000) . This leads to the expectation that resources such as community income or wealth will foster larger

nonprofit sectors. We will assess to what degree needs and resources influence philanthropy. In addition, given that nonprofits provide services to middle and upper income patrons, it would be expected that wealthier communities will have a larger proportion of nonprofits providing services for them (such as education or arts), along with more giving for these types of organizations.

Community heterogeneity has also been found to influence the presence of nonprofits (Weisbrod, 1988). As an example, each of the minority ethnic groups in a diverse community might well desire a specialized version of some service, such as education. Government, with its mandate to serve the desires of a majority of the voters will not fill this “heterogeneous demand” for education. The demand will, instead, be filled by private nonprofit organizations. This leads to the expectation that more ethnically diverse communities will have more nonprofit organizations and higher giving to support them.

The effect of generosity has also been examined. In a series of studies, Julian Wolpert (see for example Wolpert, 1989) has examined levels of generosity in U.S. cities (as measured by giving to selected causes) and found that communities varied widely on this factor. We will use a 32 factor “Index of Caring” computed for each state by the United Way (<http://national.unitedway.org/stateofcaring/>) and expect a direct impact on giving.

The political scientist Daniel Elazar (1984) has developed a typology of political culture which has been extensively used. His framework consists of three political cultures (moralistic, individualistic, and traditionalistic) which measure, among other factors, citizen attitudes about the proper role of government. States have been classified on these three cultures (or combinations of them) and we will use these classifications. Elazar’s typology has been related to philanthropy and the makeup of nonprofit sectors (Bielefeld & Corbin, 1996; Schneider, 1996). Based on this work, it can be expected that communities with moralistic political cultures will have larger nonprofit sectors, those with individualistic political cultures should have smaller nonprofit sectors more oriented toward individual, entrepreneurial activities; and those with traditionalistic political cultures should have smaller nonprofit sectors providing traditional and conservative services. Giving should be consistent with these predictions.

The influence of government spending on giving has been extensively studied and different effects have been found (for a review, see Steinberg, 2003). Some studies have found that government spending crowds out private giving, while others have found the opposite, or no effects. This is clearly a complex issue and more in-depth studies are needed. Our data set will include both tax rates and direct government expenditures as measures to assess crowding out. We will be able to assess the crowding out effect both independently of other variables as well as in conjunction with them – something few, if any, previous studies have done.

Our analysis will advance theory and research in two ways. We will be able to measure the effect of each macro-level variable independent of both individual demographic variables and other macro-level variables. This should help untangle the effects of these variables and assess the degree to which individual and macro variables separately contribute to giving. In addition, we will be able to examine the interaction effects between variables. For example, there is evidence that suggests that crowding out and heterogeneity are related (Steinberg, 2003). It might also be expected that the degree of crowding out would be different in wealthy versus less-wealthy communities.

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Paper Number: PA031160

Paper Title: The Compliance Costs of Maintaining Tax-Exempt Status

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Summary of Research

U.S. non-profits maintain their tax-exemption by submitting annual federal returns (Form 990) and, often, state reports. The burdens these reports inflict (e.g., record-keeping, information-gathering, fees) are collectively termed "compliance costs." Their magnitude is a policy issue, since when compliance costs are high fewer non-profits may survive, depriving society of important services. On the other hand, if high costs reflect more stringent reporting requirements, accountability may improve. We survey a national, stratified random sample to estimate the dollar value of these compliance costs, separately for federal and state requirements, as well as by organizational activity, size, and state reporting rules.

Description

Under the United States Internal Revenue Code, qualifying non-profit organizations are eligible for several kinds of tax relief, chiefly (1) exemption from the federal (corporate or trust) income tax and (2) permission to accept tax-deductible contributions. In addition, state laws frequently grant these entities exemption from state sales, property and income taxes. These tax benefits come to organizations, however, at a cost.

At the federal level, a web of eligibility rules and procedures faces non-profits wishing to take advantage of these benefits by establishing tax-exempt status. Lawyers and accountants must be hired. Paperwork must be filed. Moreover, property and sales tax exemption at the state level does not automatically follow from federal eligibility, necessitating additional screening in order to obtain these further benefits. Maintaining their tax-exempt status requires that non-profits renew their eligibility annually, filing a federal Form 990 with the Internal Revenue Service (IRS) and, in many states, annual state forms. The costs an organization incurs in complying with all of these requirements - including the costs of completing paperwork, keeping records, gathering information, educating employees, paying fees, and filing the forms - are collectively called compliance costs.

In the compliance cost literature, researchers have focused on the burden of particular taxes. For example, in the United States, estimates have been calculated for the costs of complying with the individual income tax (Slemrod and Sorum, 1984, Blumenthal and Slemrod, 1992) and the corporate income tax (Slemrod and Blumenthal, 1996, Slemrod, 2002). Similar work has been done for the PAYE (pay as you earn) tax in the U.K., the personal income tax in Australia and Canada, business and personal taxes in the Netherlands, and business taxes in New Zealand (see Sandford, 1995 and Evans et. al., 2001). However, virtually nothing is known directly about the costs American non-profit organizations experience as they initially seek and later maintain tax-exempt status. Some indirect evidence exists in Froelich, Knoepfle and Pollak's (2000) study of Minnesota nonprofit revenue and expense reporting. Looking at the correlation between amounts reported on Form 990's and the corresponding amounts reported in financial statements, they find smaller correlations for large organizations, relative to small ones, and for nonprofits in the arts, relative to other activity categories. This seems to imply that large nonprofits and arts nonprofits are less attentive to the detail requested by the Form 990, and perhaps that they experience lower compliance costs. As the authors acknowledge, these results are puzzling, given that arts organizations are typically quite small. The primary purpose of our project is to gain some direct knowledge about these costs - to construct an estimate of the compliance costs associated with preserving a nonprofit organization's tax-exempt status.

From a policy perspective, the size of compliance costs is an important, though often overlooked, issue. In general, high compliance costs can reduce compliance with the tax laws and reduce the efficiency and the perceived fairness of a tax system (Kaplow 1998). For nonprofits, there are a few particular policy concerns. Some would argue that the amount of resources a non-profit must devote to tax compliance is not a policy issue, because tax-exempt organizations enjoy a competitive edge, compared to for-profit firms that offer similar services. In this view, compliance costs are simply societal hurdles to ensure that the tax benefits flow to bona fide uses and that competing for-profit entities are not unduly harmed. In other words, compliance costs are the price of tax-exempt status. If these compliance costs rise, fewer organizations will seek tax-exempt status, and their services will be provided instead by for-profit firms that pay taxes. Moreover, to the extent that higher compliance costs arise from more stringent information reporting requirements, they may improve the quality of the information available to the organization's prospective donors. Better information for donors could result in greater non-profit accountability.

Others would argue that non-profits' compliance costs are a concern, because the services offered by non-profit organizations are not perfect substitutes for those offered by for-profit firms. Non-profits are given tax advantages to encourage their formation in situations where ordinary markets fail. Non-profits provide services that either would not otherwise be forthcoming from for-profit firms (e.g., disaster relief) or that are typically not provided by for-profit firms to some segments of the population (e.g., meals for the homebound, low-income elderly). Non-profit organizations also contribute to the economic life of a community by employing some of its citizens and purchasing other necessary inputs from for-profit business firms. If the costs of compliance rise for non-profit organizations, fewer of them will form or survive, and the societal services and economic impact they would have provided will be lost.

Whichever view is held, it is impossible to assess whether costs are too high or too low without knowing what they are. Therefore, our paper will contribute to this policy discussion by determining the current size and characteristics of the compliance costs of tax-exempt organizations and by establishing a baseline against which the costs and benefits of alternative future policy changes could be measured. Our survey results also will be useful in informing discussions about the return to society of the tax benefits provided non-profits.

For this project, we are conducting a survey of a national, stratified random sample of 2000 tax-exempt organizations from the National Center for Charitable Statistics (NCCS) public database. Our survey instrument asks about the size, activities and state registrations of each organization. We also ask whether the organization filed the Unified Registration Statement (URS) for any state accepting it. The survey then asks for the amounts and types of costs the organization incurred in complying with both federal and state reporting requirements during the last reporting period.

From a careful analysis of the survey data, we will construct a dollar estimate, separately for federal and state requirements, of the mean (and median) compliance costs, along with breakdowns by organizational activity and size. In addition, we will compute estimates of sub-categories of costs, such as professional fees versus the costs incurred within the organization, and we expect to learn how compliance costs are affected by use of the URS.

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Paper Number: PA031162

Paper Title: Cyber-Grassroots Organizations: From Personal Fulfillment to the Greater Good?

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Summary of Research

This paper provides an ethnographic study of the activities of a cyber-grassroots organization that is part of a digital diaspora. The site is a forum in which members enact what Lichterman calls personalism. The question we probe is whether this practice of online personalism facilitates a sense of commitment to a common good. For purposes of this paper, common good is defined as 1) the pursuit of public goods beyond the confines of the digital diaspora community, and 2) the negotiation of the universal values of respect for human rights and dignity and democratic values, such as free expression.

Description

Does an emphasis on personal fulfillment—in conjunction with the use of on-line technology—weaken commitment to a common good? We propose to probe this question by building on the work of those who study organizational/public commitment and those who study on-line interaction. Though a literature exists on each of these topics, there is little work on their intersection. The authors will probe this question through an ethnographic study of a cyber-grassroots organization that is part of a “digital diaspora” (an expatriate community organized on the Web).

Communitarians (Rieff 1966; Lasch 1979; Bellah et al 1985; Wuthnow 1991; Etzioni 1993) argue that individuals increasingly are concerned more with personal fulfillment/growth, identity negotiation, and lifestyle development than with community involvement, obligation to others, and “good citizenship.” As a result, according to Communitarians, commitment to the common good is disintegrating. Lichterman (1996) agrees that a focus on identity, self-growth and lifestyle construction—what he calls “personalism”—is increasing, especially in the context of a culturally diverse America. Nevertheless, he argues that personalism does not necessarily weaken our commitment to a common good but, rather, transforms it. Lichterman argues that personalism is becoming the basis of our sense of commitment.

Given Lichterman’s emphasis on multi-culturalism as the context in which a politics of personalism takes place, diaspora communities provide a fertile ground for testing his conclusions. Research on diaspora communities emphasizes identity negotiation as a form of cultural hybridization (Lavie and Swedenburg 1996, Friedman 1984) that includes the “protection of cultural practices that are compatible with liberalism” (Spinner 1994, 76; qtd. in Shain 1999, 26), defined as adherence to democratic values and respect for democratic rights (Shain 1999). Even where traditional cultures are less tolerant, Raz (1994) argues they will face pressure within the American multicultural society to conform to more liberalist tendencies.

The study of a cyber-grassroots organization not only will consider Lichterman’s (1996) findings in an online realm but also engages the debate about commitment in the Internet age. Thus, for example, Putnam (2000) argues that the Internet does not facilitate such commitment because it fosters weak interpersonal ties. Brainard (2003), on the other hand, argues that use of the Internet can indeed facilitate a sense of commitment to a common good through providing a forum for the construction of a shared reality.

This paper will provide an ethnographic study of the online activities of one cyber-grassroots organization, Afghanistan Online (www.afghan-web.com), which is part of a digital diaspora. Members use the online forums to engage in conversations about personal and cultural identity, current events, world affairs, and lifestyles. The site is a forum in which members enact personalism. The question we

seek to answer is whether this practice of online personalism facilitates a sense of commitment to a common good. We define common good in two distinct, yet complementary, ways. First, we define it narrowly as the pursuit of public goods beyond the confines of the narrow digital diaspora community. Second, we define it more broadly as the negotiation of the universal values of respect for human rights and dignity and democratic values, such as free expression. This paper thus will contribute to the debates over whether an emphasis on personalism (identity, etc.), in conjunction with a reliance on the Internet, weakens commitment to a common good.

