

Paper Number: PN052001.1

Paper Title: National Foundations and Advocacy: The Push for Universal Preschool

Author(s):

Brenda Bushouse, University of Massachusetts, Amherst, MA, USA

Summary of Research

This paper explores the strategies national foundations employ to effect policy change. In particular, the paper focuses on the interaction of national foundations with state and local advocacy organizations, service providers, and governmental actors in pushing for universal preschool at the state level.

Description

This paper explores the role of foundations in advancing universal preschool policies on state legislative agendas. National foundations, such as the Pew Charitable Trusts, are advocating universal preschool for three and four year olds with emphasis on effecting change at the state level. This paper explores the strategies national foundations are employing to effect policy change. In particular, the paper focuses on the interaction of national foundations with state and local advocacy organizations, service providers, and governmental actors in pushing for universal preschool at the state level.

Paper Number: PN052001.2

Paper Title: Nice no more: The role of volunteer activism in nonprofits

Author(s):

Mary V. Merrill, Merrill Associates, Columbus, OH, USA

Summary of Research

Volunteers can be powerful advocates for social change. The majority of the literature on volunteering focuses on the direct service volunteers and their roles in caring for the plight of others.

Yet there are activist volunteers who chain themselves to trees in environmental protests, to block ports to stop unsafe exportation of animals, and other protest activities. These are the "not-so-nice" volunteers that bring about social change. What are the benefits and challenges for nonprofits as they bridge service with advocacy?

Description

At a world-wide level there is acknowledgement that volunteers can be powerful advocates for change. Yet the majority of the literature focuses on the direct service volunteer and paints a picture of the warm, kind, altruistic individual, motivated to help through compassion and caring for the plight of others. What about the volunteers who chain themselves to trees in environmental protests, block ports to stop exportation of animals, take to the streets to protest the International Monetary Fund.

"Described as 'evil scum' ...Often groups are so informal they do not even have a name....In some ways it's volunteering in its purest form" (Restall,200/2001,p.1).These are the "not-so-nice" volunteers that bring about social change (Cravens,2005). What are benefits and challenges for nonprofits as they bridge service with advocacy?

Paper Number: PN052001.3

Paper Title: Developing an Advocacy Program Within a Human Service Agency: A Case Study

Author(s):

Linda P. Donaldson, Catholic University of America, Washington, DC, USA

Summary of Research

The outcome of the 2004 Presidential elections followed by a series of proposed federal budget cuts to human service programs should be a clarion call to social justice advocates for the need for advocacy for vulnerable populations.

This paper presents a case study of how an advocacy program was developed in a local homeless services agency.

Description

Human service agencies offer a unique perspective to social change efforts. First, they are often the first responders to people in need; second, they have access to "experts" who can help with the problem; third, they are often staffed with social workers and other human service professionals whose professional codes of ethics suggests responsibility to try to change the factors that create and exacerbate human need.

This paper reports on a study of how an advocacy program developed at a local agency serving the homeless. The research study shows correlations between advocacy behavior and budget size, staff size, local government funding, faith-based status and leadership among the 43 agencies in Washington DC that completed the survey. The paper offers a framework for the development of a human service agency advocacy program with implications for management and direct practice.

Paper Number: PN052001.4

Paper Title: From Policy to Advocacy

Author(s):

Jay Spector, Jewish Employment and Vocational Service, Philadelphia, PA, USA

Connie Beresin, Jewish Employment and Vocational Service, Philadelphia,, PA, USA

Ernest Kahn, Jewish Employment and Vocational Service, Philadelphia, PA, USA

Summary of Research

The Jewish Employment and Vocational Service (JEVS) is an expanding social service agency in the field of vocational counseling, training and employment. It has grown exponentially over the years and is a primary agency with which the State of Pennsylvania contracts for much of its employment and training activity.

Over time, the agency has become increasingly active in the policy arena as it created a standing public policy committee which focuses on state and federal public policy. The agency has moved from policy analysis and education to advocacy and seeks to impact policy through active collaboration with other local organizations.

Description

Nonprofit service delivery systems are overwhelmed with multiple demands to meet client needs. Consequently there is often little time left to do anything other than direct service. At the same time the effect of the Federal Election Commission's attempt to limit advocacy activities presents a fundamental threat to nonprofits and a violation of free speech.

This paper presents a case example of a nonprofit that made public policy and advocacy an agency priority. At issue are the costs and benefits of this effort to the agency, both in terms of staff time and agency priorities. Special attention is paid to collaborations sought as a means of providing greater impact.

Paper Number: PN052001

Paper Title: Advocacy Roles for Nonprofits

Author(s):

Felice Davidson Perlmutter, Temple University, Narberth, PA, USA

Description

Advocacy as practiced in the nonprofit world must be clearly understood and strategies explored, especially given our restrictive climate where public policies are increasingly impacting and limiting this activity. Given this context, it is especially important to examine the advocacy roles that nonprofits are playing and can play.

This panel explores three different advocacy roles that are currently being performed: that of (1) foundations, (2) activist volunteers, and (3) individual social service organizations. The presenters in this panel include young scholars and a practitioner. The session provides us with an opportunity to involve the audience in responding to the interesting material presented and to explore new approaches.

Paper Number: PN052005.1

Paper Title: The Effectiveness of Multiplex vs. Specialized Approaches to International Development

Author(s):

Stephen C. Smith, George Washington University, Washington, DC, USA

Summary of Research

When are NGOs and their poverty programs more effective in terms of cost, reach and scalability? When organized as specialized, limited-focus entities or as more integrated, multiplex organizations? Propositions are advanced both in favor of integration and of greater NGO specialization. These are examined with reference to carefully selected development NGOs that are all active in the area of microenterprise support, and vary along a continuum between specialization and integration. Environmental and organizational context variables are surfaced that impact cost, reach and scalability of program offerings, which may have application beyond the microenterprise sector.

Description

This paper examines under what conditions NGOs and their poverty programs are more effective in terms of cost, impact and scalability when organized as specialized, limited-focus entities or as more integrated, multiplex organizations. The poor may be unable to take advantage of opportunities to increase their incomes unless key capabilities and assets are enhanced. On the other hand, increased income may not be sufficient to redress other key challenges facing hundreds of millions of the world's poorest people. For instance, higher incomes alone may not reduce malnutrition (Marek, 1993); without reducing malnutrition, people may not have the health and energy that they need to earn more income. Thus, to improve development in either of these areas (income poverty and health), both must be addressed. These difficult development realities often take the form of poverty traps—vicious cycles that constrain the ability of organizations to create sustainable value and social welfare in the developing world (Smith, 2005).

The presence of interrelationships (but incomplete overlap) between problems of extreme income poverty and hunger, for instance, raise the question of whether individual NGOs should pursue integrated development programs addressing both problems simultaneously. The question of whether to pursue such an integrated program is part of a more general problem that is given surprisingly scant attention in the literature (see Jain and Smith, 2004; Smith, 2002; Dunford, 2002 for exceptions). Given the inherently multidimensional nature of poverty traps (but the inherent limitations of organizations), under what conditions should NGOs, and their development programs, in particular, be specialized, and under what conditions should they be integrated, under one roof?

The paper addresses issues of cost, reach and scalability effectiveness by highlighting important pros and cons for integration of programs in development. Propositions are advanced in favor of integration owing to: activity complementarities, organizations' managerial capacity, NGO reputations as signals/screens for donors, economies of contiguity, demand side effects (client preference for single source providers; promotion of client reach), limited success with partnering, barriers to tacit information flow, and adaptability/flexibility to respond to changing environmental conditions impacting clients. Propositions to the contrary—in favor of greater NGO specialization—incorporate the following: bureaucracy and transactions costs, loss of comparative advantage gains, offering services outside the needs or demands of clients, donor specialization, (impact) evaluation challenges, and outcome complementarities not matched by production complementarities.

These effectiveness propositions are then examined in terms of a set of carefully selected development NGOs that are all active in the area of microenterprise support. These NGOs vary in degree of organizational scope along a continuum anchored by specialization at one end and extensive integration at the other. By focusing on NGOs that share a common goal (microenterprise development) that is pursued through varying activity scopes, environmental and organizational context

variables are surfaced that impact cost, reach and scalability of program offerings. Future directions are detailed whereby these findings are extended to both NGOs contending with other development challenges related to poverty traps in the areas of education, the environment, gender issues, health and hunger; and to other organizations such as MNCs.

Bibliography.

Ghatak, Maitreesh, and Timothy Guinnane, (1999), "The Economics of Lending with Joint Liability: A Review of Theory and Practice", *Journal of Development Economics*, v. 60, 195-228.

Jain, Sanjay, and Stephen C. Smith (revised 2004), "Nonseparability, Risk, and Welfare: Theory and Development Policy," Dept. of Economics, George Washington University, Washington DC, processed.

Khandker, Shahidur, Baqui Khalily, and Zahed Khan, (1995), *Grameen Bank: Performance and Sustainability* Washington: World Bank.

Marek, Tonia, (1992), *Ending Malnutrition: Why increasing income is not enough*. World Bank Technical Working Paper No. 5. Washington, DC.

Microcredit Summit Fulfillment Campaign, (1997), "The Microcredit Summit: Declaration and Plan of Action 1997", <http://www.microcreditsummit.org/declaration.htm>, accessed on Jan. 11, 2000.

Morduch, Jonathan, (1999a), "The Microfinance Promise", *Journal of Economic Literature*, December 1999, pp. 1569-1614.

Pitt, Mark, and Khandker, Shahidur, (1998), "The Impact of Group-Based Credit Programs on Poor Households in Bangladesh: Does the Gender of Participants Matter?", *Journal of Political Economy*, v. 106, no. 5, pp. 958-96.

Rodriguez Garcia, Rosalia, James Macinko, and William Waters, ed., (2001), *Microenterprise Development for Better Health Outcomes*, (Contributions to Economics and Economic History), Westport, CT: Greenwood

Smith, Stephen C., (forthcoming May 2005), *Ending Global Poverty*, New York: Palgrave/ Macmillan,

Smith, Stephen C., (2002), "Village Banking and Maternal and Child Health: Evidence from Ecuador and Honduras," *World Development*, 30, 4, 707-723, April

Strauss, John, and Duncan Thomas, (1998), "Health, Nutrition, and Economic Development," *Journal of Economic Literature*, 36, 2: 766-817

Vor der Bruegge, Ellen, Joan E. Dickey, and Christopher Dunford, (1997), "Cost of Education in the Freedom from Hunger Version of Credit with Education Program Implementation," *Credit With Education Technical Update* No. 9, July 1997.

Paper Number: PN052005.2

Paper Title: Multinational Enterprises vs. Nongovernmental Organizations: What NGOs Can Teach (and Learn From) International Business About Diversification

Author(s):

Hildy Teegen, George Washington University, Washington, DC, USA

Summary of Research

This paper develops a conceptual model of the germane factors for determining the appropriate organizational scope for two types of organizations: MNCs and nongovernmental organizations (NGOs). Key differences are delineated between MNCs and NGOs in terms of mission, activities, resources, performance outcomes and stakeholders as a means of defining the organizational context for the discussion of scope and its relationship to organizational performance. A matrix illustrates findings for each organizational form and identifies the environmental contingencies related to organizational performance. The paper concludes with a set of propositions concerning the relevant contextual contingencies for organizations in determining appropriate organizational scope.

Description

The question of scope—to what degree should organizations extend the application of their activities geared towards value creation into new areas—is a fundamental issue concerning the strategy of multinational corporations (MNCs). Despite important conceptual work that has demonstrated positive performance that can result from activity diversification (broadening scope), the empirical record is mixed. This paper surveys the extant literature across relevant fields to develop a conceptual model of the germane factors for determining the appropriate organizational scope for two types of organizations: MNCs and nongovernmental organizations (NGOs). By contrasting these two important organizational forms, we gain insight into the impact of organizational context on scope choice when embedded within a given environmental (institutional, competitive, cultural, political, legal, economic, etc.) context.

Both MNCs and NGOs seek value creation in their activities. MNCs, as private sector firms, are commonly held to pursue profits in order to enhance shareholder value. In this way, they apply their unique and proprietary resources in ways that will produce economic value. Intended or not, the pursuit of economic value by MNCs may also precipitate social value creation, or destruction, in their relevant markets. In contrast, NGOs are typically held to pursue social welfare goals above all others (Teegen, et al, 2004)—goals such as reduction of poverty, protection of the natural environment, or gender equality in secondary education. The social welfare mission of NGOs may also incorporate economic value creation activities as a means to ultimately achieving social goals, however. Thus, both organizational forms can create (and destroy) economic and social value, yet owing to their unique missions, and often divergent accountabilities, these organizations are inherently different in important ways. The paper delineates the key differences between MNCs and NGOs in terms of mission, activities, resources employed, pertinent performance outcomes and applicable stakeholders as a means of defining the organizational context for the following discussion of scope and its relationship to organizational performance.

Organizations can expand (or restrict) the scope of their activities in four ways: geographically, vertically, horizontally, or intertemporally. The paper defines each element of scope, and the relevant conceptual and empirical literature is reviewed concerning the link between each type of scope and organizational performance—for MNCs and again for NGOs. A matrix is developed that illustrates the key findings on scope for each organizational form and which further identifies the environmental contingencies that relate ultimately to organizational performance. The paper concludes with a set of propositions concerning the relevant contextual contingencies for organizations—NGOs and MNCs—in determining appropriate organizational scope.

Axelrod, A. and M. D. Cohen. (2000). *Harnessing Complexity: Organizational implications of a scientific*

frontier. New York: Free Press.

Baron, D. (1995). Integrated Strategy: Markets and Nonmarket Components. *California Management Review* 37: 47-65.

Buckley, P. J. and M. Casson. (1988). A theory of cooperation in international business. In F. Contractor and P. Lorange (eds.). *Cooperative Strategies in international business*. Lexington, MA: Lexington Books, pp. 31-54.

Buckley, P. J. and M. Casson. (1996). An economic model of international joint venture strategy. *Journal of International Business Studies* 27: 849-876.

Coase, Ronald (1937). The Nature of the Firm. *Economica* 4: 386-405.

Das, T. K. and B. S. Teng. (1998). Between Trust and Control: Developing Confidence in Partner Cooperation in Alliances. *Academy of Management Review* 23: 491-512.

Demsetz, H. (1983). The structure of ownership and the theory of the firm. *Journal of Law and Economics* 26: 375-390.

Doh, J. P., H. Teegen, eds. 2003. *Globalization and NGOs: Transforming Business, Government, and Society*. Westport, CT: Praeger.

Dyer, J. H. (1997). Effective Interfirm collaboration: How firms minimize transaction costs and maximize transaction value. *Strategic Management Journal* 18: 535-556.

Kostova, T. and S. Zaheer. (1999). Organizational legitimacy under conditions of complexity: The case of the multinational enterprise. *Academy of Management Review* 24: 64-81.

Teegen, H., J. P. Doh, and S. Vachani (2004). The Importance of Nongovernmental Organizations (NGOs) in Global Governance and Value Creation: An International Business Research Agenda. *Journal of International Business Studies*, 35(6): 463-483.

Wasserman, S. and J. Galaskiewicz. (1994). *Advances in Social Network Analysis: Methods and Applications*. Cambridge: Cambridge University Press.

Paper Number: PN052005.3

Paper Title: Information Management and Accountability Implications of NGO Diversification

Author(s):

Alnoor Ebrahim, Alexandria Center, Virginia Tech - National Capital Region, Alexandria, VA, USA

Summary of Research

This paper examines power relationships via organization management in general, and information management in particular. Traditional power conceptualizations based on organizational asymmetry do not accurately capture contemporary NGO relations with key stakeholders as they overvalue financial/economic resource exchange while discounting resource exchanges in symbolic capital. I demonstrate how a broader view of resource exchange—one that varies, in part, by organizational scope—is of greater utility for explaining favorable NGO outcomes. The tools of accountability—such as disclosure requirements, reports and evaluations may vary in their reflection of power relations owing to choices made concerning NGOs' activity scope.

Description

This paper extends work in Ebrahim (2004) that explores the linkages between information systems and accountability in non-governmental and non-profit organizations (NGOs). Based on in-depth case analyses of four NGOs, as well as on-going research on a host of NGOs in work on accountability supported by CIVICUS and the World Bank, the paper addresses the scope question in terms of power relationships via organization management in general, and information management in particular. The discussion of information systems within NGOs is embedded within a larger discussion of accountability to multiple stakeholders. As argued elsewhere (Ebrahim, 2004), the paper posits that traditional power conceptualizations based on organizational asymmetry do not accurately capture contemporary NGO relations with key stakeholders (donors, communities, mission-committed employees, et al) as they overvalue financial/economic resource exchange while discounting resource exchanges in symbolic capital (reputation, status, authority).

Drawing on work by French social theorists Pierre Bourdieu and Michel Foucault, the paper demonstrates how a broader view of resource exchange between NGOs and other organizations—one that takes form through organizational information systems and that varies along a variety of dimensions including that of organizational scope—is of greater utility for explaining favorable NGO outcomes. The paper concludes by offering empirical and normative direction regarding organizational governance in the form of accountability. In particular, it is argued that the tools of accountability—such as disclosure requirements, reports and evaluations may vary in their reflection of power relations owing to choices made concerning NGOs' activity scope.

Bourdieu, P. (1977). *Outline of a Theory of Practice*. Cambridge: Cambridge University Press.

David, R. and A. Mancini. (2004). *Going against the flow: Making organizational systems part of the solution rather than part of the problem*. *Lessons for Change in Policy & Organisations* (No. 8).

Ebrahim, A. (2004). *Beyond Dependence: Conceptualizing Information and Accountability in NGO Funder Relations*. Unpublished Working Paper.

Foucault, M. (1984). *Disciplines and Sciences of the Individual (Discipline and Punish)*. In P. Rabinow (ed) *The Foucault Reader*. New York: Pantheon: 170-238.