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Paper Number: PA031167

Paper Title: Engaging Citizens in the Policymaking Process: The Premier's Council on Social Development in Newfoundland and Labrador (Canada)

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Summary of Research

In 1998, the Government of Newfoundland and Labrador released its Strategic Social Plan (SSP), a policy advocating a more collaborative form of governance and a significant shift in the province's approach to policy formulation, program design, and service delivery. As a result of the SSP, Government created the Premier's Council on Social Development to advise the premier and cabinet ministers on "social policy, social development, and on the implementation of the goals and objectives of the Strategic Social Plan." This paper will explore the issue of citizen engagement and the Council's role in the policymaking process.

Description

In 1998, the provincial government released "People, Partners and Prosperity: A Strategic Social Plan for Newfoundland and Labrador" (SSP). Based on recommendations resulting from an extensive public dialogue, the SSP emphasizes the link between social and economic development, investing in people, and building on community and regional strengths. The SSP is a deliberate government policy instrument advocating a place-based model for development while encouraging a more collaborative form of governance and represents a significant shift in the province's approach to policy formulation, program design, and service delivery. It is about shifting public policy and decision-making from a reactive mode to a preventive and early intervention model; advocates a results-based approach to population well-being; and seeks to link social and economic development through broad-based strategies at government and community levels using integrated and coordinated public policy responses. The SSP also proposes greater collaboration and increased partnerships involving the provincial government, the federal government, communities, and voluntary organizations as the basis for sustainable development (Rowe and Randell 1999).

One of the significant features of the plan for the voluntary, community-based sector (VCBS) is its acknowledgement of the sector's role in community capacity building and as a channel for citizen engagement. In recognition of its contributions to society, the SSP also commits government to strengthening the sector's capacity to facilitate community development and to provide input into the policymaking process.

Implementation of the SSP began in October 1998 with the formation of the Premier's Council on Social Development (PCSD). The Council is composed of individuals who advise the premier and cabinet ministers on "social policy, social development, and on the implementation of the goals and objectives of the Strategic Social Plan." PCSD members represent various regions of the province, are appointed based on their experience in and knowledge of the social sector and social development issues, and come from the voluntary, community-based sector; the social sector (e.g. health and education); and the private sector. Through research, assessment activities and roundtable discussions, the Council is expected to offer advice on the various issues and questions referred to its members by government.

Based on a review of PCSD documents (press releases, minutes of meetings, reports, etc.) and interviews with Council members and senior provincial bureaucrats, this paper will explore the role of the Premier's Council on Social Development in:

- the agenda-setting and policymaking processes of the provincial government;
- SSP implementation;

- □ citizen engagement; and
- □ governance.

The paper addresses the following issues of theoretical and practical concern: First, it examines the formation and operation of public-private-nonprofit partnerships (Fortin & von Hassell 2000; Osborne 2000; Vaillancourt 2000). Second, its analysis of the Strategic Social Plan and the formation of the Premier's Council on Social Development provide an operational view of citizen engagement in the policymaking process. Third, the paper traces how voluntary, community-based organizations in Newfoundland and Labrador have become part of the province's social policy community and thus become regular elements of the policy process (Pross 1986; Lindquist 1991; Monpetit & Coleman 1999; Brock & Banting 2001; Brock 2002). Finally, the empirical base constructed in this research will facilitate a re-examination of the use of the concept of governance (Rhodes 1996; Stoker 1998; Hewitt de Alcantara 1998) in all areas of the social sciences.

This research will contribute to the current body of knowledge surrounding issues related to collaborative government and governance and citizen engagement in policymaking processes (Jensen et al 2000; Plumptre and Graham 2000; Wyman et al 2000; Wyman 2001). The findings presented in this paper will be of interest to anyone exploring recent trends towards multi-sectoral partnerships and expansion of the policymaking arena, in Canada and elsewhere.

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Paper Number: PA031170

Paper Title: Benchmarking Enterprise in the Milwaukee Nonprofit Sector

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Summary of Research

Social entrepreneurship is catching fire in nonprofit organizations that are interested in finding new and innovative ways of creating additional revenue streams. This paper documents a mail survey that benchmarks the extent to which social entrepreneurship is taking hold in the greater Milwaukee metropolitan area. Due to the multiple definitions of social entrepreneurship, the survey asks about revenue-generating enterprises started by the organization. The survey explores characteristics of the organizations and facets of the enterprise, including formation, structure, attitudes, challenges, expectations and outcomes

Description

This paper documents a study that creates an empirically based measure of the interest in and the practice of enterprise by Milwaukee-area nonprofit organizations. We will identify the types of enterprises and the underlying trends present in the Milwaukee nonprofit sector through the cross-sectional data collected. Social entrepreneurship in the nonprofit sector is a relatively recent phenomenon which Lee (2002) refers to as "probably the hottest growth field for nonprofits today." Dees, Emerson, and Economy (2001) list six trends in the social sector leading to heightened interest in entrepreneurial enterprises: (1) concerns about the effectiveness of traditional approaches to meeting social needs; (2) a search for sustainable improvements through innovative solutions; (3) openness to experimenting with business techniques; (4) privatization of public services; (5) outcomes-based funding; and (6) strategic corporate involvement in the nonprofit sector. There is no standard definition of social entrepreneurship in the literature, and it has been used in varying contexts. Dees (1998) summarizes the conceptual spectrum as ranging from nonprofit organizations starting for-profit or earned-income ventures, to any nonprofit organization, to business owners who integrate social responsibility into their operations. We have substituted the concept of "enterprise," defined in the survey as "programs or enterprises that generate a new source of revenue in support of organizational mission and/or financial base."

The Center for Urban Initiatives and Research at the University of Wisconsin-Milwaukee prepared and is in the process of mailing the survey to 1,600 Milwaukee-area nonprofit organizations. The survey identifies enterprises created by nonprofits, gathers information about nonprofit attitudes and experiences with enterprises, as well as gauging interest in training programs about enterprise. All organizations are asked general questions about revenues, age, size, subsector, annual budget, and interest in information and training regarding enterprises. For organizations with one or more enterprises, the questions relate to description of the enterprise, structure, partners, start-up funding, challenges, training assistance, revenues, board attitudes toward the social enterprise, confidence in its performance, motivation for creating it, and measures of assessing the impact and performance of the social enterprise. For organizations that have considered, but not implemented an enterprise, survey questions relate to type of enterprise considered, challenges, training needs, and attitudes about enterprises. For organizations that have neither considered nor implemented an enterprise, the survey questions relate to general relevance of enterprises, training needs and issues or challenges that might preclude interest in enterprises.

Whether a result of a need for revenues to replace government grants or to fund new programs, commercial activities are on the rise in nonprofit organizations (Tuckman, 1998). This paper will review current literature on social entrepreneurship and will contribute to this literature through identifying and

analyzing interest in and the practice of enterprise by nonprofit organizations in a major metropolitan area.

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Paper Number: PA031171

Paper Title: Nonprofit Organization Behavior in For-Profit Markets

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Summary of Research

□ This paper addresses the behavior of nonprofit organizations in their money-generating activities. It presents a two-good model in which commercial activities are undertaken for the purpose of raising revenue for use in maximizing the mission output. We test two implications of this model for six industries and find that: (1) Nonprofit organizations in different industries engage in systematically different unrelated business activities, selecting those for which cost complementarities with mission activities are greatest, and (2) the joint costs are allocated between the taxed and the untaxed activities, so as to minimize tax liabilities.

Description

□ The behavior of nonprofit organizations in unrelated, “ancillary” good, markets, remains a subject of research as part of a larger effort to model the nonprofit organization (James 1983; Schiff and Weisbrod 1991; Sansing 1998; Weisbrod 1998; Lakdawalla and Philipson 1998; Glaeser 2003). This paper addresses the actions of nonprofit organizations in their money-generating activities. It presents a two-good model in which commercial activities are undertaken for the sole purpose of raising revenue for use in maximizing the organization’s mission output. The paper then tests several implications of the prediction that the nonprofits act as profit-maximizers in the revenue-generating markets. In the process of testing, we shed light on the finding that half or more of all nonprofit organizations reporting unrelated business (UB) activity report no profit or, more often, a loss, even though the pursuit of profit is the only apparent rationale for engaging in it.

□ Our data, from the IRS, include observations for five years (1993-1997) on two samples of returns for nonprofit organizations: the SOI (Statistics of Income Division, IRS) sample of Form-990 returns for all organizations that are tax-exempt under section 501(c)(3) of the Internal Revenue Code—these are the nonprofits donations to which are tax-deductible on personal income tax returns—and the smaller sample of Form-990T returns for the subset of 501(c)(3) organizations that reported gross UBI, which is taxable. Only organizations with both 990 and 990T returns in the samples are included in our analysis. We test two implications of our model for six industries, including higher education and hospitals, among others. Some findings are: (1) Nonprofit organizations in different industries engage in systematically different UB activities, selecting those for which cost complementarities with mission activities are greatest, and which, therefore, are more likely to be truly profitable, and (2) the joint costs are allocated, subject to Generally Accepted Accounting Practices constraints, between the taxed, UB activities, and the untaxed, mission activities, so as to minimize tax liabilities and thereby maximize real after-tax profit. We conclude that this two-good model of nonprofit sector behavior, in which nonprofits act like profit-maximizers in their revenue-generating activities, is consistent with a number of types of observed behavior.

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Paper Number: PA031172

Paper Title: The Search for Legitimacy: The Efforts of Membership-based Organizations

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Summary of Research

It is a general proposition in organizational theory that organizations need to achieve some level of legitimacy in order to operate effectively in their environments. Membership-based organizations employ a number of tactics and strategies to achieve legitimacy for its operations. Among these is the establishment of boundaries that circumscribe their domains and membership eligibility. A clear test of legitimacy is when the larger society accepts the organization certification of its members' qualifications. This paper examines how the actions organizations take to achieve legitimacy and discusses why achieving legitimacy is so crucial to the functioning of these unique nonprofit organizations.

Description

All organizations are confronted with the problem of gaining legitimacy in a social system. No consensus exists in the organization literature on just exactly what "legitimacy" means, nonetheless, some common ground can be found. In the simplest terms, legitimacy permits an organization to lay claim to resources in its environment so it can function. New organizations are particularly vulnerable to the need to become "legitimate." The histories of a number of membership-based organizations illustrate the strategies and tactics these organizations employed to achieve legitimacy.

The analysis discusses first the general question of legitimacy for nonprofit organizations with a particular emphasis on membership-based associations. Here the question is: What does legitimacy mean for a nonprofit organization? Why is it significant for these organizations to be considered "legitimate" by both their constituency and the larger society? These themes will be elaborated to establish a context to look at a second question: How does a membership-based organization achieve legitimate status both among its current and potential members as well as the society-at-large? What were and are the strategies and tactics these organizations employ to gain this coveted status?

The strategies that will be examined include how members who found these organizations lay claim to the core technologies of the discipline. Founders begin to draw boundaries around their craft, defining what it is and who can practice it. Such claims do not go unchallenged and the struggle to gain hegemony is part of the legitimacy process. A second strategy involves sharing information about the field with others. Those who found these organizations are eager to share with others their ideas, research and theories and they are equally eager to learn from others. Thus we find that these incipient organizations quickly begin publications that define the field and its practitioners. Other strategies include certification programs and licensing as well as public relations efforts.

The focus of the paper is to demonstrate how one sector of the nonprofit community, membership-based organizations, strive to gain a legitimate place in the community so they can promote and protect the interests of their members and their respective professions and trades. These actions should not be construed as just self-aggrandizement, but rather a necessary step to insure the public is well served by those who perform critical roles in our society. Their success in legitimizing their trades and professions also increases their ability to be positive change agents in an increasing complicated social system.

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Paper Number: PA031173

Paper Title: Informing Civic Service Scholarship: A Review of Theory

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Summary of Research

Civic service—as formalized, long-term, intensive volunteering—is a growing global phenomenon. Different programs have been established worldwide to pursue a variety of goals. However, the rapid growth in service programs has not been accompanied by a simultaneous growth in service scholarship. This paper reviews extant civic service scholarship, finding that service research is for the most part descriptive, anecdotal, and atheoretical. We argue for theoretically-driven service scholarship that explores three primary areas: motivation to serve, contextual effects on service, and outcomes of service. The paper presents an institutional perspective, which may inform theoretical development and comparative research on civic service.

Description

The Status of Civic Service Scholarship

Civic service is a structured, intensive form of volunteering. It is implemented through formal programs operated by organizations or governments. Examples include the European Voluntary Service program, the United States Peace Corps, and national service programs in Ghana and Nigeria. Civic service programs exist in at least 57 countries (McBride, Benitez, & Sherraden, 2003).

Based on this knowledge of service programs, civic service can be defined as “an organized period of substantial engagement and contribution to the local, national, or world community, recognized and valued by society, with minimal monetary compensation to the participant” (Sherraden, 2001, p. 2). The emphasis on civic connotes that the action performed is public, and the intention is that the public will benefit.

Service programs are intended to produce both social and individual benefits. They are oriented towards amelioration of social problems such as natural disasters, poverty, and environmental conservation. Service programs are designed to promote a variety of objectives such as skill development, citizenship building, nation building. Because of these diverse, suggested effects – occurring through service participation and because of the servers’ activities – the study of service is inherently interdisciplinary. A variety of theories may be used to explain the impact of service participation and performance. For instance, psychological and social psychological theories can inform how the servers are impacted by the service experience, and political and economic theories may inform how a community or nation may benefit.

Despite the potential for interdisciplinary scholarship, service scholarship appears to be largely atheoretical. A report by the Grantmaker Forum on Community and National Service (2000) found that civic service lacks conceptualization and rigorous study. The research that exists is largely anecdotal and descriptive (Grantmaker Forum on Community and National Service, 2000). The service knowledge base is in need of theoretical statements with testable hypotheses and systematic inquiry if it is to inform program and policy decision-making. Theories tested against reality can move the knowledge base beyond exploration and anecdotes.

This paper reviews theory and research in the field of volunteering and service. The purpose of this

paper is to establish what is known about civic service and how it is known. What theories have been used to inform an understanding of civic service? What remains to be known, and what represents the most promising theoretical perspectives for the study of civic service?

Methods

Based on Sherraden's (2001) definition of civic service, 16 bibliographic databases were searched for applicable scholarship. A variety of keywords were used. Due to the paucity of research and theorizing on service, the search was extended to include volunteering scholarship. Seventeen different keyword pairs were used, combining terms like volunteers and its variations, e.g. volunteering or volunteerism, with research and theory. Only scholarship that addressed service specifically or programmatic (not episodic) volunteering was selected. Approximately 60 articles were selected for review. While this review is not fully comprehensive, it is a large portion of the available theory-based scholarship on service. Each study was reviewed for its research question(s), theory (ies), hypotheses, constructs, data collection, and analysis techniques. Three main questions are explored through the review. First, why do people volunteer? Second, what are the contextual effects of participation in service programs? Finally, what are the outcomes of service programs?

Findings

Motivation to serve is the most widely studied aspect of service. Personal, social, and community-level factors that affect the motivation to serve are explored. Psychological theories regarding perceived benefits and social-psychological theories regarding pro-social behavior are heavily represented.

Also studied is the impact of culture and associational and political environments on service programs' implementation and ability to achieve effects. Here the work is mostly exploratory and descriptive with little theoretically-driven research. Some studies suggest the use of theoretical perspectives that support analysis of multiple levels or contexts, e.g., individual, community, and society, on service performance and effects.

The research examines the effects of programs at two levels: individual level and community level. There is only limited research at the community level. For the most part, concepts and ideas are discussed as heuristic devices that are suggestive but do not constitute theory.

Insights from the theoretical review: Institutional perspectives

Multiple factors come to bear on program development and implementation and service performance and effects. Many theories can be applied to explain and predict the influences on and effects of service. How can this range of considerations and theoretical possibilities be assessed and focused to pursue key issues across cultures and nations? Since service is a global phenomenon, interdisciplinary scholarship that supports comparative understanding would be most beneficial for knowledge development.

We suggest institutional perspectives as promising, overarching theories to inform the study of service. We present two approaches to institutional theory as related to the motivation to serve, program development and implementation, and effects on the server and served: these two approaches are culturally-based institutional effects, and programmatic institutional effects. We discuss service access, incentives, information, and facilitation from the two perspectives. Overarching theoretical perspectives such as these may facilitate comparative research. They allow for cultural and national variability yet can support hypothesis-driven inquiry.

In sum, this paper assesses the state of theoretical development and research on civic service, interprets these studies within institutional perspectives as an organizing device, and offers suggestions for future theoretical development and research.

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Paper Number: PA031176

Paper Title: Digital Diasporas and International Development: Afghan-Americans and the Reconstruction of Afghanistan

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Summary of Research

This paper will examine the efforts of the US-based Afghan digital diaspora to contribute to rebuilding Afghanistan. Focusing on three cyber-grassroots organizations, methodologies will include policy network maps, web page and online discussion forum analysis, and interviews with founders to identify links to other international development actors. The paper will demonstrate the varied depth and range of digital diasporas' development activities, provide a foundation for further exploration of digital diasporas' potential to contribute to development, and contribute to our understanding of CGOs and their emergence as a cyber-alternative to traditional grassroots NGO structures.

Description

Leaders of international development NGOs have identified key globalization challenges to promoting the betterment of those in need and producing global public goods (Florini 2000). These include a declining capacity of national governments, changing private and NGO roles, and weak and outmoded global institutions. In response, Lindenberg and Bryant (2001) call for a new global NGO architecture, including networks and virtual organizations, but conclude somewhat pessimistically, that "...none of the globalizing organizations from any part of the world have a fresh vision of how more genuine, multi-directional global networks for poverty alleviation and conflict reduction might be most realistically developed" (Lindenberg and Bryant 2001, 245). This paper analyzes several cases that suggest where and how fresh visions may be emerging. The paper explores the phenomenon of digital diasporas (DDs), diaspora communities organized on the Internet, as emerging global networks, with the potential to reinvigorate efforts to address development challenges while serving their members.

The Internet and diaspora communities are among the features of today's globalized world. The Internet has enabled the creation and effectiveness of transnational movements to address key global public policy issues such as the Campaign to Ban Landmines (Cameron 1998) and the World Commission on Dams (Brinkerhoff 2002). The Internet both alters the cost of communication and reshapes access, "thereby changing the networks of communication among political actors" (Dutton and Lin 2001, 1). This is particularly important, given that online communication can facilitate the participation of the most hard to reach populations in addressing real and immediate social problems (see Mele 1999). Cyber-grassroots organizations (CGOs) are an alternative structure to traditional membership-based nonprofits. They provide a range of member benefits (Brainard and Brinkerhoff 2002), all of which may potentially contribute to development efforts.

Several studies have examined the role of organized diasporas in promoting policy and regime change in their home territories (see, for example, Byman 2001; King and Melvin 2000; Cohen 1996; Shain 1994-1995). In his research on diasporas in the U.S., Yossi Shain (1995, 1999) counters negative assumptions about their identity and political activity, suggesting that the activities of diaspora communities can humanize U.S. foreign policy, combating isolationist tendencies, on the grounds of American values of freedom and democracy. Diasporas may also assist in operationalizing links between local realities and global policy formulation, an identified need for effective lobbying (see Offenheiser and Holcombe 1998; qtd. in Lindenberg and Bryant 2001).

Until recently, most studies examining the contributions of diaspora communities to development efforts focused primarily on economic remittances and their participation in promoting regime change. Shain's (1999) study of the Mexican diaspora in the United States begins to explore its more specific contributions through regional clubs. However, the participation of digital diasporas in development processes is yet to be systematically examined. Furthermore, to date, most diaspora participation has

bypassed formal international development institutions.

This paper will examine the efforts of the US-based Afghan DD to contribute to the rebuilding of Afghanistan. The paper will map the policy networks of three CGOs. An analysis of the web pages and interviews with founders will identify links to other international development actors. Discussion forums will also identify references to and on- and off-line contact with other policy actors. The CGOs were selected based on their range of stated goals with respect to rebuilding Afghanistan. Two were founded in the immediate aftermath of September 11, 2001, with the expressed intent to contribute to Afghanistan reconstruction; one represents a pre-existing CGO, having been founded in 1997 and encompasses a vibrant online community.

While assessing actual development outcomes is beyond the scope of this paper, the analysis will demonstrate the varied depth and range of DDs' development activities both independent from and in concert with formal development institutions. The paper thus will provide a foundation for further exploring DDs' potential to contribute to international development, both directly and indirectly. Furthermore, it will contribute to our understanding of CGOs, their capacity to contribute to purposive goals, and their emergence as a cyber-alternative to traditional grassroots NGO structures.

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Paper Number: PA031177

Paper Title: A Typology of Advocacy Participation by Human Service Nonprofits

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Summary of Research

Human service nonprofits are crucial participants in policy advocacy because of their direct experience with the end results of policy and their high levels of government regulation. There is great diversity, however, regarding the amounts and types of advocacy engaged in. Using data from the 2002 Los Angeles Survey of Nonprofit Human Service Organizations and a cluster analysis procedure, distinct groups of organizations will be found, based upon reported advocacy strategies. Multinomial logistic regression will then be used to determine which organizational characteristics predict or suppress certain types of advocacy as well as perceived effectiveness, suggesting models of organization/advocacy "fit."

Description

The key role played by nonprofit organizations in creating stronger communities by building social capital and advocating for the public good has been the subject of considerable recent attention (Putnam 2000; Boris 1999). Researchers have argued that the so-called "advocacy explosion" is redefining the way we think of membership organizations, and perhaps even replacing service provision for some organizations (Berry 1997; Skocpol 1999; Minkoff 1994). Despite the increased attention being paid to the phenomenon of nonprofit advocacy in general, however, the role of traditional service providers in policy advocacy is still understudied.

Human service nonprofits (HSNP's) have an important role to play in policy advocacy for two primary reasons. First, HSNP's are often obliged, through government funding or regulations, to carry out social policy mandates and thus they are directly impacted by the results of the political process. Clearly, it is in their best interest, both in terms of organizational maintenance and effective service delivery, to advocate for policies that create new funding and service opportunities. Second, HSNP's have a complex understanding of how policies impact people's lives because they have a front row seat in seeing how these policies are actual working. This makes them ideal witnesses as to the efficacy of specific policies as well as how multiple policies may work together in impacting a given population (Sherraden, Slosar, & Sherraden 2002). Despite these important reasons for their participation, however, many HSNP's either have limited advocacy programs, or choose not to participate in policy advocacy at all.

In order to understand how advocacy by human service nonprofits can be increased and/or made more effective, I propose to look at what factors predict and suppress specific advocacy strategies, paying careful attention to the fact that there is great diversity reflected in the organizations we label "human service nonprofits." Organizations have different goals and structures, depending upon their mission and the clients they serve. Thus, not all organizations will be able to, or desire to, participate in the same amount or types of advocacy. We must ask: what types of advocacy strategies work for what kinds of organizations?