Hulme, D. and M. Edwards (eds.). (1997). *NGOs, States and Donors: Too Close for Comfort?* New York: St. Martin's Press in association with the Save the Children Fund.

Levitt, B. and J. G. March. (1988). *Organizational Learning*. *Annual Review of Sociology* 14: 319-40.

Lindenberg, M. and C. Bryant. (2001). *Going Global: Transforming relief and Development NGOs*. Bloomfield, CT: Kumarian Press.

Pfeffer, J. and G. R. Salancik. (1978). *The External Control of Organizations: A Resource Dependence Perspective*. New York: Harper and Row.

Paper Number: PN052005.4

Paper Title: Scope and Environmental Hostility for NGO Partnership Within and Across Sectors

Author(s):

Jennifer Brinkerhoff, George Washington University, Bethesda, MD, USA

Summary of Research

This paper addresses environmental conditions that limit or support effective partnership by NGOs pursuing activities of varying scope. A two-dimensional schema defines conditions under which valuable resource exchange can produce the benefits of synergy and where a balance between programmatic results and effective process can be maintained. The dimensions are mutuality and organizational identity. I delineate eight key 'environmental hostility' factors—those that can inhibit or enhance achievement of mutuality and organizational identity in partnership relations involving NGOs. I demonstrate the interaction of an NGO's activity scope with these factors to clarify the conditions best suited for effective NGO partnership.

Description

The question of organizational scope has traditionally emphasized a focus on a single organization's activities and purview in pursuing value creation. Yet as early as the path breaking work by Coase (1937) in the private sector context, the scope question of whether an organization ought undertake a given activity has been joined at the hip with the governance question of how to undertake that activity—in hierarchy as a single entity, in the market through a contractual relationship, or in partnership with an allied organization. This paper addresses this important connection between scope and governance by addressing the environmental conditions that limit and that support effective partnership by NGOs pursuing activities of varying scope.

Partnership is a concept that has become dominant in both organizational scholarship and organizational practice in a range of disciplines and fields. At the core of the partnership concept is the notion of synergistic resource exchange; organizations exchanging these resources in partnership are able to achieve better outcomes than they could acting alone. In previous work I have developed a two dimensional schema for defining the conditions under which valuable resource exchange can produce the benefits of synergy and where a balance between programmatic results and effective process can be maintained (Brinkerhoff, 2002). The dimensions in this schema are mutuality and organizational identity which I reintroduce here as a framing device to define partnership success.

Drawing on a decade of fieldwork consisting of case analysis and expert interviews, I delineate eight key 'environmental hostility' factors—those that can inhibit or enhance achievement of mutuality and organizational identity in partnership relations involving NGOs. These factors are as follows: democratic governance, rational government, decentralization, legal frameworks, institutional capacity and linkage, stability, flexibility and artificiality. I then extend this analysis to demonstrate the interaction of an NGO's activity scope with these eight environmental factors in order to clarify the conditions that are best suited for effective NGO partnership, i.e. those that are most consistent with mutuality and organizational identity.

Agranoff, R., and M. McGuire. (1999). Managing in Network Settings. *Policy Studies Review* 16(1): 18-41.

Brinkerhoff, D. W., and A. Goldsmith. (1992). Promoting the Sustainability of Development Institutions: A Framework for Strategy. *World Development* 20(3): 369-383.

Brinkerhoff, J. M. (2002). Government-Nonprofit Partnership: A Defining Framework. *Public Administration and Development* 22(1): 19-30.

Brinkerhoff, J. M. (2002). *Partnership for International Development: Rhetoric or Results?* Boulder, CO: Lynne Rienner.

Bush, R. (1992). Survival of the Nonprofit Spirit in a For-Profit World. *Nonprofit and Voluntary Sector Quarterly* 12(4): 391-410.

Garilao, E. D. (1987). Indigenous NGOs as Strategic Institutions: Managing the Relationship with Government and Resource Agencies. In Anne Gordon Drabek, ed. *World Development* 15: 113-120.

International Center for Not-for-Profit Law. (1997). *Handbook on Good Practices for Laws Relating to Non-Governmental Organizations*. Environment Department Work in Progress, Toward Environmentally and Socially Sustainable Development. Washington, DC: The World Bank, Environmentally Sustainable Development Vice Presidency.

Lambert, D. M., M. A. Emmelhainz, and J. T. Gardner. Developing and Implementing Supply Chain Partnerships. *The International Journal of Logistics Management* 7(2): 1-17.

Machado, N., and T. R. Burns. (1998). Complex Social Organization: Multiple Organizing Modes, Structural Incongruence, and Mechanisms of Integration. *Public Administration* 76(2): 355-386.

Peters, B. G. (1998). Managing Horizontal Government: The Politics of Co-ordination. In P. Bogason and T. A. J. Toonen, eds. Special issue on Comparing Networks. *Public Administration* 76(2): 295-311.

Scott, R. W. (1981). *Organizational Rational, Natural and Open Systems*. Englewood Cliffs, NJ: Prentice-Hall.

Tonkiss, F. and A. Passey. (1999). Trust, Confidence and Voluntary Organisations: Between Values and Institutions. *Sociology* 33(2): 257-274.

Paper Number: PN052005

Paper Title: The Effectiveness of Multiplex vs. Specialized Approaches to NGO Programming: An Application to the Micro-Enterprise Sector

Author(s):

Jennifer Brinkerhoff, George Washington University, Bethesda, MD, USA

Description

What is the most appropriate organization of NGOs and poverty programs to maximize effectiveness in terms of cost, reach, and scalability? We focus, as one application, on microenterprise development. The panel builds upon a George Washington University International NGO Team roundtable of practitioners and researchers to be held April 8, 2005. The analysis builds upon the case studies presented there, as well as existing literature and the researchers' own case analyses. Three options are explored:

1. Specialized, limited focused organizations and programs. Arguments in favor of greater NGO specialization incorporate the following: bureaucracy and transactions costs, loss of comparative advantage gains, offering services outside the needs or demands of clients, donor specialization, evaluation challenges, and outcome complementarities not matched by production complementarities.
2. Integrated, multiplex organizations and programs. Supportive arguments include: organizations' managerial capacity, NGO reputations as signals/screens for donors, economies of contiguity, demand side effects, limited success with partnering, barriers to tacit information flow, and adaptability/flexibility to respond to changing environmental conditions impacting clients.
3. Accessing complementary services through partnership with other organizations and programs. This approach argues that effective partnerships enable organizations to maximize their comparative advantages and organization identity while still accessing the complementary services necessary for poverty alleviation.

Given the multidimensional nature of poverty traps (but the inherent limitations of organizations), under what conditions should NGOs and their development programs be specialized, when should they be integrated under one roof, and when should they pursue partnerships? Papers will address these questions with respect to: lessons from the business sector, NGO effectiveness, implications for accountability, and definitions and implications of environmental hostility. While some literature exists to support each of these three perspectives, there is little, if any, research that compares and contrasts the variety of options, their pros and cons, and implications for accountability and environmental hostility.

Paper Number: PN052011.1

Paper Title: The value of valuing volunteers;

Author(s):

Jeffrey Brudney, University of Georgia, Athens, GA, USA

Tamara Nezhina, University of Georgia, Athens, GA, USA

Summary of Research

This research examines a variety of means for evaluating the impact of volunteers in organizations. We propose alternative methods that complement the conventional focus on the “input” side of the equation by offering ways to estimate the value of volunteers to organizations based on the output or outcome side of the equation. These methods focus on the results or achievement of volunteers.

Description

The Value of Valuing Volunteers

This research examines a variety of means for evaluating the impact of volunteers in organizations. We review the conventional methodology of assigning or imputing dollar value or “worth” to the labor contributed by volunteers to organizations, the “equivalent dollar method.” This review shows that although these methods are appropriate and useful, they concentrate on the input or workload of volunteers, rather than on their contribution or effect in realizing organizational goals and outcomes. Were we to apply these methods to valuing the contribution of an organization such as police department, for example, we would (mistakenly) conclude that the value of public safety is equal to the sum of the wages (and other costs) expended. Here, we propose alternative methods that complement the conventional focus on the “input” side of the equation by offering ways to estimate the value of volunteers to organizations based on the output or outcome side of the equation. This undertaking is challenging, but we can draw on some previous research to assist. We present three potential methods: application of the “counterfactual” and “outcome line” developed by Mohr (1998) for policy analysis; stakeholder analysis as used by Handy and Srinivasan (2004); and a “proportionate contribution” approach to estimation of the relative contribution of volunteers to achieving organizational goals (Goulbourne and Embuldeniya, 2002). Our research suggests two complementary sets of techniques for the valuation of volunteers, one much more fully developed than the other. Dollar equivalent methods enjoy widespread use and application. In this research we propose that methods focusing on the results or achievement of volunteers receive comparable development and attention.

Paper Number: PN052011.2

Paper Title: The value of valuing ARNOVA volunteer

Author(s):

Elizabeth Keating, Harvard University, Cambridge, MA, USA

Summary of Research

The request to include volunteer contribution as a valuable resource in the annual financial statement came from a member at the general meeting of the membership held in November 2004. Pursuant to this request the board of ARNOVA met to discuss the implications of doing so. This paper highlights the pros and cons for a membership organization like ARNOVA to make a commitment to include the volunteer contributions as part of an annual statement.

Description

The request to include volunteer contribution as a valuable resource in the annual financial statement came from a member at the general meeting of the membership held in November 2004. Pursuant to this request the board of ARNOVA met to discuss the implications of doing so. This paper highlights the pros and cons for a membership organization like ARNOVA to make a commitment to include the volunteer contributions as part of an annual statement.

Paper Number: PN052011.3

Paper Title: Accounting for Volunteer Contributions to ARNOVA: The Expanded Value Added Statement

Author(s):

Laurie Mook, OISE/University of Toronto, Toronto, CANADA

Jack Quarter, OISE/University of Toronto, Toronto, Canada

Summary of Research

To demonstrate the significance of volunteer contributions to ARNOVA, and the value volunteers add to its membership, this paper presents an accounting of volunteer contributions in an Expanded Value Added Statement based on a recent on line survey undertaken with members of ARNOVA and the association.

Description

To demonstrate the significance of volunteer contributions to ARNOVA, and the value volunteers add to its membership, this paper presents an accounting statement called the Expanded Value Added Statement based on a recent survey undertaken with the association. The Expanded Value Statement combines both monetary and non-monetary items to provide a fuller picture of the organization (Quarter, Mook & Richmond, 2003). It includes the financial results of the organization and a value for time contributed by volunteers, focuses on the value added by the organization to its membership, and takes a stakeholder approach.

In this paper we take the position that excluding volunteer labor in nonprofit accounting statements undervalues a key resource that many nonprofits rely on. Thus we start from the premise that including volunteer value within accounting statements would be beneficial to nonprofits, as it would provide a more complete picture of the organization's performance. With a more complete accounting, the annual report will reflect more accurately the value of the organization to its community. For volunteers, it can be used to demonstrate their value to the organization and community. In addition, this information is of use to funders and policymakers, who want to understand the complete impact of their investment in the organization. Issues related to implementation are also discussed.

Quarter, Jack, Laurie Mook, & Betty Jane Richmond (2003). What counts: Social accounting for nonprofits and cooperatives. Upper Saddle River, NJ: Prentice Hall.

Paper Number: PN052011.4

Paper Title: Why volunteer for ARNOVA?

Author(s):

Femida Handy, York University, Toronto, CANADA

Jorge Ginieniewicz, OISE, University of Toronto, Toronto, Ontario, CANADA

Summary of Research

For many members, especially those employed in institutions of higher learning, actively participating in ARNOVA and especially holding an official position carries benefits in their workplace. Thus the usual benefits of volunteering are highly augmented by the role it may play in the advancing a volunteer's career. This research relies on a database generated in 2005 on line survey of ARNOVA members about their participation as volunteers. It reports on members motivations to and benefits of volunteering with ARNOVA.

Description

ARNOVA, the Association of Research on Nonprofit and Voluntary Associations, a relatively young nonprofit scholarly organization relies on volunteer labor for carrying out many of its functions. They do many of the tasks necessary to run the organization, from board membership to serving in committees and assisting at the annual conference and facilitating the publication of an academic journal. Although ARNOVA as an organization relies heavily on the volunteer labor of its members, there has been little attention paid to the systematic documenting of how much volunteer labor it uses and how volunteers perceive their volunteering.

ARNOVA has a membership that is highly educated and cognizant of the importance of volunteering. After all many of its members specialize in studying either this phenomenon or organizations that utilize volunteer labor. For many members, especially those employed in institutions of higher learning, actively participating in ARNOVA and especially holding an official position carries benefits in their workplace. Thus the usual benefits of volunteering are highly augmented by the role it may play in the advancing a volunteer's career and awarding the volunteer credibility and legitimacy at his or her workplace. Hence we expect a priori that the reasons why members volunteer and what they perceive as benefits of volunteering for ARNOVA will be significantly different than the findings of motivations and benefits form other types of nonprofit organizations reported in the literature, especially for volunteers in non membership organizations, health organizations, religious organizations and others (Clary & Snyder, 1999; Cnaan, & Goldberg-Glen, 1991; Thompson & Bono, 1993; Segal & Weisbrod, 2002; Handy and Srinivasan, 2004)

This research relies on a database generated in 2005 on line survey of ARNOVA members about their participation as volunteers. It will add to the literature on volunteering by looking at volunteers in a type of organization that has not been studied before. More importantly it will give the membership in ARNOVA some clear benchmarks regarding volunteering in their association and the perceptions of volunteers, their motivations and benefits.

Clary, E. Gil & Snyder Mark. "The Motivations to Volunteer: Theoretical and Practical Considerations" *Current Directions in Psychological Science*, 1999, 8 (5) 156-169

Cnaan, R. A., & Goldberg-Glen, R. S. Measuring motivation to volunteer in human services. *Journal of Applied Behavioral Sciences*, 1991, 27 (3): 269-284.

Handy, F. and N. Srinivasan. "Improving Quality While Reducing Costs? An Economic Evaluation of the Net Benefits of Hospital Volunteers" *Nonprofit and Voluntary Sector Quarterly* 2004 33(1): 28-54.

Segal, Lewis M. & Weisbrod Burton A. "Volunteer labor sorting across industries" *Journal of Policy Analysis and Management*, 2002, 21(3): 427-447.

Thompson III, Alexander M. & Bono, Barbara A. "Work without wages: the motivation for volunteer

firefighters," *The American Journal of Economics and Sociology*, 1993, 52(3): 323-344

Paper Number: PN052011

Paper Title: The Value of Valuing Volunteers

Author(s):

Femida Handy, York University, Toronto, CANADA

Description

This panel will examine the need to value volunteers and the inclusion of volunteer contributions to the expanded value added statements for organizations. In particular it will examine the need for ARNOVA to officially recognize, in the annual accounting statement, the contribution of its volunteers. The papers in the panel will speak to the general need for valuing volunteers, the need to value ARNOVA volunteers, what their contributions are in terms of an expanded value statement and finally report on the motivations and the benefits of volunteering for ARNOVA. The latter papers will base their findings from data gathered from an on line survey of ARNOVA members in 2005.

Paper #1

The value of valuing volunteers;

Presenters: Jeffrey L. Brudney and Tamara G. Nezhina
University of Georgia

Paper #2

The value of valuing ARNOVA volunteers

Presenter: Elizabeth Keating, ARNOVA treasurer, Harvard University

Paper #3

Accounting for Volunteer Contributions to ARNOVA: The Expanded Value Added Statement

Presenters: Laurie Mook and Jack Quarter, OISE/University of Toronto; Femida Handy, York University/University of Pennsylvania

Paper#4

Why volunteer for ARNOVA?

Femida Handy, York University/University of Pennsylvania
Laurie Mook and Jack Quarter, OISE/University of Toronto

-----short descriptions-----

The Value of Valuing Volunteers

Jeffrey L. Brudney and Tamara G. Nezhina, University of Georgia

This research examines a variety of means for evaluating the impact of volunteers in organizations. We review the conventional methodology of assigning or imputing dollar value or “worth” to the labor contributed by volunteers to organizations, the “equivalent dollar method.” This review shows that although these methods are appropriate and useful, they concentrate on the input or workload of volunteers, rather than on their contribution or effect in realizing organizational goals and outcomes. Were we to apply these methods to valuing the contribution of an organization such as police department, for example, we would (mistakenly) conclude that the value of public safety is equal to the sum of the wages (and other costs) expended. Here, we propose alternative methods that complement the conventional focus on the “input” side of the equation by offering ways to estimate the value of volunteers to organizations based on the output or outcome side of the equation. This undertaking is challenging, but we can draw on some previous research to assist. We present three potential

methods: application of the “counterfactual” and “outcome line” developed by Mohr (1998) for policy analysis; stakeholder analysis as used by Handy and Srinivasan (2004); and a “proportionate contribution” approach to estimation of the relative contribution of volunteers to achieving organizational goals (Goulbourne and Embuldeniya, 2002). Our research suggests two complementary sets of techniques for the valuation of volunteers, one much more fully developed than the other. Dollar equivalent methods enjoy widespread use and application. In this research we propose that methods focusing on the results or achievement of volunteers receive comparable development and attention.

The value of valuing ARNOVA volunteers

Presenter: Elizabeth Keating, ARNOVA treasurer, Harvard University

The request to include volunteer contribution as a valuable resource in the annual financial statement came from a member at the general meeting of the membership held in November 2004. Pursuant to this request the board of ARNOVA met to discuss the implications of doing so. This paper highlights the pros and cons for a membership organization like ARNOVA to make a commitment to include the volunteer contributions as part of an annual statement.

Accounting for Volunteer Contributions to ARNOVA: The Expanded Value Added Statement

Laurie Mook and Jack Quarter, OISE/University of Toronto
Femida Handy, York University

To demonstrate the significance of volunteer contributions to ARNOVA, and the value volunteers add to its membership, this paper presents an accounting statement called the Expanded Value Added Statement based on a recent survey undertaken with the association. The Expanded Value Statement combines both monetary and non-monetary items to provide a fuller picture of the organization (Quarter, Mook & Richmond, 2003). It includes the financial results of the organization and a value for time contributed by volunteers, focuses on the value added by the organization to its membership, and takes a stakeholder approach.