I will look at how advocacy activity varies among HSNP's, while exploring, rather than suppressing, the diversity found in the sector by using a cluster analysis technique. Cluster analysis is an exploratory data analysis procedure where the objective is to sort cases into groups termed clusters, where members of each cluster are highly similar to one another but the association between clusters is very weak. This allows cases to be classified into mutually distinct clustered groups that reveal the underlying structure of the population. This cluster analysis will reveal these clustered groups of HSNP's, based upon the advocacy strategies they reported using (or not using) over the past year. Once the optimal solution (number of clustered groups) has been identified and verified through cross-validation, I will use those clustered groups to answer a series of follow up questions that will help explain why organizations choose the strategies they do. Using multinomial logistic regression to predict membership in each group, I will first look at how the clustered groups systematically vary on

independent variables such as revenue, expenditure, activity, age, professionalization, and use of staff and volunteers. The results will indicate whether certain organizational characteristics predict or suppress certain types of advocacy strategies, such as collaborating with government officials or engaging in direct action. I will then look at how perceived effectiveness in reaching advocacy goals is predicted by the same independent variables as well as differentially experienced by the clusters of organizations. By looking at perceived effectiveness, organizational characteristics and advocacy strategies, models regarding the “fit” between an organization and its advocacy efforts will be suggested.

□The dataset to be used is the 2002 Los Angeles Survey of Nonprofit Human Service Organizations (Hasenfeld, Mosley, Katz & Anheier 2003). This survey of over 700 HSNP’s in Los Angeles County is the first of its kind to present a representative overview of the state of the human service nonprofit sector in the diverse and challenging environment of Los Angeles. In hour-long telephone interviews, executive directors were asked about a variety of topics concerning the organization, including advocacy, governance, financing and professionalization. This is a unique opportunity to explore how advocacy behavior correlates with other organizational attributes, using an exceptionally rich dataset custom built for this analysis.

We must look beyond the simple dichotomies of “participation and non-participation” if we are to understand the real contribution nonprofits make to the policy process. Similarly, we must look at the policy advocacy engaged in by traditional service organizations, rather than just the much touted “advocacy organizations,” if we want to understand the real advocacy impact made by the nonprofit sector as a whole. Service provision and policy advocacy do not have to be incompatible (Hyde 1992), and should not be portrayed as such if we are to encourage nonprofits to engage in their right to serve as advocates for the public interest. This paper will argue that HSNP’s are an especially important contributor to the political process because they see the real effects of policy “on the frontlines” but that not all advocacy by HSNP’s will, or should, look the same. This more nuanced picture will tell us how advocacy participation differs across organizational types and will suggest why organizations get involved in the ways they do. Knowing more about how organizations cluster in terms of their advocacy activity will help us to refine our understanding of nonprofit advocacy, in all its diversity, as well as what “effectiveness” means for different types of organizations. This information will help inform the debate currently going on in the literature regarding how to increase political participation as well as speak to the capacity of service providing nonprofits to effectively engage with policymakers.

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Paper Number: PA031178

Paper Title: Do Bond Investors Monitor Nonprofits?

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Summary of Research

We examine the covenants of a sample of 67 nonprofit and for-profit hospital bond issues to assess whether the covenants for the bonds from nonprofit issuers show greater monitoring of managerial self-interest than those from for-profit issuers. This addresses question of whether managerial accountability is more difficult in nonprofit than for-profit organizations. It stands in contrast to the general finance literature's view that covenants are exclusively directed at bondholder-shareholder conflicts. Our data also allow us to compare board structures for the two organizational types.

Description

□ According to the "contract failure" (Hansmann, 1980, 1996) or "agency" (Fama and Jensen, 1983a, 1983b) theory, at least a large class of organizations assume the nonprofit form in order to protect donors from exploitation by stockholders. While this gives nonprofits an advantage in soliciting donations to support activities addressed at "market failure" conditions, it sacrifices some advantages of the for-profit corporation. These include the ability to raise capital by issuing stock, greater spreading and specialization of risk bearing, alienability of claims, and (the one of particular interest in this study) superior mechanisms to assure accountability of managers.

□ Fama and Jensen (1983a) provide the most detailed discussion of mechanisms for assuring that managers pursue organizational objectives. The major mechanisms are used by both for-profit and nonprofit firms: boards of directors or trustees and competitive labor markets for managers. The major differences have to do with the information available to boards to monitor managers directly or to judge candidates for managerial positions, and with devices for appointing and disciplining boards themselves.

□ With for-profit corporations, the stock market plays a critical role. Equity investors have a strong incentive to become informed about managerial abilities and actions, resulting in employment of sophisticated analysts and rapid impounding of new information into stock prices. This provides for-profit boards with a source of information about managerial conduct which is generally lacking for nonprofit boards. In addition, the stock market provides proxy battles and hostile takeovers as mechanisms for disciplining managers and boards which are absent for nonprofit firms.

□ Nonprofit boards can address these difficulties by using a higher percentage of "outside" board members and by more detailed examination of the firm's operations. Nevertheless, since these devices are themselves expensive, it is doubtful whether they can fully compensate for absence of market devices just described. Accountability of managers is therefore thought to be a more difficult task in nonprofit organizations than in for-profit corporations.

□ The classic study of bond covenants in the finance literature examined bonds issued by for-profit corporations. Smith and Warner (1979) assumed that accountability of managers to overall firm objectives was assured by stockholders, and interpreted standard corporate bond covenants as devices to protect bondholders against the relatively uncommon circumstances under which actions by managers in the interest of stockholders run counter to the interests of bondholders. This formulation has remained the standard in all of the subsequent literature.

□ We hypothesize that, since monitoring of managers is a more difficult task in nonprofit organizations, holders of bonds issued by nonprofit organizations will rely on boards and stockholders for this monitoring to a lesser degree than do holders of bonds of for-profit corporations. Accordingly, we expect nonprofit bond covenants to address managerial self-interest to a greater degree than covenants in for-profit issues. Some difference in covenants might also occur because conflicts between the organization's interests and the bondholders' interests can be different in the nonprofit setting.

□To test these hypotheses, we have collected a sample of 67 nonprofit and for-profit hospital bond offering statements from the early 1990s. These were selected to assure the representation of different geographic areas (the nonprofit issues are made under the auspices of governmental authorities to exempt interest income from federal taxation) and risk ratings. We have developed a classification of covenants building on the work of Smith and Warner (1979), Bulow and Shoven (1978), Malitz (1986), Francis (1989), Asquith and Wizman (1990), Gilson (1990), Lehn and Poulson (1991) and Iskander-Dutta and Emery (1994). To our knowledge, this is the first study to systematically examine municipal bond covenants.

□Our study brings together two distinct streams of literature—one on nonprofit organizations and one on bond covenants. We will provide evidence on whether holders of bonds of nonprofit organizations take a greater interest in managerial accountability than do holders of bonds issued by for-profit corporations. This, in turn, provides evidence on the broader issue of accountability of managers of nonprofit organizations.

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Paper Number: PA031181

Paper Title: Vision Of Difference: Comparing Educational And Business Entrepreneurial Vision

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Summary of Research

Vision is a key to the entrepreneurial process. Being an ideal image of the future venture, it direct effort and actions and reflects the unique nature of both entrepreneur and venture. This study examined intrinsic differences between educational and business entrepreneurial vision, employing self-evaluating instrument. The results indicate that educational entrepreneurs emphasized the leading, communicative and practical aspects of their vision whilst business entrepreneurs perceived their vision to be more conservative. The findings supported theoretical treatises regarding the contingency nature of vision.

Description

Vision of Difference: Comparing Educational and Business Entrepreneurial Vision

Vision is considered to be a critical component of the entrepreneurial phenomenon. Greenberger and Sexton (1988) claimed that entrepreneurs should have a vision involving an abstract image, concerning the kind of business they have in mind. Vision guides therefore their actions and inspires their success aspirations. This notion of vision as a factor of entrepreneurial success is reflected in several entrepreneurship models (e.g. Moore 1986; Naffzinger 1994), and was supported empirically (Baum, Locke & Smith 2001). According to these models, vision is associated with entrepreneurs' aspiration to engage in an entrepreneurial process, and with the type of venture they want to establish.

Subsequently, vision mirrors both the nature of the entrepreneur and character of the venture. Focusing on the character of the venture, the study hypothesized that different types of ventures will convey different kinds of visions. Two types of ventures were considered: educational ventures (where entrepreneurs are believed to be socially oriented) and service-company ventures (where entrepreneurs are believed to be market oriented). The study aimed at examining whether educational ventures differed from business ventures in their vision.

Method

The research sample included two groups of entrepreneurs: 78 entrepreneurs of post secondary institutions and 78 entrepreneurs of market oriented service business. All entrepreneurs established their business between 1992-1999 in Israel. Bearing on Larwood et.al (1995) questionnaire, respondents were asked to succinctly spell out their entrepreneurial vision. Next, they were asked to analyze their statements using a list of descriptive attributes (e.g. understood, planed, risky, formal, focus). á reliability of the scale (translated and adjusted for Israeli respondents) was .81.

Analysis and Results

We subjected the vision item to exploratory Factor Analysis, with Varimax rotation procedure. Six factors with eigenvalue over 1, with total variance explained 60% were extracted; 'communication', 'practicality', 'leading', 'conservative', 'flexible', and 'general'. t tests showed significant differences between the two groups in four of the six factors. Educational entrepreneurs' vision was more communicative, leading oriented (highest differences between the two groups) and more practical. Business entrepreneurs' vision was more 'conservative'. No significant differences were identified in the 'flexible' and 'general' dimensions. Stepwise Discriminant analyses involving all 24 items indicated that educational vision differed form business' along the 'inspirational', 'direct effort', 'popular' and 'planed' items. All but the 'popular' item were related to educational vision.

Discussion and Implications

This study focused on differences between educational and business entrepreneurial vision. The results indicated that educational entrepreneurs emphasized leading aspects of their vision whilst business entrepreneurs' vision appeared to be more conservative. Being socially oriented, educational entrepreneurs ought to rely on their inspirational, well-communicated vision to obtain resources for their ventures. This is because their added value is less tangible (Thompson, Alvy & Lees 2000). It was also found that educational entrepreneurs viewed their vision as being more practical. This finding was seemingly unanticipated, as one would predict business vision to be more practicable, being based on tangible product or service. Nevertheless this finding corroborated Drucker's (1989) statement concerning social organizations who "...avoid sweeping statements full of good intentions and focus, instead, on objectives that have clear-cut implications for the work their members perform - staff and volunteers both." (p. 89). In general, the results support theoretical treatises underlying the empirical grounds regarding the contingency nature of vision. More research would be necessary to gain additional insights regarding types of visions associated with different types of organizations, inherent differences between them and postulated reasons for these dissimilarities.

Future Studies

Previous studies permit to postulated linkages between vision qualities and business or organizational success. After all a vision is not a mere statement but serves as a leading theme, and hence it should be attractive and inspiration to stakeholders. Yet, it should be remembered that mere differences between visions articulated by not-for-profit and those by business firms are essential, but provide no evidence as to their effectiveness in attaining business or organizational objectives. Another fruitful line of research would be to clearly elucidate differences between mission statements and visions, as well as the existence of and potential dissimilarities between these components in business firms and not-for-profit organizations.

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Paper Number: PA031184

Paper Title: Centenarian Nonprofit Human Service Agencies: An Analysis of Their Historical Survival & Resiliency

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Summary of Research

Richmond, VA is steeped in the history of war, but no one has mapped the historical development of its human service delivery system. In this paper we identify 23 organizations over 100 years old that have survived, emerged into various forms, and that exemplify resiliency. Using Burrell and Morgan's classic work on four organizational paradigms, we conduct an organizational archeology that examines how these organizations have shifted paradigms and changed over time, what strategies have been used, and implications for both traditional and alternative nonprofit agencies.

Description

Centenarian Nonprofit Human Service Agencies:
Their Survival and Resiliency

The Issue

A century ago the Richmond, Virginia's City Directory (1900) listed 23 "hospitals and asylums," asterisks denoted those that served "colored" people. To trace the genealogies of these 23 organizations through the last century, we visited all state and local museums, libraries, and repositories of historical documents; talking with historians, librarians, and archivists; and contacting leaders in the contemporary versions of these now seasoned nonprofit health and human service organizations.

We began this process after reading Guerra-Pearson's (1998) study, in which she traces the development of organizational forms in New York City, building on a classification and organization list developed in 1872. With each new contact we expected to locate the dusty volume that chronicles the historical development of social service providers in the home of the Confederacy. Our search reveals that Richmond is steeped in the history of war, but that no one has mapped the historical development of its human service delivery system for either "colored" or "white" people. There are no "comprehensive understandings of charitable organizational forms and differentiation over time" (Guerra-Pearson, 1998, p. 11) in Richmond.

Topic's Relationship to State of the Knowledge in the Field

Our interest in seeking a comprehensive understanding of Richmond's nonprofit human service agencies is theoretically inspired by Burrell and Morgan's (1979) classic work on four organizational paradigms (functionalist, radical structuralist, interpretive, and radical humanist). Most of Richmond's 23 charitable organizations at the turn of the century were "alternative" to public institutions in that their founders saw needs that were not being met and reached out to those population groups not being served.

Thus, most of these centenarian agencies were working under assumptions of the Radical Structuralist Paradigm in which transformational change in the status quo is central. Over the years, many have shifted paradigms, embracing more conservative, functionalist assumptions in order to survive. Yet, this

does not appear to be a linear process in which “alternative” organizations that once sought change become “traditional” agencies that cling to the status quo. A number of agencies have actually shifted in and out of paradigms as leadership and culture changed, merged with agencies in different paradigms, spun off new agencies in alternative paradigms from their own, or even intentionally and paradoxically created programs or units based on differing paradigmatic assumptions within their own structures.

These changes and shifts over time are of particular interest to researchers who are studying alternative agencies, sometimes called “advocacy organizations” and how they survive (Gilbelman & Kraft, 1996; Koroloff & Briggs, 1996; Lewis, 2002; Lune, 2002; Minkoff, 2002).

The Approach Taken

Guided by the work of Foucault (1972, 1973, 1995) and Scheurich (1994), we are engaging in organizational archeology. Instead of assuming that these organizations were structured and changed as a result of a rational interplay between problems, solutions, and studies regarding both, we assume that the socio-historical context informs what is seen as a problem the organization should address, what is socially legitimized as an organizational solution, and what is acceptable organizational analysis. Using standard ethnographic and hermeneutic methods we are conducting document and records analysis, to be followed by in-depth interviewing of current and former organizational stakeholders.

The questions that guide our organizational archeology are:

1. How have ideologies based on different paradigmatic assumptions influenced the development of nonprofit human service organizations that are over one century old? How do organizations birthed in alternative paradigms maintain their identities?
2. How do organizations shift paradigms or incubate new organizations with different paradigmatic assumptions than their own? What critical factors appear to contribute to paradigmatic shifts in these agencies, and what forms do these shifts take? (e.g. spinoffs, mergers, cultural units, etc.)
3. What survival strategies have board members, managers, and leaders learned when paradigmatic assumptions have shifted within their agencies or when they generate new units or separate agencies within different paradigms? In the latter case, how did early leaders work interorganizationally with one another when their agencies were grounded in different paradigmatic assumptions?
4. Has the demographic make-up of the governance units of these organizations changed as paradigms have shifted? If so, does evidence exist that the organizational governance caused the paradigm shift or did the shifting paradigms cause the organization to alter the make-up of its governance structure?

The Contribution to the Field

What will be produced will be an historically-grounded test of Burrell and Morgan’s paradigm structure (Burrell, 1996). But more importantly, this work allows a different way of thinking about leaders and managers within organizations, social problems, and their efforts to solve them. We believe that these are essential elements in avoiding a repeat of history that could mitigate against effective practice in diverse organizational settings in the future. .

Our findings reveal the “invisible complexity” of these traditional and alternative agency forms, recognizing that there are multiple alternative structures and even alternative forms within traditional structures that can emerge, institutionalize, and even deinstitutionalize over time (Bordt, 1977, p. 133). We have historical examples of former and current participants in the community’s human service system that have successfully and unsuccessfully employed strategies for organizational change and

survival over the last one hundred years. Their experience in this multi-paradigmatic approach to practice about what has worked (and not worked) is worth capturing.

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Paper Number: PA031186

Paper Title: Implementing Patterns of Self-Management in a Traditional Society: The Case of Arab Neighborhoods in East Jerusalem

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Summary of Research

The paper presents the findings of a study on the attitudes of East Jerusalem residents regarding the attempt to implement patterns of self-management in their neighborhoods. The espoused ideology of neighborhood self-management focuses on enhancing the involvement and participation of citizens in decisions that affect their destiny, their quality of life, and their well-being. This model is being implemented in an Arab society, where traditional and patriarchal patterns of leadership prevail. The paper analyzes the driving and restraining forces that affect the implementation of self-management, as well as strategies for overcoming the alienation of Arab residents.

Description

Background

□The paper presents and analyzes the attitudes of East Jerusalem residents regarding the attempt to implement patterns of self-management in their neighborhoods. The residents of East Jerusalem became citizens of Israel in 1967, after the unification of the city in the Six Day War. As such, they benefit from rights and services provided by the Israeli government in general and the Municipality of Jerusalem in particular. Over the past two decades, Jerusalem has developed community councils in neighborhoods, in an effort to increase citizen involvement and participation in decisions that affect their lives. This pattern of management involves the decentralization of authority on two levels – political and administrative. Political decentralization refers to the transfer of responsibilities for setting neighborhood priorities and policies to members of a public board, who are chosen in democratic elections. In the process of administrative decentralization, responsibility for running neighborhood operations, including the development and implementation of social, cultural, and urban programs, is delegated to the professional staff of the community council. The community council serves as a vehicle for promoting the well-being of neighborhood residents, in addition to its function as a mediator and buffer between them and the local authorities.

□The attempt to implement neighborhood self-management is not unique to Jerusalem. Notably, neighborhood self-management organizations and community councils have been established in other countries and cities, such as: Scotland (Duncan, 1990, 1994), England (Stoker, 1991; Stoker & Lowndes, 1991), Wales (Aitchison et al, 1994), The Netherlands (Schmid, 2001), Italy (Dente & Reganini, 1980; Nanetti, 1985), Nordic countries (Elander & Gustafson, 1993; Montin & Elander, 1995), Canada (Pendergras & Farrow, 1997), the US (Chaskin & Garg, 1997; Dilger, 1992; Lowe, 1990; Marcuse, 1987), Japan (Bestor, 1985; Marshall, 1994; Tränhardt, 1990), and New Zealand (Pendergras & Farrow, 1997). Schmid (2001) provides a comprehensive description of these attempts, and analyzes the lessons and dilemmas resulting from experiences with neighborhood self-management throughout the world.

Goals and Objectives

□This paper, as mentioned, aims to present the attitudes of East Jerusalem residents regarding the attempt to delegate authorities and powers of management to them. Notably, the pattern of self-management is alien to the tradition and culture of Arab society, which is governed by deep-rooted traditional norms. In this context, existing patterns are preserved while change and innovation pose a threat to the status quo. Research has shown that patriarchal, authoritarian patterns still predominate in Arab society. Parents – particularly fathers – wield authority and power, while children remain obedient and conform to the lifestyle that is largely dictated by the traditional leadership. In addition, it has been found that Arab citizens of Israel have relatively little exposure to information about their rights and obligations, and rely mainly on internal networks of communication such as the neighborhood (Duyani, 1983). Moreover, the inferior status of Arabs in the labor market weakens their political clout and intensifies their exposure to discrimination in various spheres of life. Their occupational achievements

are typically lower than those of Jewish Israelis, as are their professional status and their standard of living (Epstein et al., 1994).

Against this background, the study aimed to examine the attitudes and perspectives of Arab residents of Jerusalem regarding the following issues:

1. Their attitudes toward the concepts of citizen participation and participatory democracy.
2. Their perceptions of the community council's power to deal with social, cultural, urban, and other issues.
3. Their assessment of the community council's contribution toward improving their quality of life.
4. The extent to which they are willing to participate in community self-management, and the extent to which they support such participation.
5. Their ability to manage their lives independently and to assume responsibility in several aspects of life that affect their well-being.
6. Their attitudes toward governmental and municipal authorities – the extent of their cooperation with governmental and municipal institutions.
7. Their satisfaction with the community council's efforts to improve their quality of life.

Methodology

□ The study was conducted as a survey, based on a random sample of 200 residents of two neighborhoods of East Jerusalem, as well as members of the board and the professional staff of the community council. Data were collected through a questionnaire, which focused on three main areas that derive from the objectives of the study: (a) familiarity with the pattern of neighborhood self-management and its objectives; (b) residents' attitudes regarding processes of participatory democracy, the powers of the community council, and their willingness to implement the model of self management; (c) residents' perceptions of their relations with the government and municipal authorities.

Contribution of the Study to Empirical and Theoretical Knowledge

□ Very few studies have examined attempts to implement models of self management in traditional, patriarchal societies. Moreover, the attempt to implement this model has been undertaken in a unique, complex political context. The residents of East Jerusalem, who had been living under Jordanian rule, suddenly came under the authority of the Israeli government in general and the Jerusalem municipality in particular. In this context, it is interesting to examine patterns of self management which promote processes aimed at improving the well-being of local residents by delegating more powers to them and creating possibilities for them to lead their lives autonomously.

□ The study offers new and interesting perspectives on possibilities of implementing the self-management model in traditional societies. It focuses on the dialectics that are generated between the processes of democratization, delegation of authority, decentralization, and devolution on the one hand, and the traditional forces that govern their lives on the other. The study also contributes toward a conceptualization of a phenomenon that has only been partially investigated. In this way, it facilitates the identification of the driving and restraining forces that affect the implementation of the model. Furthermore, an attempt is made to propose strategies for conducting activities that will encourage implementation of the model as a tool for improving the well-being and status of the residents, who perceive themselves as living under occupation.

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Paper Number: PA031187

Paper Title: Developing & Testing an Assessment Tool for Nonprofit Organizations

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Summary of Research

We report on the development and testing of a multi-paradigmatic tool designed to assess nonprofit organizations. Taking the assumptions of each of Burrell and Morgan's four paradigms, we translated those assumptions into practices performed by nonprofit organizations. The result is a 24 item tool that we have tested in the field. This tool is useful in assessing programs that may be based on different paradigmatic assumptions than their host organizations and in assisting leaders in knowing how to intervene in more radical program designs that are part of more traditional organizations.

Description

Developing & Testing an Assessment Tool For Nonprofit Organizations

The Issue

For years we have taught administration and planning to students who graduate and accept positions in many types of nonprofit organizations. Several years ago we began co-teaching the advanced planning and administration practice courses in a school of social work. We realized that our students were not always prepared for the complexity they encountered when they were placed in organizations that did not conform to traditional models. We wanted to prepare them to be leaders in nonprofits of all sorts, whether these organizations described themselves as feminist, ethnic, faith-based, hybrid, secular, quasi-public, alternative, advocacy, or as having a host of other characteristics. We wanted our graduates to be multi-cultural, to have insight in recognizing differences in the organizations they encountered and then to skillfully move in and out of diverse organizations. Continuing question we encountered were: How does one go about assessing the distinctiveness of diverse organizations? Is there a way to assess organizations, almost like the Myers-Briggs assesses personalities, so that differences are respected?

Not only were students not prepared for the diversity they encountered in nonprofit life, but they were not fully grounded in organizational theory. We began requiring the Handbook of Organizational Studies as part of their reading list. But we still needed a framework that would be broad enough to encompass the diversity among organizations, and we needed such a framework to assist in raising awareness of personal assumptions held about organizations and how different assumptions can lead to different approaches within the same organization. For these purposes we drew from the work of Burrell and Morgan (1979) that distinguishes between four paradigms or worldviews: functionalist, radical structuralist, interpretive, and radical humanist. We also used the framework to classify theories that emanated from different worldviews and spent several years talking with our students and others about what those differences would "look like" in practice (Netting & O'Connor, 2003).