In this paper we take the position that excluding volunteer labor in nonprofit accounting statements undervalues a key resource that many nonprofits rely on. Thus we start from the premise that including volunteer value within accounting statements would be beneficial to nonprofits, as it would provide a more complete picture of the organization’s performance. With a more complete accounting, the annual report will reflect more accurately the value of the organization to its community. For volunteers, it can be used to demonstrate their value to the organization and community. In addition, this information is of use to funders and policymakers, who want to understand the complete impact of their investment in the organization. Issues related to implementation are also discussed.

References

Quarter, Jack, Laurie Mook, & Betty Jane Richmond (2003). What counts: Social accounting for nonprofits and cooperatives. Upper Saddle River, NJ: Prentice Hall.

Why volunteer for ARNOVA?

Femida Handy, York University
Laurie Mook and Jack Quarter, OISE/University of Toronto

ARNOVA, the Association of Research on Nonprofit and Voluntary Associations, a relatively young nonprofit scholarly organization relies on volunteer labor for carrying out many of its functions. They do

many of the tasks necessary to run the organization, from board membership to serving in committees and assisting at the annual conference and facilitating the publication of an academic journal. Although ARNOVA as an organization relies heavily on the volunteer labor of its members, there has been little attention paid to the systematic documenting of how much volunteer labor it uses and how volunteers perceive their volunteering.

ARNOVA has a membership that is highly educated and cognizant of the importance of volunteering. After all many of its members specialize in studying either this phenomenon or organizations that utilize volunteer labor. For many members, especially those employed in institutions of higher learning, actively participating in ARNOVA and especially holding an official position carries benefits in their workplace. Thus the usual benefits of volunteering are highly augmented by the role it may play in the advancing a volunteer's career and awarding the volunteer credibility and legitimacy at his or her workplace. Hence we expect a priori that the reasons why members volunteer and what they perceive as benefits of volunteering for ARNOVA will be significantly different than the findings of motivations and benefits from other types of nonprofit organizations reported in the literature, especially for volunteers in non membership organizations, health organizations, religious organizations and others (Clary & Snyder, 1999; Cnaan, & Goldberg-Glen, 1991; Thompson & Bono, 1993; Segal & Weisbrod, 2002; Handy and Srinivasan, 2004)

This research relies on a database generated in 2005 on line survey of ARNOVA members about their participation as volunteers. It will add to the literature on volunteering by looking at volunteers in a type of organization that has not been studied before. More importantly it will give the membership in ARNOVA some clear benchmarks regarding volunteering in their association and the perceptions of volunteers, their motivations and benefits.

References

- Clary, E. Gil & Snyder Mark. "The Motivations to Volunteer: Theoretical and Practical Considerations" *Current Directions in Psychological Science*, 1999, 8 (5) 156-169
- Cnaan, R. A., & Goldberg-Glen, R. S. Measuring motivation to volunteer in human services. *Journal of Applied Behavioral Sciences*, 1991, 27 (3): 269-284.
- Handy, F. and N. Srinivasan. "Improving Quality While Reducing Costs? An Economic Evaluation of the Net Benefits of Hospital Volunteers" *Nonprofit and Voluntary Sector Quarterly* 2004 33(1): 28-54.
- Segal, Lewis M. & Weisbrod Burton A. "Volunteer labor sorting across industries" *Journal of Policy Analysis and Management*, 2002, 21(3): 427-447.
- Thompson III, Alexander M. & Bono, Barbara A. "Work without wages: the motivation for volunteer firefighters," *The American Journal of Economics and Sociology*, 1993, 52(3): 323-344

Paper Number: PN052013.1

Paper Title: Calvary Women's Services: Managing Parallel Information Systems

Author(s):

R. Patrick Halpern, Virginia Polytechnic Institute and State University, Blacksburg, VA, USA
Kris Thompson, Calvary Women's Services, Washington, DC, USA

Summary of Research

The case of Calvary Women's Services, Inc. highlights three sets of central challenges in collecting and using data for organizations serving the homeless: 1) managing parallel information systems; 2) looking for the 'right' information; and, 3) developing meaningful outcome indicators.

Description

The case of Calvary Women's Services, Inc. highlights three sets of central challenges in collecting and using data for organizations serving the homeless: 1) managing parallel information systems; 2) looking for the 'right' information; and, 3) developing meaningful outcome indicators.

First, the organization utilizes an internal and external reporting system, as required by a major funding source. Neither system is particularly ideal for the organization because they both are cumbersome in terms of entering data. Both of these information systems only keep track of quantitative data, such as numbers of women who accessed services or numbers of women housed. As a result, the organization has a formal system that keeps tracks of quantitative information and an informal system by which qualitative information is used anecdotally by the staff.

However, staff at all levels agree that qualitative information is important for revealing improvements in women's lives that cannot be expressed statistically. As such, in the current reporting process, qualitative data tend to remain at the level of case management. These data are then shared informally in staff meetings or other settings with upper-level staff. The problem arises, however, with the recognition that this information is crucial for the purpose of strategic and program planning.

The third and related challenge lies in developing a set of indicators that reflect the importance of both types of data. If the organization finds that both types of data are important for tracking a client's progress, how does it employ qualitative indicators to complement its existing quantitative ones? For instance, how does one measure personal growth and healing? It is virtually impossible to accurately measure such outcomes, yet these are the very successes that the organization seeks to achieve.

Paper Number: PN052013.2

Paper Title: Miriam's Kitchen: Rethinking Strategic Decision Making and Needs Assessment

Author(s):

Kathryn Webb, Virginia Tech, Arlington, VA, USA

Scott Schenkelberg, Miriam's Kitchen, Washington, DC, USA

Summary of Research

This paper examines recent efforts by Miriam's Kitchen to rethink two sets of reporting and accountability mechanisms. First, Miriam's is examining its evaluation tools and reporting mechanisms to make them more useful to the Board of Directors and staff in setting strategic goals. Second, the organization is redesigning its "needs assessment" in order to better understand the self-expressed needs of its clients.

Description

Miriam's Kitchen offers low-barrier entry to a variety of services to homeless individuals in Washington, DC. The organization serves breakfast every weekday of the year, including holidays, to a client population with a high incidence of mental illness. Miriam's also offers social services programs including an "after breakfast" program which includes therapeutic groups; a case management program that helps clients to set and meet goals; and a transitional housing program for adult men who are working towards obtaining permanent housing and employment.

While Miriam's current reporting mechanisms are comprehensive, efficient and effective in numerous ways, the organization is concerned about two key evaluation-related issues. First, Miriam's is in the process of rethinking its evaluation tools and reporting mechanisms to make them more useful to the Board of Directors and staff in setting strategic goals. The board and staff are currently working together closely to ensure that the board has the information it feels it needs to set goals and make decisions. The challenge lies in reconciling staff perceptions of valuable data with board member perceptions.

Second, the organization is redesigning its "needs assessment" in order to better understand the self-expressed needs of its clients. The current tool is perceived as being too cumbersome for staff to execute during breakfast, with questions that are too lengthy and detailed to ensure that clients will respond. Standard approaches to needs assessment assume that clients are able to articulate preferences with a reasonable degree of accuracy. However, respondents in a mentally ill population are less likely to be clear about their own preferences, and are more mistrustful of personal questions. Conventional assumptions about needs assessments do not hold in this case, thus presenting new challenges for identifying client needs and preferences.

Paper Number: PN052013.3

Paper Title: Georgetown Ministry Center: Reconciling Internal and External Reporting Systems

Author(s):

Jennie Geisner, Virginia Tech, Alexandria, VA, USA

Gunther Stern, Georgetown Ministry Center, Washington, DC, USA

Summary of Research

Georgetown Ministry Center has a small staff and limited resources. Therefore, it seeks to collect and manage data in the most efficient way possible. This paper examines GMC's central reporting challenge: how best to integrate its internal and external reporting systems. Tracking statistics is much easier to measure than client progress or client "success". But without ultimately documenting these successes, the organization is limited in its ability to obtain greater resources and to expand its program offerings.

Description

Georgetown Ministry Center (GMC) offers the homeless a safe haven from the streets of two of Washington, DC's most affluent neighborhoods: Georgetown and Foggy Bottom. From its modest beginnings in 1987 as a clergy-university partnership, GMC has since expanded its service offerings to include a 10-bed congregation-based winter shelter; a drop-in center that provides counseling, information, and referral services; psychiatry services; and daytime and nighttime outreach activities.

GMC has a small staff and limited resources. Therefore, it seeks to collect and manage data in the most efficient way possible so that the majority of its resources can be directly focused on client assistance. However, the organization is challenged by how to internally recognize and externally report "success stories" to its Board of Directors, funders, and the greater community.

GMC's internal reporting systems have both informal and formal components: informally, the office is small enough that the staff can share information casually; formally, the organization has recently begun implementing a documentation system for a number of programs (e.g., filling out client intake forms, keeping client outreach logs, updating information into a client management database systems, etc.). However, much of this documentation is still in its infancy, and GMC has not yet determined how the data will be used. GMC's external reporting systems consist of generating program statistics (e.g. how many clients were assisted, what type of assistance, etc.) and "success stories". Because of the varied nature of GMC's work, tracking statistics is much easier to measure than client progress or client "success". GMC knows it is doing good work, both by the "word-of-mouth" clients who come in for services, and knowledge of the clients who have successfully transitioned into stable housing. Nevertheless, without being able to measure and ultimately document these successes, the organization is limited in its ability to obtain greater resources and expand its program offerings.

Paper Number: PN052013

Paper Title: Nonprofit Reporting in Action: Practitioners and Researchers Assess the Challenges of Linking Accountability and Evaluation to Organizational Learning

Author(s):

Alnoor Ebrahim, Virginia Tech - National Capital Region, Alexandria, VA, USA

Description

This panel presents the initial findings of a project that looks at how social service nonprofits use evaluations and reporting for purposes of internal learning as well as for external accountability. Our broad goal is to identify features of evaluation and reporting that are useful for internal learning and reflection, without being unduly onerous to nonprofit staff. This project was supported by the David Stevenson Fellowship.

The panel features the work of three highly-regarded organizations in Washington, DC that work with homeless populations: Calvary Women's Services, Miriam's Kitchen, and Georgetown Ministry Center. The findings will be discussed jointly by the researchers and the executive or program director for the nonprofits.

A primary research objective of this project is to identify key barriers facing nonprofits in linking accountability and reporting to organizational learning. We focus specifically on the use of evaluation and reporting. In cases where it is used to provide information to donors about the use of funds and progress-to-date, an evaluation may be seen as a mechanism of "upward" accountability. In instances where evaluation results are designed systematically to feed back into organizational decision making, an evaluation may be seen as a mechanism of organizational learning. The two uses are not mutually exclusive.

Previous research has found that evaluation and reporting are sometimes conducted for "symbolic" purposes in order to satisfy the demands of funders, and do not actually feedback into organizational decision making. For example, Behn (2001: 10, 202), has suggested that a dominant emphasis on accountability rules and performance auditing can hinder or even thwart organizational performance and reflection. Research on 36 nonprofits conducted by the Independent Sector and the Urban Institute found that only about half of these organizations actually use the data they collect for learning to improve programs (Morley, Vinson, & Hatry, 2001). Similarly, The James Irvine Foundation's efforts to assist nonprofit agencies in California to improve data systems concluded that "establishing these systems alone was not good enough. In the end, the project's success had less to do with whether measurement systems were developed and more to do with . . . [creating] a culture that valued the process of self-evaluation" (Hernández & Visher, 2001: 2).

The three organizations on this panel have each struggled with the challenges of designing meaningful reporting and evaluation procedures. Collectively, they demonstrate not only dilemmas, but context-specific approaches to better evaluation, learning, and accountability.

Sample References

Behn, R. D. (2001) *Rethinking Democratic Accountability*, Washington, D.C.: Brookings Institution Press.

Bovens, M. (1998) *The Quest for Responsibility: Accountability and Citizenship in Complex Organisations*, Cambridge: Cambridge University Press.

Hernández, G. and M. G. Visher (2001) 'Creating a Culture of Inquiry: Changing methods - and minds - on the use of evaluation in nonprofit organizations', San Francisco: The James Irvine Foundation.

Hoefler, R. (2000) 'Accountability in Action? Program Evaluation in Nonprofit Human Service Agencies',

Nonprofit Management and Leadership 11(2): 167-77.

Kearns, K. P. (1996) *Managing for Accountability: Preserving the Public Trust in Nonprofit Organizations*, San Francisco: Jossey-Bass.

Morley, E., E. Vinson and H. P. Hatry (2001) 'Outcome Measurement in Nonprofit Organizations: Current Practices and Recommendations', Washington, D.C.: Independent Sector.

Saegert, S., L. Benitez, E. Eizenberg, T. Hsieh and M. Lamb (2004) 'Participatory Evaluation: How It Can Enhance Effectiveness and Credibility of Nonprofit Work', *The Nonprofit Quarterly* 11(1): 54-60.

Paper Number: PN052014.1

Paper Title: "When Ideology Gets in the Way of Organization: Nonprofits and the War of Ideas."

Author(s):

Andrew Rich, City College of New York, New York, NY, USA

Andrew Rich, City College of New York, New York, NY, USA

Summary of Research

A discussion of state-level think tanks.

Description

Drawing on the results of a national survey of state think tank leaders conducted in 2003 and nearly 100 in-depth interviews with key informants, Andrew Rich (City College of New York) considers the growth, diversification, roles, and influence of state-focused think tanks in the United States between 1980 and 2004. The paper focuses on the question: How does ideology affect the type of organizing and the types of political strategies that those who wish to promote change are willing to consider? The findings reveal that some think tanks have aggressive marketing strategies and are explicitly ideological while others intentionally remain out of the public eye.

Paper Number: PN052014.2

Paper Title: "Playing Progressive Politics: Social Work and Think Tanks"

Author(s):

Julie Miller Cribbs, University of South Carolina, Columbia, SC, USA

Summary of Research

A discussion of the sources and implications of the growing influence of Conservative think tanks.

Description

The last four decades have seen a rise in conservatism in US politics and the actions of recent presidents reflect this trend. President Richard M. Nixon's efforts to disband Lyndon B. Johnson's War on Poverty programs, Ronald Reagan's legacy of deregulation, privatization and devolution, Bill Clinton's promise to 'end welfare as we know it,' and multiple initiatives of the current George W. Bush administration all have given rise to many conservative domestic social and economic policies.

There has been a substantial growth in conservative intellectual activities, conservative think tanks, foundations, research centers, and conservative journalism including student publications and other mainstream and alternative media. Many of these groups, organizations, and individuals have the funding and political skills to influence the policy agenda on Capitol Hill.

The current administration of George W. Bush, like that of Ronald Reagan, is also heavily influenced by conservative think tanks. George W. Bush notes that he is committed to compassionate conservatism. In policy terms, compassionate conservatism is manifested in the form of school choice, increased funding for faith-based social services, marriage promotion, abstinence-only education, and tax cuts targeting the wealthiest Americans. The congruence between the current administration and conservative think tanks, media, and intellectuals make the pursuit of these conservative policies straightforward and streamlined.

As social workers and individuals interested in progressive social policies, these are discouraging times. The Democratic Party, faced with criticism due to the failures of the 2004 election in addition to Republican control of Congress and the presidency, desperately needs to regroup. The progressive left, although they admirably worked to register voters in the 2004 election, not only failed to make its message clear but also allowed the right to dominate the conversation on key policy issues with catchy phrases and savvy use of the media. Thus, the conservative agenda is in a dominant position.

Issues of concern to social work such as economic and social justice, child welfare, and human rights seem in serious jeopardy. Several state legislatures are poised to or already have passed legislation banning gay marriage, and in some, adoption or foster care by homosexuals has also been outlawed. Affirmative action programs continue to be dismantled. Marriage promotion programs and further restrictions on abortion and sex education seem likely, policies which further thwart the reproductive freedom of women. More recently, the push toward the privatization of Social Security may create further inequities among low income and minority elderly.

How have conservatives managed to commandeer the social and economic policy agenda? America finds itself deeply polarized, immersed in a 'war of ideas' (Rich, 2004), a war where conservatives have managed to use a range of strategies to promote their agenda in a much more effective way than has the progressive left (NCPR, 1997; Stefancic & Delgado, 1996). The pre-eminence of conservative ideology is not accidental but methodical, strategic, and well-funded. Think tanks, both liberal and conservatives have become a powerful force in this ideological warfare, almost becoming their own special branch of government (Ricci, 1994; Dowie, 2001). This paper will examine the various strategies conservative think tanks have used to win the policy war and conclude with implications for the field of social work. Social work, with its focus on progressive ideals, policy knowledge, and advocacy, could take a lead in this work.

Paper Number: PN052014.3

Paper Title: “Heeding the Call to Action: Public Policy Engagement for Children”

Author(s):

Kevin Hickey, San Francisco, CA, USA

Summary of Research

In “Heeding the Call to Action: Public Policy Engagement for Children,” Kevin Hickey (Jewish Vocational Service) explores the motivations and behavior of nonprofit practitioners involved in child-focused advocacy coalitions. The results of a survey of 400 members of four California coalitions indicate that the members primarily joined to serve, benefit, and achieve broad goals for others rather than to generate revenue or protest cuts to their respective public charities. Some tactics, endorsing letters and rallies, were deemed to be more effective ways to mobilize citizens, in contrast to legal action, voter registration, and research.

Description

Strengthening the capacity of child-focused advocacy coalitions is key to building a stronger voice for children. Unfortunately, too many calls to action are left unheeded, weakening the collective force of coalition members in their efforts to impact public policy on behalf of children. This research examined the motivations and behavior of nonprofit practitioners that sought to influence the public agenda through advocacy coalitions. The study also examined the relationships among motives and advocacy activity and other factors, including members’ role in the coalition, job function, official duty, and organizational size. This paper is based on a survey of 400 members of four California child-focused advocacy coalitions in 2004.