Topic's Relationship to State of the Knowledge in the Field

We are encouraged by a growing literature that is questing for a better understanding of how different assumptions play out in practice. Evidence of this quest can be found in recent articles, particularly in those organizations that Burrell and Morgan would call Radical Structuralist, and others might call advocacy organizations. For example, Minkoff (2002) talks about the hybrid organizational form in a study of national women's and racial and ethnic minority organizations since 1955. Lewis (2002) in the Fall issue of NML discussed how there have been two streams of thinking about third sector nonprofits

– one pushes them toward becoming more functionalist and the other stream says they can't become like for profits or they lose who they are. Researchers are asking questions about how organizations that hold different assumptions survive in a very functionalist funding environment (see for example: Bordt, 1997; Gibelman & Kraft, 1996, Koroloff & Briggs, 1996, Lune, 2002).

The Approach Taken

Taking the assumptions of each of Burrell and Morgan's four paradigms, we began to translate what those assumptions might look like in practices performed by nonprofit organizations. We adapted items from a list provided in a widely used textbook on macro practice and came up with the following items: organizational relationship with environment, funding, client populations and referral sources, mission/philosophy, values, management and leadership style, organization and program structure, programs and services, personnel policies and procedures, staff, communication, and products. We added four additional categories that focused on approaches to change: defining problems, conceptualizing change, change goals, and a last category called leadership styles.

Taking each item we asked how practices in organizations with certain sets of assumptions (based on the Burrell and Morgan four paradigms) would look. For example, in terms of the organization's relationships with the environment a functionalist organization would view the environment as uncertain and try to control it. A radical structuralist organization would view environmental uncertainty as an opportunity to interact with and mobilize diverse forces to benefit the organization's cause. An interpretive organization would try to understand the complexity of the environment, and a radical humanist organization would see the environment as a source of invigorating differences and seek to draw in diverse thinking. Taking each item and crafting a statement for each paradigm resulted in a 24 item assessment tool.

We then tested the instrument with two classes of administration and planning students who had not yet been exposed to the Burrell and Morgan paradigmatic framework. We asked each student to consider their current field placement or place of employment and attempt to respond on a four-point scale (not at all, somewhat, mostly, always) to each item on the draft assessment tool. Analysis of 25 questionnaires revealed some interesting interactions among some of the models. A preliminary factor analysis suggested that the questionnaire held promise, but more data were needed. Therefore, we will be reporting on findings from a sample of our field instructors who represent a wide range of nonprofit organizations.

The Contribution to the Field

The Burrell and Morgan framework is a conceptual contribution, but it has not been empirically tested (Burrell, 1996). We have found it useful and students seem to grasp the concept of multi-cultural (or multi-paradigmatic) practice and its helpfulness in understanding and working with diverse organizations. We believe that the instrument we have developed, the preliminary results we have, and its use in a larger study are leading toward a contribution to the field of nonprofit management and leadership. We also are discovering that this tool may be particularly useful to leaders in assessing programs that may be based on different paradigmatic assumptions than their host organizations by increasing their understandings of why competing assumptions result in paradoxical situations.

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Paper Number: PA031189

Paper Title: The Influence of Voluntary, Nonfinancial Disclosures on Individual Charitable Donations

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Summary of Research

Although financial measures are ideal for communicating the efficiency with which the organization operates, they are ill-suited for measuring how well a charitable organization is meeting the needs of its beneficiaries. Qualitative, nonfinancial information, such as that contained in optional service efforts and accomplishments (SEA) disclosures, is more appropriate for assessing effectiveness.

This study uses a laboratory experiment to investigate whether voluntary disclosures of nonfinancial information are useful to individual donors making a charitable giving decision. We provide evidence that SEA disclosures are informative to potential donors and provide incremental information beyond required financial disclosures.

Description

Problem or Issue to be Addressed:

□Anthony (1983) argues that performance of nonprofit organizations should be measured on two distinct dimensions: efficiency and effectiveness. Although the financial measures currently available in informational tax filings are ideal for communicating efficiency, they are ill-suited for measuring organizational effectiveness. The Financial Accounting Standards Board (FASB) recommends providing supplemental disclosures of nonfinancial information, such as service efforts and accomplishments (SEA). But the FASB's standard's make these disclosures optional, and the IRS does not require similar disclosures on Form 990. As a result, nonfinancial disclosures are not usually widely available to potential donors.

□For-profit companies frequently provide voluntary, nonfinancial disclosures (Taub 2002) and investors find the information value-relevant (Amir and Lev 1996). The FASB (1980) and Cherny et al. (1992) suggest that effectiveness measures are the most important criterion on which a nonprofit should be judged. Hyndman (1991) and Khumawala and Gordon (1997) find that donors and other stakeholders claim that nonfinancial disclosures, such as those provided in SEA information, are perhaps the most important information for decision-making.

□This study investigates whether the recommended SEA disclosures are informative to potential individual donors. We also consider whether SEA disclosures affect donation decisions.

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

□Callen (1994) and Tinkelman (1999) find that greater reported financial efficiency is generally associated with higher subsequent donations. Parsons (2001) finds direct evidence that disclosing favorable financial efficiency in a fundraising appeal significantly increases individual donations. These studies provide evidence that the required financial information is useful to donors. Our study explores whether voluntary disclosures can also impact a donor's giving decision. Additionally, it extends findings from the capital markets literature that voluntary disclosures are value-relevant for investors and lenders.

Approach We Take:

□This study uses a laboratory experiment to determine whether SEA disclosures are value-relevant to

potential donors. We use an actual fundraising appeal and actual financial and SEA information from a real nonprofit organization. There are four versions of a fundraising packet that are provided to research participants: one without any accounting information, one with only the financial information, one with only SEA disclosures, and one with both financial and SEA information. After subjects review the version of the fundraising appeal provided to them, they are asked to assess its informativeness and state how likely they would be to respond to such an appeal. We report higher assessments when financial and/or SEA information are present.

Contribution to the Field:

□ This study expands what we know about whether and how potential donors use accounting information in their giving decisions. We provide evidence that potential donors believe SEA disclosures provide valuable information about a nonprofit organization and find that SEA disclosures are valued independently from required financial disclosures.

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Paper Number: PA031190

Paper Title: Methodological Lessons Learned in Studying Faith-based Social Service Programs

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Summary of Research

In this paper we report the methodological lessons learned thus far in a \$2 million, 30-month research project funded by the Pew Charitable Trusts. Four universities are collaborating in this endeavor to study effective practices within faith-based organizations. Lessons learned in the design and implementation of this research are shared as well as findings from the qualitative grounded theory phase of this national study.

Description

Methodological Lessons Learned in Studying Faith-Based Social Service Programs

We are in Phase I of a \$2 million, 30-month research project, funded by the Pew Charitable Trusts. The research, which began in April 2002, is being led by Baylor University School of Social Work in collaboration with researchers from the schools of social work at University of Pittsburgh, Virginia Commonwealth University, and the Center for Religion and Civic Culture at the University of Southern California. The purpose of this research is to identify what faith-based organizations (FBOs) are doing well – and not so well – in addressing problems of urban poverty and the factors that influence effectiveness.

The following research questions are guiding our work: What are promising and effective practices in the delivery of social services by faith-based organizations? What are models of collaborative multi-sector social service programs that involve faith-based organizations? What are the key institutional factors that are necessary to engage in such collaborative work and provide quality services? What are the types of services for which faith-based organizations appear to be especially well suited and those for which they may be less well suited? What is the role of faith in direct social service programs operated by faith-based organizations? We recognized that addressing these questions would require a complexity of methodologies to describe and evaluate the processes, outcomes, and impact of faith-based organizations and their collaborative partners. However, we have learned far more about than complexity than we originally anticipated.

We expected to find many faith-based programs that have not evaluated adequately their service outcome and impact. One of the characteristics of religious organizations, and especially congregations, is that they tend to focus more on the service act (effort) than the service outcome (impact). Being faithful to take action in response to human need is just as or more relevant than being successful in alleviating that need, especially when the causes of suffering are complex and not easily resolved. Therefore, many programs describe their work using only counts of service outputs and anecdotal reports of effect and impact, not research or program evaluation. We determined, therefore, to choose service programs that show particular promise according to professional social service standards. We adapted characteristics of “promising programs” from the work of one of our research colleagues at USC.

Since so little research has explored the dimension of religion and faith in organizational behavior, the project’s first phase consists of in-depth, qualitative interviews with key informants in selected programs designed to develop grounded theory (Strauss & Corbin, 1998) related to the project’s research questions. In Phase I, the researchers selected a purposive sample of 16 organizations having “promising programs” in four urban communities. We have attempted to obtain maximum

variation among all sites in the selection process along the dimensions of structure, funding source(s), and service population(s), and with special attention to racial diversity, degree of collaboration, degree of professionalization, stage of organizational development, and religious/faith orientation.

Given the emerging nature of the grounded theory design, research teams in the four urban areas are keeping methodological logs of their strategies for identifying programs and making other decisions. The research team developed interview guides that are being used with an average of five stakeholders in each program who represent the following perspectives: administrator, staff, service provider, service recipient, board member, and collaborator. The team is using the software package Atlas-Ti to analyze the transcribed interviews using the constant comparison method (Glaser & Strauss, 1967; Weiss, 1994; O'Connor, 2002; Weiss, 1994.)

This complex project has raised numerous questions in its design and implementation. Although many of those questions are common in research with organizations, some have been particularly salient or even unique to research with organizations that are faith-based. Four questions and how we have dealt with them are addressed in our paper.

1. What should be the unit of analysis? Some faith-based organizations offer one service; these are the simplest organizations to study. Other faith-based organizations, such as congregations, may offer a multitude of non-social service programs (worship, religious education, etc.), to which the social service program is itself ancillary. Given this organizational complexity, determining the unit of analysis was an early decision point for the project. It seemed that if we were studying the effectiveness of faith-based organizations in addressing the problems of urban poverty, then we needed to center our study in the programs themselves.

2. What kinds of programs should be the focus of the project study? The original research questions concerned promising and effective practices in the delivery of social services by faith-based organizations. Since faith-based organizations are involved in virtually every kind of social service, in an attempt to make the project manageable, the focus was soon narrowed to those programs that address the challenges of urban poverty. Although programs addressing the challenges of urban poverty are not the whole universe of social services, the project still seemed like a solar system in breadth. Even with this focus, several questions still had to be answered in sample selection. – What is urban? – How would we define programs that address urban poverty and then choose those to study? – What makes a program “faith-based?”

3. What language is both appropriate across religious groups and professional disciplines that is still nuanced enough to be meaningful in understanding organizational behavior?

The term “faith-based” reflects a Christian worldview; it is not as meaningful a term for other religious groups. A second issue of language that confronted us was finding a common language terminology that worked across the disciplines of the research team, which include sociology, social work, and business. As helpful as these discussions of language and terminology have been in developing the research design and tools, they have also made the project's initial work complex and potentially conflictual early in the life of a team new to working together.

4. How can we manage the complexity of our own research team's collaboration among three disciplines, and four organizations, and five programs? Can it suggest the complexity of issues involved in faith-based collaborations?

The four institutions that are home to this project bring very different expectations and constraints that have created some complex inter-university problems. For example, although each university has an Institutional Review Board (IRB) whose responsibility it is to insure that the well-being of research subjects is protected, each system functions differently. Some are simply concerned for protecting human subjects, and others are heavily involved in critiquing the research methodology. Project personnel management is a major task; this project includes the nine primary research partners, two full-time staff persons, several part-time staff persons, a pool of transcriptionists, and ten student assistants in masters and doctoral programs in the four institutions.

Our struggles have been our strength. In identifying effective practices in urban faith-based social service programs, the research team represents a microcosm, in many respects, of the complexity of the religiously-affiliated organizations and their programs we are studying. It has been critical for us to struggle through these methodological issues. We hope that what we are learning will, in turn, be a resource for others who are studying the religious dimension of social services and who are engaged in multi-university, multi-method experiences.

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Paper Number: PA031191

Paper Title: The Dynamics of Membership: A Review of Theory, Practice and Policy in the UK

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Summary of Research

The purpose of this paper is to review the current state of research into voluntary membership associations in the UK. Three foci of interest in membership are explored. First, theoretical looking at social capital and citizenship. Second, policy looking at urban regeneration and governance. Third, practical looking at the mobilising and organising of unpaid work. In conclusion, a model drawing together theory, policy and practice is offered and opportunities for further research explored.

Description

ARNOVA has a longstanding interest in membership associations, an interest that in recent years has been institutionalised in CGAP. Nevertheless in the ten years over which I have attended the conference there has been a sense that large paid-staff nonprofits were where the academic action really was and those studying member-led organisations remained a minority. The exponential growth of interest in social capital has brought membership organisations into centre stage in both the discipline and the sector. Theoretical debates have ensued, data about practice has been gathered and links to public policy pursued.

This paper seeks to review these developments as they have played out in the UK. It is also an attempt to draw together work I have undertaken during a Visiting Fellowship, work that has explored theory, policy and practice. As a review paper, it tries to summarise the state of knowledge about membership associations in the UK and suggests how this field of enquiry is likely to develop.

The paper starts by reviewing the literature and available data sources about membership in the UK. Comparisons with the situation in the US are made (Skocpol and Fiorina 1999; Putnam 2000). The paper then moves on to review the two key theoretical interests in the topic: social capital (Hall 1999) and citizenship (Prime, Zimmeck et al. 2002). The growing interest of policy makers in membership is examined. This includes seeing members as potential participants in urban regeneration (Office for National Statistics 2001) and seeing membership as a possible organisation form for public institutions (Department of Health 2002).

My own interest in membership arose because it is a means of mobilising unpaid effort (Cameron 2002) and organising unpaid work (Cameron 2002; Cameron 2002). This practical interest reveals that traditional membership organisations are in decline and being replaced by much looser forms of affiliation. This is in contrast to the weight being placed on these organisations in theoretical and policy debates.

The paper concludes by offering a model that draws together the theoretical, policy and practical interests in membership organisations (Cameron 2003). It also speculates on likely future directions for research in this field and methodologies by which further work could be undertaken.

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Paper Number: PA031193

Paper Title: Leadership and Culture Influences on Capacity Building: A Case Study of an Hispanic Nonprofit Organization

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Summary of Research

This research uses a case study approach to the examination of capacity building in an Hispanic nonprofit organization in a large urban community. In applying the Capacity Framework developed by McKinsey and Company (2001), it examines and describes the capacity building processes in a nonprofit organization affected by rapid growth. Secondly it assesses how the effectiveness of capacity building, in this instance, is significantly affected by leadership succession--executive and board--as well as by Hispanic cultural influences within the organization itself.

Description

Leadership and Culture Influences on Capacity Building:
A Case Study of an Hispanic Nonprofit Organization

Suzanne Feeney
Portland State University

In the past several years there has been increased attention among nonprofit leaders, scholars and funders for increasing organizational effectiveness through "capacity building." There is, however, considerable confusion about just what "capacity building" means. For some it means obtaining technical assistance to strengthen systems and infrastructures. For others it means developing human resources to support ongoing programs. Still others interpret capacity building as strengthening organizational structure. However interpreted, capacity building has become a new approach to grant seeking and grantmaking for nonprofit organizations and foundations.

This paper is both descriptive and analytic. It describes a medium-sized Hispanic organization that received a three year capacity building grant. Its charismatic Hispanic executive director had created a rapidly growing multi-service agency to meet the needs of a fast growing urban Hispanic population. While the agency had become a magnet for government and private funds, it lacked the organizational 'capacity' to support its many programs. During the first year of the grant the high profile executive director left the agency, leaving it without a director for a year. After two failed hires, the third and permanent executive director arrived in the last year of the grant award.

This case study not only describes the processes of capacity building over four years but also assesses the influence of leadership—and culture—on effective capacity building. The author uses the McKinsey and Company "Capacity Framework" (2001) as a tool for describing capacity building processes. This framework uses a three-tiered approach to capacity building, which includes the influences of culture, organizational aspirations and strategies, as well as organizational structure and systems.

While the Capacity Framework provides an important map and compass for capacity building, leaders provide vision, inspiration, stability and credibility. This case provides an important examination of the influence of leadership—both executive and board—on effective capacity building in nonprofit organizations. In addition, the organizational as well as Hispanic culture, provide important insights about critical cultural influences on capacity building.

This paper will be of interest to researchers of capacity building in nonprofit organizations as well as to

practitioners and funders who are involved in designing, implementing and funding capacity building projects.

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Paper Number: PA031195

Paper Title: Authentic partnering in government-nonprofit partnerships: how public policy can build intersectoral capabilities

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Summary of Research

Our research examines the experience of a large nonprofit-public collaboration. Our animating premise: the shift in government-nonprofit relationships from the grant-in-aid to the contract has produced a shift in how government and nonprofit representatives understand “partnership,” and that there is a discontinuity between broader connotations of “partnership” from that which holds in contractual relationships. How do these understandings, and concurrent patterns of interaction, differ from those observed in the grant-in-aid partnership? Are there aspects of “contract” that are inappropriate for effective service delivery? Can this research suggest a more efficacious model of partnership that builds intersectoral capabilities?

Description

Throughout the 20th and into the 21st century government has looked to the nonprofit and private sectors to deliver services. Early relationships consisted primarily of contracting for defense purposes (Salamon, 1987). The 1980's saw an explosion of contracted relationships under the guise of privatization. More recently government has increasingly engaged the nonprofit sector to provide social services.

A living example of the use of nonprofits to provide government-mandated social services is found in The Alliance in Cuyahoga County, Ohio. In response to the call by Cuyahoga County government to create partnerships with the nonprofit sector, the Alliance was formed. The contract from the County Board of Commissioners was titled the “Contract for the Expansion and Support of Community Resources to Assist the County in the Implementation of Welfare Reform”. (Cuyahoga County Contract Encumbrance No. CP 04451A). The Alliance is a group of large, nonprofit service providers that created a ‘collaborative’ (i.e., The Alliance) and through the contract entered into partnership with county government. The Alliance provided a broad range of employment related services for individuals covered under welfare reform.

Our research examines the experience of The Alliance to explore how government-nonprofit contracts structure the provision of social services and shape the understanding and interactions among government and nonprofit representatives involved in such “partnerships.” Our animating premise is that the shift in government-nonprofit relationships from the grant-in-aid to the contract has produced a shift in the way government and nonprofit representatives understand “partnership,” and that there is a discontinuity between broader connotations of “partnership” and the connotation that holds in contractual relationships. In previous research, one of the authors examined the grant-in-aid as a structural mechanism for delivering government-mandated primary health services through nonprofit community centers (Stivers 1990, 1988). In the current research, we will use results of the previous research as a baseline from which to compare the understandings and interactions among partners in a grant structure with those in a contractual structure.

There are two primary aspects of contractual partnership arrangements that we intend to examine. First, the terms “contracting” and “partnering,” though often used interchangeably, may diverge for participants in contractual arrangements. What is their understanding of “contracting” vs. “partnering,” and what aspects of the intersection between governments and nonprofit agencies can be characterized as partnership? How do these understandings, and the patterns of interaction that accompany them, differ from those observed in the grant-in-aid partnership? Second, are there aspects of “contract” that are inappropriate for the effective delivery of social services by nonprofits? Should

government contracts for social services be drawn up differently from other kinds of contracts (say, for hardware or office supplies)? For example, government contracts are often monitored through performance measures. In the provision of social services we believe the performance measures model dilutes the ability to form true partnerships or worse, performance measures stand in place of richer, more fruitful partnership.

We will draw on the perspectives of county government and nonprofit representatives in The Alliance, gleaned through in-depth interviews, to explore how performance-based contracting shapes the understanding of service providers and contract monitors about their “partnership” and trace the implications for effective service delivery.

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Paper Number: PA031197

Paper Title: Trust and Giving: The Case of the United Way

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Summary of Research

As nonprofits enter the 21st Century, there is mixed evidence about the quality of public life and the state of the nonprofit sector. Expansive third sector growth during the latter half of the 20th Century occurred along with increasing conservatism in the U.S., leading some to advocate transfer of human services from government to the sector. Others question this transfer, and particularly with regard to fund raising, the sector is receiving mixed information. We explore United Way giving from 1990-2000 to investigate whether lack of civic trust is responsible for recent declines, develop implications for nonprofit boards and future research.

Description

Ever since the publication of Alexis de Tocqueville's *Democracy in America* social scientists have linked democracy and civil society. In fact, social scientists have unearthed a wide range of empirical evidence that the quality of public life and the performance of social institutions (and not only in America) are indeed powerfully influenced by norms and networks of civic engagement? (Putnam, 1995, p. 66). As we enter the 21st century, there is mixed evidence about the quality of public life and the state of the nonprofit sector. While the third sector experienced rapid growth during the latter half of the Twentieth Century (O'Neill, 2002) and the sector is facing major challenges (Salamon, 2001), it has shown extraordinary resilience and adaptability in meeting these challenges (Salamon, 2002). This growth in the nonprofit sector has occurred during an extended period of increasing political and social conservatism in the United States (Adams, 1987). This conservatism leads some to advocate transfer of more organizational and financial responsibility for human services from government to voluntary organizations, including faith-based? organizations. Some experts raise significant questions about this transfer (O'Connell, 1996), and the capacity of the third sector to fund and staff these new responsibilities. Particularly with regard to fund raising, the sector is receiving mixed information. The Independent Sector reports their data indicate that private giving more than doubled from 1988 to 1998 (Weitzman & Jalandoni, 2002). At the same time however, the Center on Philanthropy at Indiana University reports its philanthropic giving index fell in December, 2002, to the lowest level in the survey's five-year history (Herman & Bank, 2002). As further evidence of a downturn in support for nonprofit organizations, Board & Administrator, a third sector newsletter, reports that significant numbers of administrators responding to their survey declare that annual giving dollars, the number of donors, and donors' average gifts were all down in 2002 (Economy & Terror, 2003). Board and Administrator asserts that the soft economy and the terrorist attacks of September 11, 2001, had a decided negative effect on fund raising at nonprofit organizations? (Economy & Terror, 2003, B8). The authors, however, wonder if there is not a deeper reason for this reduction in support to nonprofit organizations. The soft economy and the uncertainty resulting from the terrorist attacks have had an effect, but we see evidence of a deeper problem exacerbated by economic and political events. Robert Putnam says that social capital includes features of social organization such as networks, norms, and social trust that facilitate coordination and cooperation for mutual benefit? (Putnam, 1995, p. 67). Both he and Fukuyama emphasized the role of trust in a civil society. In fact, Trust is the name of Fukuyama's (1995) book, where Social capital is a capability that arises from the prevalence of trust in a society or in certain parts of it? (Fukuyama, 1995, p. 26). Without trust, there is no reason to develop social capital and civil society is harmed. Is there evidence that trust is declining in American society? Certainly, there is anecdotal evidence of declining trust. NBC Nightly News? (February 19, 2003), in *The Fleecing of America*, told of Jill and Marc Rodstein, a couple who can afford to be generous. The couple, it was reported, has heard stories of theft and mismanagement and now, when they receive a fund-raising letter, they respond with a letter of their own, asking pointed questions about

the charity's activities. The tag line of the story was "Givers turn charity watchdogs" a new defense against the fleecing of America? (Duffy, 2003). In another instance, Stephanie Blank, wife of Home Depot co-founder and Atlanta Falcons owner Arthur M. Blank, says, "I only say yes to things I really believe in" (Hill, 2003). She must be personally convinced of a cause before she will lend her support. More formally, the Atlantic Monthly (January/February, 2003) reported what they call the "Real State of the Union." One article, titled "Suspicious Minds", assessed the level of trust in America. They report "Americans have expressed declining confidence in government, business, civic institutions, religious establishments, and one another" (Purdy, 2003, p. 82). And Business Week reports that new philanthropy is different from the days when rich benefactors wrote checks to established foundations and charities. New philanthropists "attach a lot of strings. Recipients are often required to meet milestone goals, to invite foundation members onto their boards, and to produce measurable results" or risk losing their funding? (Byrne, 2002, pp. 83-84).