The behavior of individuals and organizations derives from a wide range of motives generated from both internal and external forces, such as needs for safety, material gains, moral fulfillment, interpersonal relations, and altruistic drives, to name a few. Different motives appear to impact behavior differently: some incentives are stronger motivators than others. Yet the literature is contradictory and inconclusive. Are intrinsic motives, such as responsibility, more motivating than extrinsic incentives, such as financial gains? Why do individuals from public charities choose to join child-focused advocacy coalitions? Is there an association between motivations for joining and responsiveness to calls to action? This study added more empirical evidence to the multifaceted construct of motivation and increased the state of knowledge on coalitions as a form of influence on the public agenda by focusing the research on local and statewide groups in California and utilizing measures other than Internal Revenue Service (IRS) documents to determine levels of advocacy.

The study found that coalition members, especially core members, primarily joined to serve, benefit, and achieve broad goals for others. The study revealed a highly significant positive correlation between the influence of these motives and responsiveness to calls to action. By contrast, opportunities to generate revenue for or protest cuts to their respective public charities played a small role, at best, in decisions to join coalitions and had a weaker association with advocacy activity. The evidence illustrated that there were “tried and true” advocacy tactics in place, such as endorsing letters and participating in rallies. These tactics stood out as frequently requested in calls to action and frequently heeded by coalition members. Other tactics stood out as very infrequently requested, including legal action, voter registration, and research.

References (partial)

Barnard, C. I. (1938). *The functions of the executive*. Cambridge, MS: Harvard University Press.

Berry, J. M. (1977). *Lobbying for the people: The political behavior of public interest groups*. Princeton, NJ: Princeton University Press.

- Berry, J. M. (2001). Effective advocacy for nonprofits. In E. J. Reid & M. M. Montilla (Eds.), *Nonprofit Advocacy and the Policy Process: A Seminar Series: Vol. 2, Issue 1. Exploring organizations and advocacy: Strategies and finances* (pp. 1-8). Washington, DC: The Urban Institute Press.
- Briggs, X. (2001, December). The will and the way: Local partnerships, political strategy, and the well-being of America's children and youth. Paper presented at the sixth meeting of the Urban Seminar Series on Children's Health and Safety: Building Coalitions to Bring About Change, Cambridge, MA.
- Clark, P. B. & Wilson, J. Q. (1961). Incentive systems: A theory of organizations. *Administrative Science Quarterly*, 6, 129-166.
- Cruz, V. (2001). *Advocacy in nonprofit human service organizations* (Doctoral dissertation, State University of New York at Albany, 2001). UMI ProQuest Digital Dissertations. (No. AAT 3012342).
- Herzberg, F. (1990). One more time: How do you motivate employees? In *Manage people, not personnel: motivation and performance appraisal* (pp. 49-76). Boston: HBS Press.
- Hula, K. W. (1999). *Lobbying together: Interest group coalitions in legislative politics*. Washington, DC: Georgetown University Press.
- Jenkins, J. C. (1987). Nonprofits organizations and policy advocacy. In W. W. Powell (Ed.), *The Nonprofit sector: A Research handbook* (pp. 296-318). New Haven, CT: Yale University Press.
- Maslow, A. H. (1970). *Motivation and personality* (2nd ed.). New York: Harper and Row.
- Pinder, C. C. (1984). *Work motivation: Theories, issues and applications*. Glenview, IL: Scott, Foresman.
- Roberts-DeGennaro, M. (1986b). Factors contributing to coalition maintenance. *Journal of Sociology and Social Welfare*, 13(2), 248-264.
- Salisbury, R. H. (1969). An exchange theory of interest groups. *Midwest Journal of Political Science*, 13(1), 1-35.
- Vroom, V. H. (1995). *Work and motivation*. San Francisco: Jossey-Bass.
- Walker, J. L. (1991). *Mobilizing interest groups in America*. Ann Arbor, MI: University of Michigan Press.

Paper Number: PN052014.4

Paper Title: "Insiders, Outsiders and the Nature of Collective Action"

Author(s):

Susan Chambre, Baruch College, New York, NY, USA

Summary of Research

An initial effort to synthesize and reconceptualize research on advocacy organizations, social movements and interest groups.

Description

This paper presents a typology that maps the similarities and differences between three different kinds of political organizations: advocacy organizations, social movements and interest groups. The distinctions between them are based on the traditional division of labor between social science disciplines. Recent trends suggest that these distinctions reify and obscure their similarities and differences. Social movements not infrequently evolve into interest groups; more interest groups are using social movement strategies; and many organizations engaged in advocacy are hybrid organizations combining the broad political agenda of social movements, the more narrowly focused agendas of interest groups and also provide services to clients.

Paper Number: PN052014

Paper Title: Nonprofit Advocacy in the 21st Century: Professionalization, Interests and Ideology

Author(s):

Susan M. Chambre, Baruch College, New York, NY, USA

Description

These four papers consider the policy implications of some important trends in nonprofit advocacy. In contrast to past eras where membership organizations played a central role, more advocacy work is conducted by coalitions and by staff-dominated advocacy organizations like think tanks which are funded by elite donors and by foundations. The papers document these trends, note their impact on public policy and their theoretical implications.

Paper Number: PN052015.1

Paper Title: A Nonprofit Venture for Inner City Men

Author(s):

Craig Soaries

Summary of Research

After five years of research I discovered a group of successful, formerly marginal African-American men that have the ability to communicate their experiences in two different worlds or cultures. Their bicultural experience enables them to become a potential source of intervention for men that are still marginal and desire to be mainstreamed. This paper describes and analyzes in an ethnographic fashion an intervention designed to develop and transfer bicultural skills to marginalized men through the creation of nonprofit enterprises.

Description

Over thirteen years I have achieved some success on reaching a very misunderstood sector of the American population, drug addicted Black men. I am convinced that a major part of the men's problem is that, due to a lack of exposure, they see the world in a very limited view. Perceived and often described as "dumb, deprived, dangerous, deviant and disturbed" (Gibbs:1-3) their limited world view contributes to many frustrations leading to dysfunctional behavior, and for many, a general state of apathy resulting in poverty and participation in an illegal underground economy.

They observe, at a distance, others participating in a broader context of the world but have no recognizable or conceivable way to enter or participate. In my practice I have identified three distinct methods of access: The internet, the educational community and the business community. This ethnographic (participant-observer) study focuses primarily on the integration of formerly marginalized African-American into the mainstream business community. To get to the core of what really works, of necessity, this research was conducted with the researcher's thorough involvement.

Upon entry to the Executive Doctorate of Management Program at Case Western Reserve University I had a desire to identify unrecognized skills and abilities of Black men and develop a nontraditional intervention methodology that might assist practitioners dealing with these men. As a result of my research and practical experience I became convinced that men, formerly social misfits, could help design their own future, albeit in a nonconventional manner, rather than accept their depressed status quo. This approach is contrary to the traditional therapeutic approach, which is deficit oriented. In contrast it engages them as leaders within their own community and reshaping their own futures (Brown 1993; Healey and Shaw 1993; Tacconi and Tisdell 1993).

Reflectively I now believe that it is first the responsibility of successful, formerly marginal African American men to be educators. Already knowing the language of the 'hood', they can become intervening agents for at-risk men. Since there is an identifiable group of men the ability to alternate (switch cultures) consciously as well as unconsciously to move successfully within the mainstream, dominant culture, it seems a logical recommendation to encourage those same men to use their skill and understanding of the dysfunctional lifestyles and circumstances, in the inner city, to reach back and assist.

In the final comments of my prior study, *Moving Beyond the Hood*, I identified a phenomenon referred to as 'Cognitive Reflexive Adaptiveness'. Men with this skill are able to switch cultural domains at will. Therefore, these men not only may provide intervention methodologies but may serve as bridge builders between the academic, business, and inner city communities across America.

The present study is a classic example of situated learning and legitimate peripheral participation, where "learners inevitably participate in communities of practitioners and the mastery of knowledge and

skill requires newcomers to move toward full participation in the sociocultural practices of the community” (Lave & Wenger, 1991:29). The community in this case is made up of the bicultural agents of change engaged in creating business ventures within the inner city. Activity consists of both theoretical seminar/training session as well as intensive hand-on small business development.

The seminar is an internship experience for six primary participants, conducted by the researcher. It is based upon a historical understanding of the social construction of the African-American male identity, self and public perceptions. The men are group leaders involved with the other residents in a three hour, twice a week session, where they deconstruct and analyze the present image of the Black male. The ultimate objective is to help marginalized men take a step back in time and understand how to move beyond their situation into the mainstream of our society.

The second part of the seminar is a reconstruction process in which the Interns design a new image of the African-American male to be ideally promoted via the internet and the media . Instructors will serve as the conscious, identifiable point of mainstream (dominant) culture, intent on creating a bicultural institution that trains men to alternate between the formal business world and the 'hood. Both formal English and, as necessary, ebonics will be used to convey the message. The goal is to train men how to function successfully in both worlds.

In a conscious and deliberate effort to create new knowledge, this ongoing action research is ethnographic. As they pursue their venture, the researcher and co-researchers document and regularly discuss the process of small business creation and results.

References

- Brown, D.L. 1993. "Social Change through Collective Reflection with Asian Nongovernmental Development Organizations." *Human Relations* 46(2), 249-273.
- Cooperrider, D. and S. Srivastva. 1987. "Appreciative Inquiry in Organizational Life." *Research in Organizational Change and Development* 1, 129-169.
- Eade, D. 1997. *Capacity Building; An Approach to People-Centered Development*. U.K. and Ireland: Oxfam.
- Friere, P. 1972. *Pedagogy of the Oppressed*. Harmondsworth: Penguin Books.
- Gibbs, Jewell Taylor. *Young Black, and Male in America: An Endangered Species*. Dover, MA: Auburn House, 1988.
- Gran, G. 1983. *Development by People: Citizen Construction of a Just World*. New York: Praeger Publishers.
- Lave, Jean, & Etienne Wenger. 1991. *Situated learning Legitimate Peripheral Participation*. Cambridge University Press.
- Healey, P. and T. Shaw. 1993. "Planners, Plan, and Sustainable Development." *Regional Studies* 27(8), 769-776.
- Tacconi, L. and C. Tisdell. 1993. "Holistic Sustainable Development: Implications for Planning Processes, Foreign Aid, and Support for Research." *Third World Planning Review* 15(4), 411-428.

Paper Number: PN052015.2

Paper Title: Employee Self-Limiting Behaviors in Non-Dominant Culture Organizations

Author(s):

Monika Hudson

Summary of Research

The work cultures of majority group run nonprofit organizations differ in some significant ways from those seen in non-majority group run agencies. This analysis examines the impact that an individual's personal experiences of discrimination, "hardiness" and perceptions of group stereotypes have on work behaviors when the individual is employed by a non-majority group organization. A range of so-called "self-limiting" behaviors have been examined through the lens of individual dis-identification and reaction displacement. This paper seeks to identify how these behaviors subsequently positively or negatively affect the work environments of non-majority group run organizations.

Description

The purpose of the research was to examine the impact that personal experiences of discrimination, "hardiness" and awareness of societal stereotypes about non-majority groups and/or non-majority group run organizations have on individual employees' dis-identification and reaction displacement in the workplace and the institutional behaviors and motivation/morale that result. The research unit of analysis is the individual employee. The analysis incorporated one moderating variable – the individuals studied were "competently" ranked employees working in non-majority group run organizations.

In an effort to more narrowly focus the research, this phenomenon was examined within the context of organizations where African Americans predominate in the agency's management and employee base. While it appears that similar behaviors are exhibited when members of other ethnic and/or sexual minority groups constitute the majority of an agency's management, very little research has been conducted, in general, about the ways that ethnic and/or sexual minority group managed organizations function within their own ethnic/sexual minority environments. At least as it relates to the United States, however, a great deal of information is already available about the effect of the selected independent and mediating variables on African Americans employees, particularly when they are in majority group controlled environments. As a result, it appeared to be timely to examine how these same factors play out with persons employed within the lesser-researched confines of African American managed organizations.

The study was designed to (a) identify a range of self-limiting employee behaviors that positively or negatively impact organizational performance within African American run, non-profit sector institutions; (b) on a limited basis, contrast these behaviors with those exhibited by employees employed in majority-group run organizations of a similar purpose; (c) develop theories that might explain why these behaviors occur in African American run organizations; and (d) offer some prescriptive suggestions that managers in African American run organizations can take should they want to implement program and/or organizational change in a way that reduces any negative workplace impact from these behaviors.

In focusing on only one ethnic group, the accusation may arise that this analysis further stigmatizes African American-managed workplaces. Clearly, further work is needed in the general area of employee self-limiting behaviors in other ethnic and/or sexual minority group run organizations. However, the need for more extensive research did not preclude studying this phenomenon within the context of one ethnic group. Rather, it is critical that all non-majority group run organizations make a conscious decision to both examine and deal with the issue of self-limiting behaviors, since one of the negative results of these behaviors is a lessening of agency capacity with which to meet goals and objectives. Managers, in turn, can use this information to consciously put practices into place that can

lead to change in the organizational environment.

By identifying employee self-limiting behaviors and encouraging different actions based upon the same, the intent is to affect differing performance outcomes within non-majority run organizations. Borrowing from the thinking of Dr. Paulo Friere, it is crucial for non-majority persons to critically analyze the causes of any current and/or former oppression, so that through transforming actions, they can create new situations (1970:32).

Citations

Dion, Kenneth, 2001, The Social Psychology of Perceived Prejudice and Discrimination, *Canadian Psychology*, 43 (1): 1-10.

Devine, Patricia and Elliot, Andrew, 1995, Are Racial Stereotypes Really Fading? The Princeton Trilogy Revisited, *Personality and Social Psychology Bulletin*, 21 (11): 1139-1150

Friere, Paulo, 1970, *Pedagogy of the Oppressed*, The Seabury Press, New York

Harris, Melinda, 1997, The Influence of Self-Esteem on Black College Students' and White College Students' Perceptions of their ability to find appropriate employment: A Comparison, Unpublished Spring 1997 Portfolio paper, Case Western Reserve University

James, Keith and Khoo, Gillian, 1991, Identity-Related Influences on the Success of Minority Workers in Primarily Nonminority Organizations, *Hispanic Journal of Behavioral Science*, 13 (2): 169-192

Metayer, Nesly, 2003, An Organization in Transition: The Impact of Ethnic Threats on Self-Concept and Behavior in the Haitian-based American Organization, Unpublished EDM 638 Qualitative Research paper, Case Western Reserve University, Cleveland, OH.

Phinney, Jean, 1991, Ethnic Identity and Self-Esteem: A Review and Integration, *Hispanic Journal of Behavioral Sciences*, 13 (2): 193-208.

Phinney, Jean, 1996, When We Talk about American Ethnic Groups, what do we mean? *American Psychologist*, 51 (9): 918-927.

Sellers, Robert and Shelton, J. Nicole, 2003, The Role of Racial Identity in Perceived Racial Discrimination, *Journal of Personality and Psychology*, 84 (5): 1079-1092.

Smith, Elsie, Black Racial Identity Development: Issues and Concerns, 1989, *The Counseling Psychologist*, 17 (2): page 277-288.

Smith, Elsie, 1991, Ethnic Identity Development: Toward the Development of a Theory within the Context of Majority/Minority Status, *Journal of Counseling and Development*, 70: 181-188.

Steele, Claude, 1997, A Threat in the Air: How Stereotypes Shape Intellectual Identity and Performance, *American Psychologist*, 52 (6): 613-629.

Paper Number: PN052015.3

Paper Title: Social Capital: A Missing Link in Entrepreneurship Development among African Americans in Cleveland's Inner City

Author(s):

Daniel Oruoch

Summary of Research

Federal, state and local policy makers in Cleveland Ohio are highly focused on financial and economic aspects when addressing issues of low entrepreneurship among African Americans in the inner city. Research conducted within this community indicates other factors that produce low entrepreneurial success. They are mostly of a social nature, and they result in a dearth of social capital. Solutions lie mostly with the strengthening of social capital, through formation of voluntary associations and creating opportunities for intra- and inter-ethnic mentoring.

Description

Entrepreneurial activity does not occur in a vacuum. Instead it is embedded in cultural contexts, within webs of human networks that are both social and economic (Johannison 1990). Where either social or economic resources are missing entrepreneurship ceases to exist or, if it does, will not have any meaningful impact on the community. In the case of African Americans in Cleveland inner city, programs have been developed by policy makers that emphasize economic (market exchange) approach to entrepreneurial development, while at the same time relegating the role of social factors. This approach has yielded minimum results. Empirical studies have illustrated that entrepreneurs use informal network, contacts (family friends, and business people) more than formal network contacts (bankers, accountants and lawyers) as information sources (Aldrich, Rosen and Goodward 1987; 158).

In the last one and a half years, the writer was involved in intensive interviews with 15 entrepreneurs and mentors from the Cleveland area, with some interviewees being both entrepreneurs and mentors. All entrepreneurs and six of the mentors were African Americans. The former represented a cross section of more or less successful entrepreneurs. Their responses indicate clearly that the reasons for the lag of business creation, development and operation within this group lie mostly outside of the socio-economic model of the market exchange. The reasons given were those of a lack of social capital. Mentoring and role modeling were seen as key to breaking the jinx. The following discussion covers their responses by integrating them with views and analyses from relevant literature.

Entrepreneurship in the Black community in America in general and in the inner cities in particular cannot be discussed or debated without going back in history. Slavery and related racial discrimination has remained a central issue in the mind of not only the victim, but also the victor. The impact of this is still prevalent in the inner city African American community. The resultant effect is that a Black person has yet to rid herself/himself of this baggage and gain self respect, self assurance and even acceptance intra and inter community.