If, as Board & Administrator says, reduced donations we are currently seeing are a function of a soft economy and the political and social climate post 9-11, a longitudinal study should show a marked difference in giving after 2001. In the 1990s, the economy was robust and there was no crisis of vulnerability. If the current decline in giving extends the decline precipitated by decreasing value of social capital, then that decline should show in the 1990s and giving should be affected by any violation of public trust.

The United Way of America is the national service and training center supporting its members with services that include advertising, training, corporate relations, research, networks and government relations. The United Way of America does not raise or distribute funds. This activity occurs through a network of volunteers and community service agencies at the local level belonging to the approximately 1,400 community-based United Ways. Each local United Way is independent, separately incorporated, and governed by local volunteers. (United Way Online). The member organizations, however, report their contributions to the United Way of America, which compiles these reports into total United Way giving for each year.

The United Way is no stranger to violations of the public trust. William Aramony, when president of the United Way of America, was forced to resign in February 1992, amid allegations of financial impropriety and when his \$400,000 plus salary was revealed. In April 1995, Mr. Aramony, and two associates, Thomas Merlo, former Chief Financial Officer for UWA, and Stephen Paulachak, former head of Partnership Umbrella, Inc., a UWA spin-off, were convicted on charges of fraud, conspiracy, and money laundering. Mr. Aramony was convicted on 25 separate counts, Mr. Merlo on 17 counts and Mr. Paulachak on eight (Gattuso, 1995).

In this paper, we explore actual giving to the United Way during the period 1990-2000. If the economy and terrorism cause the current decline in charitable giving, United Way funding during the 1990s should show a general increase in line with the booming economy. If, however, lack of trust is the culprit, contributions should have fallen below 1985 giving and remained there. We present the results of our empirical analysis and suggest implications for United Way boards, other nonprofit boards and future research.

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Paper Number: PA031198

Paper Title: Hiring Practices in Nonprofit Organizations: An Examination of Individual, Organizational and Institutional Values

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Summary of Research

Rooted in an institutional perspective and using an interpretive method, this study looks at the goals, motivations, assumptions and behaviors guiding hiring practices in the nonprofit sector. This work is a first step to understanding the gap between findings in strategic HR research and its impact on performance, and the literature on employee motivation in the nonprofit sector and its implications for hiring and HR management in this sector.

Description

Those in leadership positions in nonprofit organizations often believe that their employees have an enthusiasm for the values underpinning the mandate of the organization (Brown & Yoshioka, 2002; Mason, 1996). Furthermore, they believe that hiring practices should reflect a search for this "values" congruency because this, in turn, will result in employee motivation and ultimately achievement. Mason (1996) argues that the values of volunteerism and altruism motivate people to seek employment in nonprofit organizations and, more importantly, that these values enable employees (and by extension, the organization) to be productive with limited financial resources. In other words, Mason (1996) argues that hiring in the nonprofit sector on the basis of "values" will lead to organizational success.

Leaving aside the research that has been done in an attempt to define and measure organizational performance in nonprofit organizations (Forbes, 1998; Herman & Renz, 1999), it is clear that Mason (1996), while recognizing the unique characteristics of the nonprofit sector, the organizations within it and those employees who choose to work there, advocates a strategic approach to HR management that is similar to recent developments in "mainstream" HR developed for the profit sector (Becker & Gerhart, 1996; Gomez-Mejia, Balkin, & Cardy, 1997). In other words, Human Resources management, regardless of the particular practices specific to a particular industry or economic sector, is conceptualized as one of a number of strategic management practices and functions undertaken to improve organizational performance. The logical extension of this view of HR is that HR management, including hiring, should be evaluated in terms of its contribution to organizational success.

However, a recent examination of empirical work examining the hiring-performance relationship in businesses indicates that often the qualities that HR managers are seeking and hiring to acquire for their companies are not particularly good predictors of performance (Johns, 1993; Rynes, Brown, & Colbert, 2002). This finding suggests that an investigation of hiring practices in the nonprofit sector could be profitably undertaken in order to investigate if a similar disjunction between HR managers' practices and organizational outcomes exists. A first step in this program of research is to investigate the goals, motivations, assumptions and behaviors guiding hiring practices in the nonprofit sector.

This paper presents the results of such a study, based on an exploratory investigation of hiring practices in nonprofit arts and cultural organizations. Chosen for its particular passion for values, quality and standards, the nonprofit arts sector will provide parallels to other sectors of the nonprofit field. The research seeks to answer the following question: do HR managers in the nonprofit sector hire on the basis of achieving "high performance" or do they hire on the basis of other considerations? Further questions that are examined are: what qualities do managers believe are associated with high performance? How do they evaluate this? If performance is not an explicit goal, what other criteria guide and motivate their decisions? Why? The study is rooted in an institutional perspective that interprets the data, gathered from individual managers and other hiring professionals, not only in terms of individual traits or beliefs, but also resulting from organizational and institutional forces.

The study relies on an interpretive method. Data were collected through long, semi-structured interviews with 25 senior managers in nonprofit arts and cultural organizations in a large metropolitan area of eastern North America. The population of interest was senior arts managers, as opposed to arts organizations, and thus respondents were chosen on the basis of their experience with hiring over a long time period and in many cases across a range of arts organizations. We wanted to study the decisions, motivations, beliefs and values of those who hire, as opposed to the practices of particular organizations. In so far as we were able to find respondents with specific jobs or expertise in HR work in the cultural sector, we included them in our sample, but in general we found that senior functional-area managers (marketing directors, fundraising directors, production managers and general managers) do most of the hiring in arts organizations. Thus our sample included individuals that had done a lot of recruiting and hiring, as opposed to those who did only that type of work. The sample of managers was in no way chosen randomly but rather strategically. We wanted to talk to people who could provide a great deal of rich and thick data based on long and wide experience as opposed to collecting data that could be generalized to a wider sample on the basis of statistical inference.

The data were analyzed to reveal explanatory themes pertaining to the values and principles that seemed to guide recruiting and hiring practices in the arts sector. The results of the study indicate that, when questioned, arts managers generally subscribe to the notion that hiring should be a strategic business practice related to goals of both individual and organizational performance. However in practice a clear set of values and beliefs about hiring emerge that may have very little association with performance outcomes. Arts managers tend to value such qualities as "dedication," "belief in the value of what we do," "enthusiasm," "personal interest" and "sacrifice," over qualities such as "intelligence" that are clearly linked to performance outcomes in academic research on recruitment and hiring (Rynes et al., 2002). Certainly there appears to be little evaluation of hiring outcomes in arts organizations or even interest in trying to do this.

We interpreted the findings on the basis of three factors: (a) many arts organizations manage in terms of process such as the daily "making of art" as opposed to outcomes such as organizational performance and therefore don't value, measure or evaluate the effectiveness of management (including HR), (b) even if evaluation takes place, it is often informal and arts managers tend to evaluate their own hiring (and are evaluated by their superiors) on the basis of other dimensions than performance --such as "fit with the culture" or personal liking, and (c) the institutional field of the nonprofit arts tends to place a higher value on such things as "shared beliefs" and "sacrifice for art" than "high performance management" and therefore managers and organizations often unconsciously manage with the goal of reproducing these values as opposed to managing in the interests of effectiveness or performance. These conclusions are discussed with respect to their implications for hiring theory and practice in the nonprofit sector, and suggestions are made for further research in this area.

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Paper Number: PA031199

Paper Title: Researching Partnerships in Children's Services: Choices and Challenges in Using a Case Study Approach

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Summary of Research

Five years of experiencing numerous pressures to partner resulted in serious questioning and a comprehensive review of policies and procedures within a large nonprofit child and family services organizations, Wood's Homes. As part of a two-year federally funded study, this paper examines the research issues and challenges in using a case study approach to delve into the meanings about partnership making and sustainability held by multiple participants including board members, executive directors, frontline staff, clients and funders of three different nonprofit organizations serving children and families.

Description

Five years of experiencing numerous pressures to partner resulted in serious questioning and a comprehensive review of policies and procedures within a large nonprofit child and family services organizations, Wood's Homes. As part of a two-year federally funded study, this paper examines the research issues and challenges in using a case study approach to delve into the meanings about partnership making and sustainability held by multiple participants including board members, executive directors, frontline staff, clients and funders of three different nonprofit organizations serving children and families. Our interest in doing research on these partnerships grew out of Wood's Homes experience in developing, sustaining and sometimes struggling with many of these relationships with other nonprofits and government and our need to further clarify and document the impact of these efforts.

Using a case study approach, the research is investigating partnership-making activities - how selected partnerships are created, maintained, and perceived by participants to better understand the practical experience of inter-organizational partnership and collaboration by nonprofit child and family service organizations and to further evolve the conceptualization of the partnership process. A case study approach is preferred because researchers, service providers, and funders are only just beginning to understand what is involved in the creation of partnerships and to determine if they actually result in improved service delivery to children and families. A case study method allows for the unique and perhaps unusual aspects of these processes to emerge from the data as well as the similar and shared components (Creswell, 1998; Stake, 1995).

For purposes of the study, the unit of analysis is the "bounded system" (Creswell, 1998) of partnership-making activity in three non-profit child and family serving organizations that were selected based upon the ages of children served (preschoolers and young children, school-aged children and youth). A purposeful sampling method was used to identify the organizations to ensure a number and range of partnerships could be accessed across the three levels of intervention in children's services. Lincoln and Guba's (1985) case study format outlining the problem, context, issues and lessons learned for each partnership-making activity is being applied. Multiple sources of information provide different perspectives of the partnership process and experience but key to gaining access was the agreement to participate and involvement of the Executive Directors of the three organizations. The data sources include: the documentation of partnerships generated by the organizations or given to them by partners and funders; open-ended and semi-structured interviews with selected board members, employees and key informants of the organizations; and focus groups with clients of the organization.

Among the tools used for this project is the evaluation framework created by Harbert, Finnegan and Tyler (1997) for their exploratory case study of a children's initiative in the southwestern United States as well as the "Guidelines for Partnership Creation" developed by Wood's Homes of Calgary (Matheson, 2000). The Harbert et al framework was developed from a comprehensive review of the literature on collaborations (Baumheier, Welch & Cook, 1976; Mattessich & Monsey, 1992) to address issues of context, process, developmental phases and outcomes. The Wood's Homes guide was similarly developed and is actively in use. The qualitative software tool, AtlasTI is being used to aid data analysis. The analysis is both aggregated and particular, searching for the common patterns within and across cases, as well as noting any unusual factors that affect practice using, in part, the qualitative software.

The questions being asked in this study are:

1. What is meant by the term "partnership" in the context of non-profit organizations serving children and families in Calgary, Alberta?
2. How are partnerships developed and maintained by non-profit organizations serving children and families in Calgary, Alberta?
3. What are the participant's perceptions of a successful partnership?
4. What are the participant's perceptions of the challenges associated with developing and sustaining partnerships?
5. In what way do partnerships impact on the delivery of service to children and families in Calgary, Alberta?
6. To what extent are agency clients aware of agency partnerships and how do they experience them?

Issues, challenges and choices faced by the researchers regarding the case study approach, data collection methods and data analysis strategies will be described and discussed in this paper.

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