The immigration of Blacks particularly men from the South in the late nineteenth, early and mid twentieth century, plus other related factors, resulted in a breakdown of the African American family. The community has never recovered. William Julius Wilson (1998) argues that with the sharp recent rise of sole-parent families in the U.S., children who live in inner city households are less likely to be socialized in a work environment. The Northward immigration brought Black men to work in industrial jobs with low skills. The change in job market has had undesired consequent of Black men being rendered jobless either by design, or accident or by obvious discrimination. This has destroyed the family structure within this community. A community cannot function as a unit if one or part of it is disenfranchised. Institutional environments are characterized by the elaboration of rules and requirements to which individuals must conform in order to receive legitimacy and support (Berger and Luckman 1967). Berger and Luckman argue that meaning or reality is socially constructed, which suggests that actors' (e.g. the entrepreneurs) preferences and social process are shaped by

institutional forces (e.g. policies laws, norms, beliefs and values) in a particular social or community setting. In the inner city, the social and community setting have been greatly disrupted. It is difficult to have a socially constructed community that has been destroyed by forces outside its control.

In the midst of all the complex factors that exist within this community comes another intricate aspect of value imprinting as far as the social economic activity is concerned. Blacks have been brought up to believe that education is the key to success. Go to school, graduate at high school and college, you get a good job earn a good salary and live your life to the fullest. Entrepreneurship, which involves risk taking, much hard work, patience and perseverance was given too little weight in Black child up rearing. Employment was emphasized while self employment was given low key consideration. One was not viewed highly in this community if he opted for self employment. When the job scenario changed, this attitude towards self-employment has remained negative. Some entrepreneurs even pointed out that many in the inner city consider running a business demeaning. This mindset is difficult to change overnight.

The integration laws and policies, though well meaning, are seen as having killed the enterprise of the African American. Before the integration laws, African Americans lived in co-ethnic enclaves. They ran their own convenient stores, groceries, gas stations, etc. With integration, the African American believed or was made to believe that what they were doing was inferior. They thus abandoned their businesses and resorted to patronizing those of other groups, mostly whites. This has had the effect that even those Blacks who run their businesses in the inner city do not have their fellow Blacks patronizing their enterprises. African American businesses are viewed as providing either inferior products or service or having poor attitudes towards customer care. As a result most of the African American businesses collapse or are bought by other ethnic groups at a song.

The situation as seen by entrepreneurs looks very desperate. This complex situation has not only complicated social relations in this community, but also bred mistrust and some intra-group resentment for one another. There are, however, promising developments, deliberate efforts by the community leaders and successful entrepreneurs and professionals in corporate America and Government to try to reverse this trend. The approach they have taken is to use social capital, i.e. building strong intra community networks that will facilitate strong bonding. The contribution of social networks to entrepreneurship is arguably one of the most important research discoveries in the last generation. Social networks are crucial assets for business owners struggling to survive in the competitive markets (Aldrich and Limmer, 1986: 12-3; Aldrich, Elam and Reese 1997). Indeed the successful entrepreneurs and professionals in Cleveland have formed various clubs and community associations. They contribute with mentoring and role modeling. These efforts have been put in place in order to try to address this social capital disintegration in the Cleveland inner city African Americans. These community initiatives include the church, which has been criticized for not doing enough.

Middle class Blacks increasingly feel that they have an obligation to help foster Black economic progress and help less advantaged Blacks. Most Blacks of all classes are of course law-abiding, hardworking, tax-paying, and respectable citizens, but regardless how successful they are, continue to be negatively stereotyped (Isimbabi Jan 1999). One entrepreneur observed that the African American is the "only" community (race) being fought not only in America, but the world over by everybody else including themselves..

References

Aldrich, H. Rosen, B. & Woodward, W. 1987. The Impact of Social Networks on Business Foundings and Profit: A longitudinal study. *Frontier of Entrepreneurship Research* 7,154-168.

Berger, P. L & Luckman, T. 1967. *The Social Construction of Reality. The Sociology of Knowledge*, Middlesex Penguin Books.

Johannison, B. 1990. *Economics of Overview....Guiding the External Growth of Small Firms*.

International Small Business Journal, 9, 32-44.

Michael, J. Isimbabi, Ph.D. Harnessing Black Financial Power through A National Venture Capital Fund. The Black World Today January 1999.

Polanyi, Karl. 1944. The Great Transformation. Boston Beacon.

William Julius Wilson. When Work Disappears. New Information for Race and Urban Poverty in the Global Economy –Center for Analysis of Social Exclusion- London School of Economics

Zulema Valdez. Beyond Ethnic Entrepreneurship: Ethnicity and the Economy in Enterprise Research Seminar Series 2002-2003. Center for Comparative Immigration Studies; Center for U.S. –Mexican Studies University of California, San Diego.

Paper Number: PN052015.4

Paper Title: Nigerian Immigrants Utilization of Ethnic Affiliations to Create and Transfer Social, Economic, and Human Capital

Author(s):

James Ogundele

Summary of Research

Nigerian immigrants in the United States form ethnic based nonprofit organizations to maintain their cultural identity and transfer capital (social, economic and human) for the development of their home communities. Their activities can best be explained through the concepts of social capital, collective action and transnationalism (Olson, 1971; Alejandro Portes, 1998; Alejandro Portes, 2001; Putnam, 2001). This research study addresses two main questions: How do these associations effectively organize themselves to create and transfer wealth? What factors explain variations in organizational form and success?

Description

This research shows how Nigerian immigrants use bonding social capital based on shared cultural, ethnic, and experiences to form networks of organizations here in the United States. These organizations then use the bridging and bonding forms of social capitals to generate economic capital. The generated capital is then transferred to develop home communities for the benefits of their relatives, family and home communities.

From personal experience and literature reviews, individual immigrants desire to transfer economic capital for assisting relatives, and home communities have mixed results of success and failure with continuing frustrations and unintended consequences (Adams, 1998; Alderman, 1996; Chami, Fullenkamp, & Jahjah, 1989).

It was found through ten in-depth interviews with organizational members and officials that immigrants form organizations and networks at different levels. The foundation of these organizations in the U.S. is based on ethnicity that covers as wide as several geographical local government council (LGC) areas from Nigeria to as little as one ethnic clan. The common factors for the represented areas in these organizations are shared ethnicity, language, culture and history.

Multi-layered organizational structure were discovered in this study. Many of the organizations have high level affiliation with broader national ethnic organizations that are purely for cultural, political, regional identity. For example most of the ethnic organizations of Yoruba tribes of Nigeria belong to the Yoruba Alliance or Egbe Omo Yoruba association. These organizations are not embedded in the transfer of capital as such.

The second level of the ethnic group association is of branches and parent or national umbrella organizations. Under this scenario, within U.S. geographical locations where there are concentrations of a particular ethnic group, an association is formed. These organizations draw from the same ethnic regions in Nigeria, but from different places in the U.S. Each organization is represented by delegates to the national bodies, with annual conventions. These structures allow the ethnic immigrants to use bridging social capital among ethnic organizations of the same origin to pull resources together in advancing their objectives (Oh, Chung, & Labianca, 2004) and hence improve their effectiveness.

The ethnic organizations raise financial capital through membership dues and contributions for special projects, fundraising activities that rely mostly on soliciting of fellow Nigerian immigrants and organizations. My study revealed that many of these efforts have not yielded expected dividends because the organizations rely heavily on cultural association with strong ties to fellow Nigerian immigrants. This is a case whereby the groups with more diversity in the social relationships with other groups are more effective than groups with less diversity in their external ties. The relationships can be

from members or from the group as a whole (Oh et al., 2004).

In executing the programs that benefits the in home communities, the organizations members rely on human capital and social networks. Common to all the studied organizations is a focus on health and educational projects. For example, some members who are doctors conduct health and AIDS awareness seminars on behalf of their organizations for their communities at home. Many provide beds, ambulances, medical equipment to the district and local hospitals that serve the immigrant communities. Educational projects include activities such as donating books, computers and repairing of elementary schools infrastructures. Annual scholarships are also given to high schools kids going to colleges.

Trust and cooperation become important moderating variables in this research. Members help the organization to execute projects during their individual trips to Nigeria without drawing on the organization resources. These efforts are extra contributions by individuals in supplementing organizational resources. By the same token members are relied upon to bring back information about political, social and economic development of the communities at home. Trust in this information leads to the generation of ideas and initiatives for future projects and activities. The strong ties (bonding social capital) within these organizations are the source of trust and cooperation among members that are crucial for the execution of projects, especially in a corrupt society like Nigeria.

Each member also uses their connections and social ties (bridging social capital) to facilitate the execution of the organizations projects at home. Members with friends, relatives, acquaintances and official in high places use their influence to get things done for the organization. In the process the members and their organization seek endorsement and recognition of the local chiefs and in the execution of their projects. These endorsements bring the purposive benefits of recognition, sense of belonging to the organizations and members as evidenced in the letters of praises posted on their websites.

This study extend the transnationalism concept whereby the Nigerian transmigrants, through ethnic social networks, forge and sustain multi-stranded social, economic and political relations that link together their societies of origin and settlement, and through which they create transnational social fields that cross national borders for the benefits of their communities at home (Alejandro Portes, 2001).

References

- Adams, R. H. J. (1998). Remittances, Investment, and rural Asset Accumulation in Pakistan. *Economic Development and Cultural Change*, 47(155-173).
- Alderman. (1996). Saving and Economic Shocks in rural Pakistan. *Journal of Development Economics*, 51, 343-365.
- Chami, R., Fullenkamp, C., & Jahjah, S. (1989). Are Immigrant Remittance Flows a Source of Capital for Development: International Monetary Fund.
- Oh, H., Chung, M.-H., & Labianca, G. (2004). Group Social Capital and Group effectiveness: The role of Informal Socializing Ties. *Academy of Management Journal*, 47(6), 860-875.
- Olson, M. (1971). *Logic of Collective Action: Public Goods and Theory of Groups*. Boston: Harvard University Press.
- Portes, A. (1998). Social Capital: Its origins and applications in modern sociology. *Annual Review of Sociology*, 24, 1-24.
- Portes, A. (2001). Introduction: the debates and significance of immigrant transnationalism. *Global Networks*, 1(3), 181-193.
- Putnam, R. D. (2001). *Bowling Alone: The Collapse and revival of American Community*. New York: Simon & Schuster.

Paper Number: PN052015

Paper Title: Fostering Social Capital and Collective Action in Minority Groups: Difficult Realities and Promising Prospects

Author(s):

Paul Salipante, Mandel Center for Nonprofit Organizations, Case Western Reserve University, Cleveland Heights, OH, USA

Description

Why do public policy efforts and minority-run nonprofit organizations experience limited success in mobilizing social capital and organizing their members to improve the well being of minority populations? A variety of domestic and transnational nonprofit organizations pursue missions of furthering the social status of minorities and underprivileged groups. Some of these missions support public policy at the federal level and in many states and municipalities that strives to foster entrepreneurship among African-Americans. A range of nonprofits of social service and voluntary association forms implement these policy endeavors. A yet wider range of minority-run nonprofit organizations deliver government-supported social services to minority populations. All these endeavors require effective organizing and the development of social capital among African-Americans.

Sociologists such as William Julius Wilson have claimed that essential features of inner city American life inhibit entrepreneurship, collective action, and the development of social capital. One goal of the papers in this panel is to explore such claims by providing an elaborated view of the challenges that nonprofits face in effectively organizing African Americans for entrepreneurial and social service activities. These challenges are alleged to include a lack of group cohesion and a distrust of both individuals and organizations. A second goal is to draw out from the panelists' empirical fieldwork promising prospects for the effective production of social capital and collective action in minority settings. One positive example concerns the effective organizing of minority members resident in the United States to promote the economic, health and social well-being of their family relations in Africa. This creation of transnational social capital and other promising developments have emerged from the panelists' studies and their own successful organizational endeavors.

The panelists bring practice-based knowledge to their scholarly research, as each is both a researcher and a leading practitioner. All are current or graduated Nonprofit Fellows in the Executive Doctor in Management Program at Case Western Reserve University. Daniel Oruoch, Executive Director of the Kenya College of Accountancy, helped develop a successful mentoring program for inner city entrepreneurs in Nairobi. Monika Hudson, currently the Managing Consultant for Renaissance /Bayview Business Resource Center in San Francisco, has been City Manager for the cities of Palo Alto and Colma, California. Craig Soaries is a minister and CEO of Victory Community Development Corporation in Atlanta, with many years experience working with inner city men. James Ogundele, a Nigerian living in the U.S., is Director of Manufacturing Engineering in a division of Corning International, Corning, NY. To the domains of their nonprofit research, all bring personal experience with organizing in ethnically-oriented organizations.

Paper Number: PN052017.1

Paper Title: Summer on the Island: Temporary, Interim, and Occasional Episodic Volunteering

Author(s):

Ram Cnaan, Ph.D., University of Pennsylvania, Philadelphia, PA, USA

Femida Handy, York University, Toronto, Ontario, CANADA

Nadine Brodeur, York University, Toronto, Ontario, CAN

Summary of Research

The Inter-Cultural Association of Victoria, British Columbia, Canada manages three community festivals each summer. Recruiting includes some long-term volunteers, but many episodic volunteers. This research report on those episodic volunteers, by discrete categories; temporary, occasional, interim. The report outlines background variables and motivation to volunteer.

Description

Every summer the Inter-Cultural Association (ICA) of Greater Victoria promotes cultural understanding, alleviates racism, and promotes multiculturalism in Victoria since 1971. Every summer ICA holds three festivals that highlight the cultural diversity and richness of Victoria.

Luminara is a one-night event in which around 150 volunteers use the largest park in the city to hold festival of lights. Most of these volunteers come just for that night while one-tenth of the volunteers help for a few weeks prior to the festival. FolkFest is a cultural festival that runs for 10 days. This festival attracts nearly 850 volunteers who are organized into different crews, each crew responsible for different jobs. They generally volunteer at the work on site from 7am- midnight. About half of FolkFest volunteers and crew coordinators come back each year. Open Air is an outdoor concert series and held at the smaller venue. It runs from the end of FolkFest to mid September and also features a Sunday market with cooking demonstrations from star chefs, outdoor movies, noon hour concerts of local performers, etc. It has about 250 volunteers and 90% of who come from FolkFest.

As such, every summer when the sun shines and being outdoors is fun, ICA manages to recruit some long-term volunteers and many episodic volunteers. Some of the people come every year and give a few hours and then disappear forever or till next year. We accessed a large number of the volunteers and administered questionnaires. We were able to categorize them by long-term, and various types of episodic temporary, occasional, interim. We compare their background variables and motivation to volunteer. The presentation will shed new light on this growing phenomenon of episodic volunteering.

Paper Number: PN052017.2

Paper Title: Gambling With The Future Of Volunteering? The Tragedy Of The Commons

Author(s):

Jeffrey Brudney, University of Georgia, Athens, GA, USA

Lucas Meijs, Erasmus University Rotterdam, Rotterdam, Netherlands

Summary of Research

This paper suggests that volunteer energy be likened to a common pool for crafting strategies to sustain use of volunteers by nonprofit and voluntary organizations. The authors propose strategies to surmount problems that can arise with volunteer energy: To counter problems several tactics are suggested to achieve, including identifying ways that nonprofit organizations can be less irresponsible and wasteful in using volunteers; creating agreements among organizations to signify adherence to accepted volunteer management practices ; and experimenting with a novel method to preserve and, expand the common pool resource of volunteer energy called “community casinos.”

Description

Garrett Hardin (1968) introduced the concept of the “tragedy of the commons” to portray a situation in which the rational pursuit of self-interest by each individual actor results in the despoliation of a common or shared resource to the detriment of all. The tragedy arises because individuals are rewarded economically for exploiting a common pool resource, such as communal grazing land or fisheries -- they reap all the benefits of their consumption -- while other potential users -- the community -- bear all the costs (less of the shared resource remains available to them). In the absence of enforceable agreements among users to preserve the commons, rational consumers have every incentive to (over) use the commons, for whatever resources they leave behind will be consumed by other, equally rational actors pursuing their own self-interest. As a result, the common pool resource cannot be sustained over the long-term and is depleted: Common pool grazing land is used up, and fisheries fail to sustain.

In his depiction of the tragedy of the commons, Hardin bemoaned the passage of open-grazing land. In the proposed research, we conceive of volunteer energy as the commons and organizations in the market for that resource as the consumers, or producers who make use of the volunteer energy. The organizations include nonprofit and government agencies as well as a growing number of private business firms engaged in employee volunteer and community service programs. Each of these potential consumers of volunteer energy can legitimately lay claim to that resource (i.e., seek volunteers) and is, in effect, in competition with the other organizations to obtain it and consume it for its own purposes. Just as with shared grazing land, the danger exists that if volunteer energy is not deployed wisely, the gross amount can stagnate, become exhausted, and eventually decline.

Although to our knowledge, volunteer energy has not before been likened to a common pool resource, this conception offers a useful perspective for crafting strategies for sustaining the common pool and promoting productive use of volunteers by consuming organizations. We propose two general strategies to surmount possible commons problems that can arise with volunteer energy: 1) enlarge the common pool by attracting more volunteers, and 2) manage the current common pool more efficiently and effectively by making better volunteer assignments. We discuss several tactics to achieve these goals, including identifying ways that consuming organizations can be less irresponsible and wasteful in using (up) volunteers; creating agreements among these organizations to signify adherence to accepted volunteer management practices (for example, adoption of codes of conduct, ethics, or values concerning volunteers); and experimenting with a novel method to preserve and, hopefully, expand the common pool resource of volunteer energy called “community casinos” built on the model of the “volunteer slot machine” introduced by Meijs and Brudney (2004). The volunteer slot machine provides an investment approach to build and renew the stock of volunteers.

We believe that the appropriate organization to establish and coordinate agreements among users of volunteer energy is the volunteer resource center. In this research, we develop the role of the volunteer center as the lead institution to see to the conservation and wise use of the common pool resource of volunteer energy.

Paper Number: PN052017.3

Paper Title: Extreme Volunteering: A Reality Show

Author(s):

Nancy Macduff, Macduff/Bunt Associates, Washington State University, Walla Walla, WA, USA
Mary Merrill, Journal of Volunteer Administration, Columbus, OH, USA

Summary of Research

Increasingly personal motivations dictate the types of volunteering in which someone engages. Westernized countries have volunteers, some of whom appear to be in the midst of a move to an aggressive new type of volunteering. The new forms of volunteering are driven by the wishes of the volunteer, and rarely done under the auspices of traditional nonprofit organizations or volunteer programs.

This “extreme” makeover form of volunteering is found in three basic formats; vigilante, serendipity, and entrepreneurial volunteers.

This paper exams the environment driving the “extreme” volunteer and the ways in which the volunteering actually occurs.

Description

The work of authors including Beck, Giddens, Lash, Eckstein, Ellison, Hustinx, Safrit, and Merrill lays the foundation for explaining apparent systemic changes in the nature of volunteering, especially in Westernized countries. They suggest a picture of volunteering substantially different from that which has existed in the past. The most notable of the changes has been the increase in episodic volunteering and the reduction in time donated by long-term continuous service volunteers. (Hustinx and Lammertyn, 2003; Macduff, 2003). Increasingly personal motivations dictate the types of volunteering in which someone engages.

Westernized countries have volunteers, some of whom appear to be in the midst of a move to an aggressive new type of volunteering. The new forms of volunteering are driven by the wishes of the volunteer, and rarely done under the auspices of traditional nonprofit organizations or volunteer programs. While episodic volunteering is done in concert with existing organizations, the “extreme” volunteer is moving outside norms of volunteering.

This “sliding” revolution in the nature of volunteerism is likely driven by such things as the growth in wealth, employment security, loss of rivals, changes in the nature of the problems faced by society, and the speed of technification. (Giddens, “Living in a Post-Traditional Society,”1994; Hustinx and Lammertyn, 2003)

While volunteering of the collectivistic mode was characterized as member-based with strong institutional ties, the post-modern era reflexivistic mode is and self-organized. (Hustinx and Lammertyn, 2003). New volunteers are bypassing traditional institutions and volunteering according to their own needs and rules. (Beck, “The Reinvention of Politics: Towards a Theory of Reflexive Modernization,” 1994).

This “extreme” makeover form of volunteering is found in three basic formats; vigilante, serendipity, and entrepreneurial volunteers. In attempting to classify volunteers into categories it is important to note the distinction between the types of

activities volunteers are engaged in and whether or not they are done on a volunteer basis. (Ellis & Noyes, 1990). The definitions offered in this paper deal with volunteer actions across a broad range of activities, and are related more closely to motivating forces and ideologies rather than types of activities. This paper exams the environment driving the “extreme” volunteer and the ways in which the volunteering actually occurs.

□Vigilante Volunteers: self-appointed doers of good. They act outside of the boundaries of organized or formalized volunteer programs with an intense personal desire to do justice, their way, through “right actions.”

Serendipitous Volunteers: is a spontaneous, impulsive action that often leads to an unexpected benefit.

Entrepreneurial Volunteers: Entrepreneurs organize, manage and assume the risks of a business or

undertaking. They create new businesses, develop/invent new products or processes, or bring new products to market.

Paper Number: PN052017

Paper Title: Gambling With Volunteerism: Three Views of the Future of Volunteer Involvement

Author(s):

Nancy Macduff, Macduff/Bunt Associates, Washington State University, Walla Walla, WA, USA

Description

Proposal for a Panel for the ARNOVA 2005 Conference

Proposed Panel Title: Gambling With Volunteerism: Three Views of the Future of Volunteer Involvement

Panel Coordinators: Nancy Macduff and Margaret Harris

Prime Contact: Nancy Macduff

Paper presenters: Jeff Brudney and Lucas Meijs; Ram Cnaan, Femida Handy, and Nadine Brodeur; Mary Merrill and Nancy Macduff

Panel discussant and chair: Margaret Harris.

Panel Contact addresses:

Nancy Macduff
Macduff/Bunt Associates
Washington State University
925 "E" St.
Walla Walla, WA 99362
Tel. 509-529-0244
Fax. 509-529-8865
Email mba@bmi.net

Margaret Harris
Professor of Voluntary Sector Organisation
Aston Business School, Aston University
Birmingham, B4 7ET, England
Tel. 44 (0) 121 359 3011
Fax. 44 (0) 121 359 1148
Email m.e.harris@aston.ac.uk

Jeffrey L. Brudney, Ph.D.
University of Georgia
School of Public and International Affairs
Department of Public Administration and Policy
204 Baldwin Hall
Athens, GA 30602-1615
Tel. 706) 542-2977
Fax. 706) 583-0610
Email. jbrudney@uga.edu

Ram Cnaan
School of Social Work
University of Pennsylvania
3701 Locust Walk

Philadelphia, PA 19104
Tel. 215 898 5523
Fax. 215 573 2099
Email cnaan@ssw.upenn.edu

Femida Handy and Nadine Brodeur
Faculty of Environmental Studies
York University
4700 Keele Street
Toronto, Ontario M3P 1P3

Phone: 416.736.5523
Fax: 416.736.5252
E-mail: fhandy@yorku.ca
 nadinefirefly@yahoo.ca

Mary V. Merrill
Editor, Journal of Volunteer Administration
101 Orchard Lane
Columbus, Ohio 43214
614-262-8219
www.merrillassociates.net

Lucas C.P.M. Meijs
Business Society Management, Rotterdam School of Management
Erasmus University Rotterdam
P.O.Box 1738
3000 DR Rotterdam
The Netherlands
Tel++-31-10-4081921
Fax. ++-31-10-4473513
Email lmeys@rsm.nl

Proposed Panel Title: Gamble with Volunteerism: Three Views of the Future of Volunteer Involvement

Panel Rationale: The panel seeks to discern new and emerging trends in volunteering, moving, beyond the upsurge in short-term volunteering . There is growing anecdotal evidence of new and different behaviors amongst volunteers and potential volunteers including, for example, by-passing of traditional recruitment processes and volunteer brokering organizations; spontaneous volunteering prompted by major crises and disasters; and using the internet to seek out volunteering opportunities and like-minded people.

Such behavior raises questions for both volunteer managers and policy makers. For example, how can a match be made between the will to volunteer and the assessed need for volunteers in particular situations? If the volunteer impulse is not controlled and directed by brokering third sector organisations, is there a threat to projects which have traditionally involved volunteers to deliver services? For academics the question is raised as to whether long-accepted notions of the volunteer concept are now adequate. Do they perhaps need adapting or revising in the light of new evidence about the choices that people make about how and when to give their time to others?

Papers presented by panelists will address these questions by looking at them from three different perspectives. The arguments presented in the papers are grounded in research findings from studies in the fields of social work, organizational management and sociology. They are also grounded in applied research and practitioner literature.

Panel Focus and Scope:

The first paper by Cnaan, Handy and Brodeur uses a case study of one geographical community to

show the range of volunteer opportunities available. It focuses particularly on the different types of short-term volunteering which takes place in relation to key seasonal events in the community. The authors compare the background variables and motivations to volunteer in different ways.

□ In the second paper by Macduff and Merrill, the authors explore how societal changes have pushed to extremes the ways in which volunteering occurs. Three new types of volunteering are described; vigilante, serendipity, and entrepreneurial volunteering. Special attention is given to how researchers and practitioners need to acknowledge and address types of volunteering that are outside the traditional understandings of volunteering.

□ The third paper by Brudney and Meijs looks more broadly at 'volunteer effort' and focuses on how the total amount of volunteerism can stagnate, become exhausted, and eventually decline. They illustrate the tension between the interests of individual organizations and the larger community with respect to volunteer use, and present methods intended to conserve and renew the common pool resource of volunteer energy. The authors argue the need to teach consumers of volunteer energy (organizations) to be less irresponsible and wasteful in using (up) volunteers. They propose a novel method to preserve and expand the common pool resource of volunteer energy.

Key Words: episodic volunteering; volunteer opportunities, short-term volunteers, volunteer energy, seasonal volunteering

The Three Proposed Papers

Paper One: Ram Cnaan, Femida Handy, Nadine Brodeur – Summer on the Island: Temporary, Interim, and Occasional Episodic Volunteering

Every summer the Inter-Cultural Association (ICA) of Greater Victoria promotes cultural understanding, alleviates racism, and promotes multiculturalism in Victoria since 1971. Every summer ICA holds three festivals that highlight the cultural diversity and richness of Victoria.

Luminara is a one-night event in which around 150 volunteers use the largest park in the city to hold festival of lights. Most of these volunteers come just for that night while one-tenth of the volunteers help for a few weeks prior to the festival. FolkFest is a cultural festival that runs for 10 days. This festival attracts nearly 850 volunteers who are organized into different crews, each crew responsible for different jobs. They generally volunteer at the work on site from 7am- midnight. About half of FolkFest volunteers and crew coordinators come back each year. Open Air is an outdoor concert series and held at the smaller venue. It runs from the end of FolkFest to mid September and also features a Sunday market with cooking demonstrations from star chefs, outdoor movies, noon hour concerts of local performers, etc. It has about 250 volunteers and 90% of who come from FolkFest.

As such, every summer when the sun shines and being outdoors is fun, ICA manages to recruit some long-term volunteers and many episodic volunteers. Some of the people come every year and give a few hours and then disappear forever or till next year. We accessed a large number of the volunteers and administered questionnaires. We were able to categorize them by long-term, and various types of episodic temporary, occasional, interim. We compare their background variables and motivation to volunteer. The presentation will shed new light on this growing phenomenon of episodic volunteering.

Paper Two: Nancy Macduff and Mary Merrill Extreme Volunteering: A Reality Show

□ The work of authors including Beck, Giddens, Lash, Eckstein, Ellison, Hustinx, Safrit, and Merrill lays the foundation for explaining apparent systemic changes in the nature of volunteering, especially in Westernized countries. They suggest a picture of volunteering substantially different from that which has existed in the past. The most notable of the changes has been the increase in episodic volunteering and the reduction in time donated by long-term continuous service volunteers. (Hustinx and Lammertyn, 2003; Macduff, 2003). Increasingly personal motivations dictate the types of

volunteering in which someone engages.

Westernized countries have volunteers, some of whom appear to be in the midst of a move to an aggressive new type of volunteering. The new forms of volunteering are driven by the wishes of the volunteer, and rarely done under the auspices of traditional nonprofit organizations or volunteer programs. While episodic volunteering is done in concert with existing organizations, the "extreme" volunteer is moving outside norms of volunteering.

This "sliding" revolution in the nature of volunteerism is likely driven by such things as the growth in wealth, employment security, loss of rivals, changes in the nature of the problems faced by society, and the speed of technification. (Giddens, "Living in a Post-Traditional Society," 1994; Hustinx and Lammertyn, 2003)

While volunteering of the collectivistic mode was characterized as member-based with strong institutional ties, the post-modern era reflexivistic mode is and self-organized. (Hustinx and Lammertyn, 2003). New volunteers are bypassing traditional institutions and volunteering according to their own needs and rules. (Beck, "The Reinvention of Politics: Towards a Theory of Reflexive Modernization," 1994).

This "extreme" makeover form of volunteering is found in three basic formats; vigilante, serendipity, and entrepreneurial volunteers. In attempting to classify volunteers into categories it is important to note the distinction between the types of activities volunteers are engaged in and whether or not they are done on a volunteer basis. (Ellis & Noyes, 1990). The definitions offered in this paper deal with volunteer actions across a broad range of activities, and are related more closely to motivating forces and ideologies rather than types of activities. This paper exams the environment driving the "extreme" volunteer and the ways in which the volunteering actually occurs.

□ Vigilante Volunteers: self-appointed doers of good. They act outside of the boundaries of organized or formalized volunteer programs with an intense personal desire to do justice, their way, through "right actions."

Serendipitous Volunteers: is a spontaneous, impulsive action that often leads to an unexpected benefit.

Entrepreneurial Volunteers: Entrepreneurs organize, manage and assume the risks of a business or undertaking. They create new businesses, develop/invent new products or processes, or bring new products to market.

Paper Three: Jeffrey Brudney and Lucas Meijs – Gambling With The Future Of Volunteering? The Tragedy Of The Commons

Garrett Hardin (1968) introduced the concept of the "tragedy of the commons" to portray a situation in which the rational pursuit of self-interest by each individual actor results in the despoliation of a common or shared resource to the detriment of all. The tragedy arises because individuals are rewarded economically for exploiting a common pool resource, such as communal grazing land or fisheries -- they reap all the benefits of their consumption -- while other potential users -- the community -- bear all the costs (less of the shared resource remains available to them). In the absence of enforceable agreements among users to preserve the commons, rational consumers have every incentive to (over) use the commons, for whatever resources they leave behind will be consumed by other, equally rational actors pursuing their own self-interest. As a result, the common pool resource cannot be sustained over the long-term and is depleted: Common pool grazing land is used up, and fisheries fail to sustain.

In his depiction of the tragedy of the commons, Hardin bemoaned the passage of open-grazing land. In the proposed research, we conceive of volunteer energy as the commons and organizations in the market for that resource as the consumers, or producers who make use of the volunteer energy. The organizations include nonprofit and government agencies as well as a growing number of private business firms engaged in employee volunteer and community service programs. Each of these potential consumers of volunteer energy can legitimately lay claim to that resource (i.e., seek volunteers) and is, in effect, in competition with the other organizations to obtain it and consume it for its own purposes. Just as with shared grazing land, the danger exists that if volunteer energy is not deployed wisely, the gross amount can stagnate, become exhausted, and eventually decline.

Although to our knowledge, volunteer energy has not before been likened to a common pool resource, this conception offers a useful perspective for crafting strategies for sustaining the common pool and promoting productive use of volunteers by consuming organizations. We propose two general strategies to surmount possible commons problems that can arise with volunteer energy: 1) enlarge the common pool by attracting more volunteers, and 2) manage the current common pool more efficiently and effectively by making better volunteer assignments. We discuss several tactics to achieve these goals, including identifying ways that consuming organizations can be less irresponsible and wasteful in using (up) volunteers; creating agreements among these organizations to signify adherence to accepted volunteer management practices (for example, adoption of codes of conduct, ethics, or values concerning volunteers); and experimenting with a novel method to preserve and, hopefully, expand the common pool resource of volunteer energy called "community casinos" built on the model of the "volunteer slot machine" introduced by Meijs and Brudney (2004). The volunteer slot machine provides an investment approach to build and renew the stock of volunteers.

We believe that the appropriate organization to establish and coordinate agreements among users of volunteer energy is the volunteer resource center. In this research, we develop the role of the volunteer center as the lead institution to see to the conservation and wise use of the common pool resource of volunteer energy.

References □

- Barta, P. (2005). Saying "No" to Help. *The Wall Street Journal*, January 19, 2005, B1.
- Barth, J. (2001). *The last voyage of somebody the sailor*. New York: Mariner Books
- Beck, Ulrich, (1994) "The Reinvention of Politics: Towards a Theory of Reflexive Modernization," in *Reflexive Modernization: Politics, Tradition and Aesthetics in the Modern Social Order*, Stanford University Press, Stanford, CA
- Beck, Ulrich, Giddens, Anthony, and Lash, Scott, (1994). *Politics, Tradition and Aesthetics in the Modern Social Order*. Stanford University Press, Stanford, CA
- Brudney, Jeffrey L., and Beth Gazley. 2005. *Moving Ahead Or Falling Behind? Volunteer Promotion And Data Collection*. Athens, GA: University of Georgia, School of Public and International Affairs, Department of Public Administration and Policy, unpublished ms.
- Brudney, Jeffrey L., and Lucas C.P.M Meijs. 2004. *Creating community pay offs with winning volunteer scenarios*. Paper presented at the 2004 Eurofestation, Maastricht, The Netherlands, November 9-11, 2004.
- Ellis, S. & Noyes, K. (1900). *By the people*. San Francisco: Jossey-Bass.
- Ellison, Nick, (1997). "Towards a New Social Politics: Citizenship and Reflexivity in Late Modernity." *Sociology* Vol. 31, No. 4, November.
- Florida, R. (2002). *The rise of the creative class*. New York: Basic Books
- Giddens, Anthony, (1984) "Living in a Post-Traditional Society," in *Reflexive Modernization: Politics, Tradition and Aesthetics in the Modern Social Order*, Stanford University Press, Stanford, CA 1994.
- Grobstein, P. (1994). *Variability in behavior and the nervous system*. *Encyclopedia of Human Behavior*, Volume 4, Academic Press, 1994
- Hands on Network (2005). Downloaded 2/24/05
<http://handsonnetwork.org/national/about.asp?siteid=4&wrapid=4>
- Hardin, Garrett. 1968. *The tragedy of the commons*. In: *Science*, vol 162 p 1243-1248.
- Hustinx, Lesley and Lammertyn, Frans, 2003. "Collective and Reflexive Styles of Volunteering: A Sociological Modernization Perspective," *Voluntas: International Journal of Voluntary and Nonprofit Organizations*. Vol. 14, No. 2, June .
- Lash, Scott, (1994) "Reflexivity and its Doubles: Structure, Aesthetics, Community," in *Reflexive Modernization: Politics, Tradition and Aesthetics in the Modern Social Order*, Stanford University Press, Stanford, CA .
- Meijs, L.C.P.M. and J.L. Brudney. 2004. *Winning volunteer scenarios: the soul of a new machine*. Paper presented at the 2004 Annual Meeting of the Association for Research on Nonprofit Organizations and

Voluntary Action (ARNOVA) Los Angeles, California, November 18-20, 2004.

Safrit, R. Dale and Merrill, Mary, (2002) "Management Implications of Contemporary Trends in Volunteerism in the United States and Canada," *The Journal of Volunteer Administration*, Vol. 20, No. 2, Spring

Paper Number: PN052019.1

Paper Title: A Market for Mission Control?

Author(s):

Dana Brakman Reiser, Brooklyn Law School, Brooklyn, NY, USA

Summary of Research

This paper will examine various legal and market mechanisms at work in the nonprofit sector, which resemble the functions and goals ascribed to the for-profit market for corporate control.

Description

In the for-profit sector, the market for corporate control has been credited with disciplining corporate managers and directing corporate assets to their most efficient allocations. Without the currency of equity shares, nonprofit organizations have not been viewed as subject to these market pressures. However, monitoring and policing managers and avoiding the misallocation of assets are enduring concerns in the nonprofit sector as well. This paper will examine various legal and market mechanisms at work in the nonprofit sector, which resemble the functions and goals ascribed to the for-profit market for corporate control. In doing so, it will ask whether a market for mission control can and should function in the nonprofit sector, and if so, how legal rules can be developed to assist this market's creation.

This examination will begin with the closest analogue to the familiar for-profit corporate takeover – the takeover of a member-elected nonprofit corporate board in a contested election. Attempts to achieve such a change in control have occurred in nonprofit corporations with member-elected boards, most publicly in the contested election at the Sierra Club in summer 2004. The paper also will address a range of other mechanisms by which a change in control or change in mission may legitimately be achieved in nonprofit organizations, and how these mechanisms do and must differ from those promoting changes in control in the for-profit sector. These scenarios bring into sharp relief the tension that mission change raises in nonprofit organizations, and expose the limitations of a simple translation of for-profit phenomena to the nonprofit sector.

Bibliography:

CORPORATE GOVERNANCE: LAW THEORY & PRACTICE (Thomas W. Joo, ed., 2004).
Thomas L. Greaney & Kathleen M. Boozang, Mission, Margin and Trust in the Nonprofit Healthcare Enterprise, 5 YALE JOURNAL OF HEALTH POLICY, LAW & ETHICS 1 (2005).
Robert A. Katz, Using Trust Law to Promote Mission Accountability in Charitable Corporations: Is the Cure Worse Than the Disease?, 80 CHI.-KENT L. REV. XX (forthcoming 2005).
Henry Manne, Mergers and the Market for Corporate Control, 73 JOURNAL OF POLITICAL ECONOMY 110 (1965).
Colin T. Moran, Why Revlon Applies to Nonprofit Corporations 53 BUSINESS LAWYER 373 (1998).
Garry W. Jenkins, The Powerful Possibilities of Nonprofit Mergers: Supporting Strategic Consolidation through Law and Public Policy, 74 SOUTHERN CALIFORNIA LAW REVIEW 1089 (2001).

Paper Number: PN052019.2

Paper Title: The Charity in Bankruptcy and Ghosts of Donors Past, Present and Future

Author(s):

Evelyn Brody, Chicago-Kent College of Law, Chicago, IL, USA

Summary of Research

This paper considers the treatment of gifts already made to a charity now in (federal) bankruptcy; the extent to which the bankruptcy trustee can compel the fulfillment of charitable pledges to the debtor; the possible forms in which future donors might provide support to the surviving entity.

Description

This paper considers the treatment of gifts already made to a charity now in (federal) bankruptcy; the extent to which the bankruptcy trustee can compel the fulfillment of charitable pledges to the debtor; and the possible forms in which future donors might provide support to the surviving entity. The bankruptcy of a charity represents the clash of two policy regimes: Charity law's willingness to preserve assets for the public purpose determined by the donor as against bankruptcy law's desire to maximize assets for distribution to creditors. When a charitable donee goes out of existence or otherwise becomes unable to perform a charitable trust or restricted gift, the courts will try to identify those charitable assets that are restricted in such a manner that they survive the bankruptcy proceeding, and will be applied "cy pres" to another purpose or transferred to another charity. This approach views any particular charity holding a restricted gift as distinct from the contemplated beneficiaries of that gift. Despite its benefits to society, such a policy also carries negative implications for the governance of individual nonprofit organizations. Sympathy for charitable beneficiaries in bankruptcy can make it harder for all charities – including those not in financial distress – to obtain needed financing. Less obviously, but perhaps more seriously, over-accommodating courts that wall off charity assets from bankruptcy creditors can further an already pervasive view that charitable property is "public" to an inappropriate degree.

Paper Number: PN052019.3

Paper Title: Charities and Public Benefit - The Thorny Issue of Charging

Author(s):

Debra Morris, Cayman Islands Law School, Grand Cayman, CAYMAN ISLANDS

Summary of Research

This paper will critically examine these principles put forward by the UK Charities Commission for determining whether charities operate for the public benefit. It will consider whether, notwithstanding this intended clarification of the law, its application will make any difference to charities that currently charge high fees for the provision of their services.

Description

After exhaustive lobbying and pre-legislative scrutiny of a draft Bill by a Joint Committee of both Houses of Parliament, the Charities Bill, set to change the legal landscape for charities in England and Wales, received its first reading in the House of Lords in December 2004. Its fate – whether it will complete the parliamentary process and become law before the general election in May 2005 – is currently unknown.

Whatever the outcome of the Bill, it has raised once more for charities, the thorny issue of charging and the requirement to provide a public benefit.

For the first time, under the proposed Bill, 'charity' will have a statutory definition. Charitable status will be subjected to a two-stage test. To be considered charitable, an organisation will need to demonstrate that its purposes, as set out in its constitution, fall within one or more of those in the new list of 12 charitable purposes, and also that it is established for the public benefit. There are two essential elements of the public benefit requirement: (1) to be charitable, the pursuit of an organisation's purposes must be capable of producing a benefit which can be demonstrated and which is recognised by law as beneficial; and (2) that benefit is provided for or available to the public or a sufficient section of the public.

Charities are required by the existing law to provide benefit to the public. The important difference under the proposed Bill is that there will no longer be a presumption that charities for the relief of poverty or the advancement of religion or education are of public benefit. So, for example, churches and schools seeking the benefits of charitable status will have to show that they provide a public benefit.

There will, however, be no statutory definition of 'public benefit'. The government has decided that the current non-statutory approach will remain, giving flexibility and the capacity to accommodate the diversity of the sector. This should mean that the existing case law definition will remain.

The public benefit requirement has by far been the most controversial aspect of the Charities Bill, and press coverage and political attention has focused on what impact the change will have on the charitable status of the many charities currently charging their users for access to their services and facilities. In particular, debate has focused on the effect of the proposed legislation on charities that charge high fees, such as fee paying schools and hospitals.

One of the recommendations in the Strategy Unit's report which preceded the Bill was that the Charity Commission should carry out checks into the public character of charities to make sure that they exist for the public benefit. The Charity Commission has attempted to show how it proposes to carry out such public benefit checks. The guidance states that the Commission will base its approach on five principles:

- There must be an identifiable benefit, but this can take many different forms (and can be tangible or intangible);

- Benefit is assessed in the light of modern conditions (rather than based on ancient cases);
- The benefit must be to the public at large, or to a sufficient section of the public;
- Any private benefit must be incidental; and,
- Those who are less well off must not be entirely excluded from benefit.

This paper will critically examine these principles and consider whether, notwithstanding the intended clarification of the law, their application will make any difference to charities that currently charge high fees for the provision of their services.

It will conclude with a consideration of whether a continuing application of the existing case law approach is the best way forward or whether it would have been more appropriate to concede to popular demand for a statutory definition of 'public benefit'.

Bibliography:

- Strategy Unit, Private Action, Public Benefit. A Review of Charities and the Wider Not-For-Profit Sector, September 2002
- Home Office, Charities and Not-for-Profits: A Modern Legal Framework. The Government's Response to 'Private Action, Public Benefit', July 2003
- Joint Committee on the Draft Charities Bill, The Draft Charities Bill, Vol.1: Report, Formal Minutes and Evidence, (HL 167-I/HC 660-I) September 2004
- The Government Reply To The Report From The Joint Committee On The Draft Charities Bill Session 2003–04 HL PAPER 167/HC 660, Presented to Parliament by the Secretary of State for the Home Department by Command of Her Majesty, December 2004, Cm 6440
- The Charities Bill, published in the House of Lords, 20 December 2004
- Charity Commission, Public benefit: The Charity Commission's approach, January 2005 and Charity Commission, Public benefit: The legal principles, January 2005

Paper Number: PN052019.4

Paper Title: How Internal Controls Can Prevent the 'Diversion' of Charitable Assets: The Board's Role in Protecting Assets and Mission

Author(s):

Jack B. Siegel, Auto Didactix, LLC, Chicago, IL, USA

Summary of Research

This paper will answer the question: Why should "mission" people care about internal controls and accounting systems?

Description

Everyone in the non-profit community is talking about internal controls in light of a number of highly-publicized frauds, thefts and embezzlements. This paper will answer the question: Why should "mission" people care about internal controls and accounting systems? It will focus on fraud prevention through financial controls, as well as the broader controls and the board's role. Several case studies will be used to illustrate how better controls could have prevented organizational failures and major missteps.

Paper Number: PN052019

Paper Title: Legal and Other Frameworks for Balancing Financial Viability and Charitable Mission

Author(s):

Dana Brakman Reiser, Brooklyn Law School, Brooklyn, NY, USA

Description

Nonprofits today are under tremendous pressure to be both financially viable and accountable to their missions as perceived by their donors and the public. They are expected to operate efficiently, to maintain their creditworthiness, and to be self-sustaining. At the same time, nonprofits are exhorted to be faithful to donors' instructions, to provide public benefits, and to avoid straying from the purposes established by their founders, supported by their constituencies or both. Yet, these crucial imperatives are often difficult for nonprofits to pursue simultaneously. This panel will explore various legal, accounting and policy frameworks that can help guide nonprofit organizations and their managers in balancing these competing pressures.

Paper Number: PN052021.1

Paper Title: Community Foundations and New Governance Networks

Author(s):

Elizabeth Graddy, University of Southern California, Los Angeles, CA, USA

Don Morgan, University of Southern California, San Gabriel, CA, USA

Summary of Research

This study of networks in new governance theory explores the ability of community foundations to serve a broker function in the agenda setting and policy formulation processes at the local level. A model built on existing network theory is developed to test the prevalence and effectiveness of these foundations as brokers and analyzed using data collected on California community foundations and the communities they serve. Results show that community foundations have not uniformly chosen to move toward a broker role, bringing into question the immediate impact they may have in new governance structures.

Description

New governance theory at its most fundamental level suggests that the state has been challenged internally and externally by those who believe that it may no longer be the most effective medium for addressing our more pressing societal issues (Pierre, 2000). Changes in the governance structure have pulled formal and informal organizations into a dynamic process of service provision where formerly disparate groups must now work together with some degree of coordination. Salamon (2002) has argued that “a host of alternative instruments of public action” are forming to satisfy such coordination. Still, little agreement exists on the type of organization that may optimally function at this capacity.

This research is focused on the role of community foundations in new governance theories; broadly attempting to address how these unique foundations are positioned to satisfy the expectations of new governance theories and the part they may play in newly coordinated efforts. Theories developing out of the new governance work that has influenced the study of public policy in recent years (e.g. Pierre, 2000) suggest that the philanthropic sector is positioned to play a significant role in the provision of public goods and services because of its place-based advantages (Goss, 2001), private funding capacity, and the potential to make better use of scarce resources (e.g. Porter and Kramer, 1999). These theories have been utilized as the foundation for policy decisions about public funding, with the underlying premise that private philanthropy would relieve pressure on state, local, and federal budgets through more efficient delivery of local services (Hall, 1999).

To date, much of the research focus on third sector participation has been around the provision of public goods and services by the nonprofit sector (e.g. Brock and Banting, 2001; Gidron et al, 1992; Salamon, 1995). This research, while useful, has been limited in its ability to move new governance theory beyond division of labor in service delivery. Such focus neglects important policy formulation questions and fails to provide a theoretical framework for forming new governance structures and testing their effectiveness. Current approaches have been bound by an unwillingness to move the coordinating function away from government. The community level provides a rich environment for measuring the capacity of organizations to substitute for government as policy brokers because organizations like community foundations may place themselves at the center of developing governance networks, potentially proving to be more responsive and accountable (Lowe, 2004).

At first glance, the demands on community foundations and the larger philanthropic sector rest squarely on the shoulders of funding community development programs no longer funded by the government. Many urban community foundations have focused these efforts on funding organizations that support neighborhood-based groups in low income areas, low income housing redevelopment and neighborhood revitalization (Lowe, 2004). New governance theory, however, encourages foundations

to do more than grant money to nonprofit organizations.

Community foundations in particular are positioned to play the role of broker in the developing governance network. The place-based advantages of locally-focused community foundations place them at the center of community activity. Current research has shown that not all community foundations are prepared to take on such responsibility (Graddy and Morgan, 2005). If they are to move toward accepting the call to lead the agenda setting and policy formulation processes in communities by bringing together community players and facilitating the conversation about change, then they must be presented with a model to guide them.

This research will explore existing theory and practice in pursuit of such a model. The model will be grounded in community foundation data as well as contemporary theory about networks, policy formulation, and new governance. Results will outline the requisites for active community foundation participation and provide a basis for testing the prevalence of such behavior in communities today.

Citations:

Brock, Kathy and Keith Banting (2001) "The Nonprofit Sector and Government in a New Century." London: McGill-Queen's University Press.

Gidron, Benjamin, Ralph Kramer, and Lester Salamon (1992) "Government and the Third Sector." San Francisco: Jossey-Bass Publishers.

Goss, Sue. (2001) "Making Local Governance Work; Networks, Relationships and the Management of Change." New York: Palgrave.

Graddy, Elizabeth and Don Morgan (2005) "Community Foundations, Organizational Strategy, and Public Policy." Submitted for peer review in *Nonprofit and Voluntary Sector Quarterly*, March, 2005.

Hall, Peter Dobkin (1999) "Resolving the Dilemmas of Democratic Governance: The Historical Development of Trusteeship in America, 1636-1996." in *Philanthropic Foundations: New Scholarship, New Possibilities*, Ellen Condliffe Lagemann, editor, Bloomington and Indianapolis: Indiana University Press.

Lowe, Jeffrey (2004) "Community Foundations: What Do They Offer Community Development?" *Journal of Urban Affairs*. 26:2.

Pierre, Jon (2000) "Debating Governance; Authority, Steering, and Democracy." New York: Oxford Press.

Porter, M. and M Kramer (1999). "Philanthropy's New Agenda: Creating Value." *Harvard Business Review* Vol. 77, Iss. 6.

Salamon, Lester (1995) "Partners in Public Service: Government-Nonprofit Relations in the Modern Welfare State." Baltimore: The Johns Hopkins University Press.

Salamon, Lester (2002) "The Tools of Government: A Guide to the New Governance." New York: Oxford University Press.

Paper Number: PN052021.2

Paper Title: Community Foundation Performance: Bridging Community Resources and Needs

Author(s):

Chao Guo, Arizona State University, Tempe, AZ, USA

William A. Brown, Arizona State University, Tempe, AZ, USA

Summary of Research

This study explores the environmental and organizational factors associated with the performance of community foundations. Results of population data analysis revealed that smaller community foundations are more financially efficient and more generous with grant-making. Increased organizational density was positively associated with fiscal efficiency but negatively associated to grant-making generosity. Regional, as opposed to local foundations, were more financially efficient, but local foundations were more generous with grant allocations.

Description

There has been a long-lasting debate between two schools of thought about whether community foundations should be community-focused or donor-focused (Carson, 2003; Gronbjerg, 2004; Hammack, 1989; NCRP, 1994). The former, embodied in the practices of the Cleveland Foundation and many of those established in Midwestern cities, emphasizes community leadership, participation in community collaborative initiatives, and raising unrestricted funds in order to target high priority needs. The latter, embodied in the practices of the New York Community Trust and many of those established in Northeastern cities, focuses on fulfilling the charitable interests of individual donors and on managing donor advised funds.

The debate between the above two models poses important challenges on understanding and assessing the performance of community foundations. In line with the community-focused model, the performance of a community foundation may be understood and judged by its effectiveness in terms of raising and directing unrestricted assets in response to the community's common problems. In line with the donor-focused model, however, performance may also be evaluated by its efficiency in acquiring individual donor funds, accumulating financial capital, and facilitating each donor's individual charitable interests. This situation is exacerbated by the lack of consensus by nonprofit scholars and practitioners alike as to how to understand and measure the performance of nonprofit organizations (Forbes, 1998; Herman & Renz, 1999).

In light of the call for a broader definition of nonprofit performance that takes into consideration the competing interests of multiple stakeholders or constituencies (Bradshaw, Murray, & Wolpin, 1992; Herman & Renz, 1999; Kaplan, 2001), we propose to understand the performance of community foundations along their dual function as both fundraisers and grantmakers; that is, performance should be indicated not only by organizational effectiveness in acquiring resources and meeting the needs of individual donors, but also by organizational effectiveness in allocating resources and meeting the needs of the community. Such a definition for community foundation performance is consistent with the unique role of community foundations as the bridge between community resources and needs. In fact, it echoes the observation of other scholars that the most successful community foundations incorporate both community-based and donor-based models (Leonard, 1989; cited in Gronbjerg, 2004).

Based on the above definition, this paper discusses a national study of community foundations that examines factors associated with their performance. Specifically, the study examines the extent to which community foundations vary in their fiscal performance, grant allocations, and development of unrestricted assets; as well as the environmental (i.e., organizational density, compliance with industry standards), organizational (i.e., age, asset size, revenue, size of service area), and governance (i.e., board performance) factors that lead to such variations. Analysis is conducted on population-level data of 677 community foundations, a national survey of 117 organizations, and subsequent interviews with

117 surveyed organizations. We find that fiscal performance is associated with smaller asset size, higher organizational density, larger size of service area, and better board performance. By contrast, we find that higher percentage of grant-allocations related to smaller asset size, lower organizational density, and smaller size of service area. Finally, we found that a higher percentage of unrestricted assets were associated with older age, larger asset size, and larger size of service area.

References:

Bradshaw, P., Murray, V., & Wolpin, J. (1992). Do Nonprofit Boards Make a Difference? An Exploration of the relationships among board structure, process, and effectiveness. *Nonprofit and Voluntary Sector Quarterly*, 21, 227-249.

Carson, E. D. (2003). Making Waves to Build Community and Raise Assets: A 21st Century Strategy for Community Foundations. Keynote Address at the Community Foundation Network Annual Meeting.

Forbes, D. P. (1998). Measuring the unmeasurable: Empirical studies of nonprofit organization effectiveness from 1977-1997. *Nonprofit and Voluntary Sector Quarterly*, 27, 183-202.

Gronbjerg, K. A. (2004). Foundation Legitimacy at the Community Level: The Case of Community Foundations in the U.S. Paper presented at the Conference on Philanthropic Foundations and Legitimacy: U.S. and European Perspectives.

Hammack, D.C. (1989). Community foundations: The delicate question of purpose. Discussion paper series. The Mandel Center for Nonprofit Organizations, Case Western Reserve University.

Herman R. D. & Renz, D. O. (1999). Thesis on nonprofit organizational effectiveness. *Nonprofit and Voluntary Sector Quarterly*, 28, 107-125.

Herman R. D. & Renz, D. O. (1997). Multiple constituencies and social construction of nonprofit organizational effectiveness. *Nonprofit and Voluntary Sector Quarterly*, 26, 185-206.

National Committee for Responsive Philanthropy (1994). Community foundations and the disenfranchised: A summary study of ten top community foundations' responsiveness to low income and other historically disenfranchised groups in America. Washington, D.C.

Paper Number: PN052021.3

Paper Title: Inclusiveness, Responsiveness, and Stakeholder Orientations in Community Foundations' Utilization of Internet-Based Technologies: Performance, Promise, and (Mostly

Author(s): Unrealized) Potential

Gregory Saxton, SUNY, College at Brockport, Snyder, NY, USA

Chao Guo, Arizona State University, Tempe, AZ, USA

William Brown, Arizona State University, Tempe, AZ, USA

Summary of Research

The Internet has become an increasingly powerful tool by which community foundations can connect constituents to their core mission. Specifically, they have the potential to utilize the web to more effectively bridge a community's resources and its needs--by publicizing their activities, providing essential services, and recruiting and engaging donors, grantees, board members, volunteers, and collaborative partners as well as previously disengaged constituents. We examine the content of 120 community foundation websites to determine how--and how well--they are responsive to and inclusive of key community stakeholders' interests in this online environment. Untapped potential and best practices are discussed.

Description

In return for their tax-exempt status, the nation's over 650 community foundations have a responsibility to the larger public interest. We can thus expect community foundations to play a leadership role in improving the quality of life of their communities by being responsive to the changing needs of local constituents--and not only donors and grantees, but also volunteers, board members, nonprofit organizations, the media, collaborative partners in the public, private, and not-for-profit communities, and the disadvantaged and previously disengaged (National Committee for Responsive Philanthropy, 1994).

Fortunately, the rapid spread of advanced information and communication technologies (ICTs) has given community foundations the potential to utilize the Internet as an increasingly effective tool by which to connect actual and potential constituents to their mission (Smith, 2003)--through service provision, publicity, information gathering, recruitment, community building, research, training and education, and engagement in organizational and community activities.

How well are community foundations utilizing ICTs to fulfill this mission? And for whom? To address these questions, we will examine the content of 120 diverse community foundation web sites to determine how effective they are in using the Internet to respond to changing community conditions and to engage a broad range of community stakeholders. We will enumerate predominant community foundation website practices in the areas of responsiveness and inclusiveness, elaborate the different types and levels of relevant online services and activities, and make recommendations on both best practices and areas of unrealized potential.

Specifically, we will first examine who is being served by the community foundations' use of Internet-based technologies--donors, grantees, the media, nonprofit organizations, "the community," or other stakeholder groups. This taps the "breadth" (Moynihan, 2003) of the foundations' responsiveness to the community through their use of the Internet. Second, we will enumerate the types of online services community foundations provide to their constituents as well as analyze the level of interaction facilitated by these services. This taps the "depth" of community foundations' online responsiveness. Third, we will provide a special focus on the online responsiveness of the community foundations to the needs of the community through their research, education, facilitation, "convening," and other activities. And lastly, we will examine the inclusiveness (Brown, 2002) of community foundations in their online environment, playing close attention to the range and depth of potentially inclusive or participatory activities in addition to the extent to which the community foundations are transparent--a key pre-requisite to successful participative organizational practices (Saxton, 2005).

A preliminary analysis of 20 community foundation web sites suggests that, though many community foundations may be both inclusive and responsive in their everyday “offline” activities, the typical community foundation is failing to live up to the promise and potential afforded by ICTs. In fact, except so far as donors and their advisors are concerned, community foundation web sites are primarily “brochureware.” One of the most salient findings is that practically all the web sites of large, well established community foundations are “donor-oriented,” or highly responsive to donors, in terms of both the prominence and variety of interactive services provided to them; there is much more variation, on the other hand, in the extent to which these sites are “grantee-oriented” or “community-oriented” (see Gronbjerg, 2004 for a recent discussion of the typology).

In so doing, community foundations are missing a great opportunity, and failing—at least online—to live up to their promise as the key bridge between a community’s growing resources and its changing needs. Accordingly, we will conclude our paper with a summary of best practices and provide guidelines for how community foundations can better utilize Internet-based technologies to meet the critical community-oriented focus of their mission.

Preliminary Bibliography

Abzug, R., DiMaggio, P. D., Gray, B. H., Useem, M., & Kang, C. H. 1993. “Variations in Trusteeship: Cases from Boston and Cleveland, 1925-1985.” *Voluntas*, 4 (3): 271-300.

Brown, William A. 2002. “Inclusive Governance Practices in Nonprofit Organizations and Implications for Practice.” *Nonprofit Management and Leadership* 12 (4), 369-386.

Carman, J. G. 2001. “Community Foundations: A Growing Resource for Community Development.” *Nonprofit Management and Leadership*, 12(1), 7-24.

Council on Foundations 2002. “National Standards for U.S. Community Foundations.” Available at: www.cof.org.

Frumkin, P., & Andre-Clark, A. 2000. “When Missions, Markets, and Politics Collide: Values and Strategy in the Nonprofit Human Services.” *Nonprofit and Voluntary Sector Quarterly*, 29 (1), 141-163.

Garonzik, E. 1999. “Community Foundations and Civil Society.” In Magat, R. (ed.), *An Agile Servant: Community by Community Foundations*, pp. 16-20. The Foundation Center.

Gronbjerg, Kirsten A. 2004. “Foundation Legitimacy at the Community Level: The Case of Community Foundations in the U.S.” Paper presented at the Conference on Philanthropic Foundations and Legitimacy: U.S. and European Perspectives.

Guo, Chao and Juliet A. Musso. 2004. “Representation in Nonprofit and Voluntary Organizations.” Paper presented at the 2004 Annual Conference of the Association for Research on Nonprofit Organizations and Voluntary Action, November 18-20, Los Angeles, CA.

Hackler, Darrene and Gregory D. Saxton. 2005. “The Information Technology Capacity of Nonprofit Organizations.” Working paper.

Kirkpatrick, David. January 15, 2004. “Why ‘Bottom Up’ is on its Way up: New Style of Business Birthed by the Internet.” *Fortune.com*. Available at: www.cnn.com/2004/TECH/ptech/01/15/fortune.ff.bottomup.econ/

Luke, J. L., and Feurt, S. L. 2002. “A Flexible and Growing Service to Donors: Donor-Advised Funds in Community Foundations.” Available at: www.cof.org.

- McCambridge, R. 2003. "Gateway to 21st Century Governance: Are We Ready?" *Nonprofit Quarterly* 10 (3), 4-8.
- McClusky, J. E. 2002. "Re-thinking Nonprofit Organization Governance: Implications for Management and Leadership." *International Journal of Public Administration* 25 (4), 539-559.
- Meyer, Paul D., CAE. 2003. "The Truth about Transparency." Center for Association Leadership. Available at www.centeronline.org/knowledge/article.cfm?ID=2495
- Meyer, Paul D., CAE. 2004. "The Will to Govern Well." Certification Board Perioperative Nursing. Available at: www.certboard.org/get/will_to_gov.htm
- Moynihan, Donald P. 2003. "Normative and Instrumental Perspectives on Public Participation: Citizen Summits in Washington D.C." *American Review of Public Administration* 33: 165-188.
- National Committee for Responsive Philanthropy. 1994. *Community Foundations and the Disenfranchised: A Summary Study of Ten Top Community Foundations' Responsiveness to Low Income and Other Historically Disenfranchised Groups in America*. Washington, D.C.
- Saxton, Gregory D. 2005. "Computer-Mediated Communications and the Expansion of Participatory Practices in the Nonprofit Sector." Manuscript under review at *Nonprofit Management & Leadership*.
- Smith, Jillaine. 2003. *Benchmarks for Building Extranets and Online Communities*. The Benton Foundation. www.benton.org/publibrary/capacity/extranet_benchmarks.doc
- W.K. Kellogg Foundation. 2001. *e-Philanthropy v2.001: From Entrepreneurial Adventure to an Online Community*. 2001. Available at: www.wkkf.org/Pubs/PhilVol/ePhilanthropy_2001_00251_00661.pdf

Paper Number: PN052021.4

Paper Title: Are Community Foundations a Field or a Movement? The Board's Role in Setting a Strategic Course

Author(s):

Judith Millesen, Ohio University, Athens, OH, USA

Summary of Research

The research presented in this paper explores the board's role in setting the strategic direction for community foundations. The data, both quantitative and qualitative, provide important insight regarding the board's involvement in deciding whether the foundation is more of a neutral player focused on donor service expectations (a field) or out in front leading community change (a movement).

Description

Community foundation board members are important community leaders who face unique and complex challenges. Unlike other nonprofit and foundation board members, these individuals must oversee both grantmaking and fundraising activities. In addition, they are charged with shaping their foundation's development, responding to changing public needs, setting strategic goals, overseeing their foundation's finances, deciding on investment strategies, and fulfilling critical legal obligations. In times of economic uncertainty, rapid technological change, dwindling resources, and complex societal needs, the decisions community foundation board members make have a far-reaching impact. Moreover, with the recent flood of corporate governance scandals, there is tremendous pressure on all governing boards to demonstrate integrity, transparency, and accountability.

Community foundation boards operate in an environment where multiple constituencies hold competing expectations for performance. For example, Philipp (1999) argues that, although community foundations exist to serve a broadly defined public, including the community at large and nonprofit service providers, increased competition from financial service providers, such as banks, investment companies, universities, and federated funders such as the United Way, has created the need for community foundations to specify how their services add value for donors. This suggests that it may be useful to view community foundations as a field, with board decision-making processes focused on developing investment strategies that will maximize payout rates and provide flexible benefits to a financially savvy donor base. Such a focus shifts attention away from community responsiveness. Yet, as Joseph (1989) notes, many deplore the idea that board decision-making is accountable to community expectations only after donor interests have been satisfied. He suggests that the personal interests of both donors and community members should result in decision-making structures (boards) and processes (grant allocation and investment) that are responsive to a broad range of needs and priorities. Joseph's argument implicitly suggests it may be more appropriate to define community foundations as a movement – out front leading and stimulating community change.

Leonard (1989) argues that community foundation growth and flexibility are related to the ability to balance needs among donors, recipients, and the community. She further asserts that most community foundation board decision-making processes implicitly favor one or two of these basic elements of mission, such as donor services, grantmaking, or community leadership, resulting in "disparate fundraising strategies and rates of growth," particularly when investment strategies conflict with donor service strategies or grantmaking strategies. Reconciling this basic tension requires the board to decide (either explicitly or implicitly) whether the foundation will be more of a neutral player focused on donor service expectations (a field) or be out front leading community change (a movement). Because community foundations enjoy what Noland refers to as a "special double trust: a promise to respect and honor thousands of generous benefactors while advancing new visions for communities" (1989: 121), it is essential that we understand the board's role in charting the strategic course and the types of information the board accesses to inform these decision-making processes.

This research fills a significant gap in the academic literature by contributing a comprehensive,

empirical understanding of how community foundation boards shape the organization's strategic direction. Data for this research were collected from multiple sources. Results of board self-assessment survey completed by over 630 individuals serving on 45 different community foundation boards across the United States serve as a primary source of data. Other data sources include direct observation at board meetings for 15 different community foundations, intensive interviews (Lofland & Lofland, 1984) with 65 board members (five from each of the 15 boards observed) and organizational archives (specifically documents compiled for compliance with the national standards).

Partial Bibliography

Block, S.R. 1998. Perfect nonprofit boards: Myths, paradoxes and paradigms. Needham Heights, MA: Simon & Schuster Custom Publishing.

Carson, E.D. 1994. Community foundations, racial diversity, and institutional change. *New Directions for Philanthropic Fundraising*. R.C. Hedgepath (ed) San Francisco: Jossey-Bass Publishers.

Herman, R.D., & Renz, D.O. 1999. Theses on Nonprofit Organizational Effectiveness. *Nonprofit and Voluntary Sector Quarterly*. 28,107-126.

Houle, C.O. 1997. *Governing boards: Their nature and nurture*. San Francisco, CA: Jossey-Bass, Inc.

Ingram, R.T. 1999. Ten basic responsibilities of nonprofit boards. Washington, DC: National Center for Nonprofit Boards.

Joseph, J.A. 1989. Leadership in community foundations. In R. Magat (ed.) *An Agile servant: Community Leadership by Community Foundations*. Washington, DC: The Council on Foundations (63-72).

Leonard, J. 1989. Creating community capital: Birth and growth of community foundations. In R. Magat (ed.) *An Agile servant: Community Leadership by Community Foundations*. Washington, DC: The Council on Foundations (89-104).

Philipp, A.A. 1999. Community foundations: Linking donors to communities. *New Directions for Philanthropic Fundraising*. 23: 43-50.

Waterman-Wittstock, L. & Williams, T. 1998. *Changing communities, changing foundations: The story of diversity efforts of twenty community foundations*. Minneapolis, MN: Rainbow Research.

Paper Number: PN052021

Paper Title: Community Foundations as Community Change Makers: Emerging Roles, Models, and Technologies for Community Leadership

Author(s):

Gregory Saxton, SUNY, College at Brockport, Snyder, NY, USA

Description

One of the fastest growing segments of the foundation field, the nation's over 650 community foundations improve the quality of life in their communities by pooling funds from a wide range of donors, allocate grants to various program areas to meet local needs, and exert leadership in identifying and addressing changing community problems. In recent years, however, they have become a subject of controversy (Burbridge et al., 2002; Eisenberg, 1997). Some promote them as "public trusts" (Garonzik, 1999; Noland, 1989) or community change makers (Hamilton, Parzen, and Brown, 2004), which are uniquely positioned to bridge community resources and needs (Shakely, 1999) and potentially very responsive to changes in the community (Diaz and Shaw, 2002). They are pictured by others as representing established community interests, serving the express needs of donors, and being reluctant to respond to the most serious problems of their communities (e.g., NCRP, 1989, 1994). This controversy has intensified as today's community foundations are faced with more complex and fragmented communities, a tougher financial environment, increased competition, stronger expectations of accountability, and increasing social demands (Hamilton et al., 2004).

Despite the recent proliferation of community foundations, neither their critical role nor the controversies that surround them have received sufficient attention in the philanthropic literature (Carman, 2001). Significant gaps in understanding of community foundations remain. In order to reach a better understanding of community foundations, this panel is concerned with the practice and potential of community foundations as fundraisers, grant-makers, and community leaders.

Panelists will explore the following themes: How effective are they in acquiring resources and stimulating the charitable instincts and behavior of their donors? How effective are they in allocating funds in response to the growing needs of their communities? How effective are they in reaching their potential as community conveners, brokers, and problem-solvers? How do community foundation boards balance their complex, and often competing roles? What other factors contribute to better performance along these dimensions?

While the questions and conceptualization are open to interpretation by panelists, this panel attempts to offer multiple perspectives, methods, and data to examine community foundation roles and capacities. It is anticipated that this panel will stimulate further discussions and inspire more research on community foundations. Findings of the panel should also help improve community foundation performance and inform public policy regarding these important institutions.

References:

Burbridge, L. C., Diaz, W. A., Odendahl, T., & Shaw, A. (2002). The meaning and impact of board and staff diversity in the philanthropic field: Findings from a national study. Joint Affinity Groups.

Carman, J. G. (2001). Community Foundations: A Growing Resource for Community Development. *Nonprofit Management and Leadership*, 12(1), 7-24.

Diaz, W. A., & Shaw, A. (2002). Community Foundations and Progressive Grantmaking Public Charities. In Burbridge, L. C., Diaz, W. A., Odendahl, T., & Shaw, A., *The Meaning and Impact of Board and Staff Diversity in the Philanthropic Field: Findings from a National Study*, pp. 103-120. Joint Affinity Groups.

Eisenberg, P. (1997). A crisis in the nonprofit sector. *National Civic Review*, 86 (4), 331-341.

Garonzik, E. (1999). Community foundations and civil society. In Magat, R. (ed.), *An agile servant: Community by community foundations*, pp. 16-20. The Foundation Center.

Hamilton, R., Parzen, J., and Brown, P. (2004). *Community change makers: The leadership roles of community foundations*. Discussion paper series. Chapin Hall Center for Children at University of Chicago.

National Committee for Responsive Philanthropy (1989). *Community foundations: At the margin of change, unrealized potential for the disadvantaged*. Washington, D.C.

National Committee for Responsive Philanthropy (1994). *Community foundations and the disenfranchised: A summary study of ten top community foundations' responsiveness to low income and other historically disenfranchised groups in America*. Washington, D.C.

Noland, M. C. (1989). Grants: Giving life to the public trust. In Magat, R. (ed.) (1989). *An agile servant: community by community foundations* (pp. 21-136). The Foundation Center.

Shakely, J. (1999). What, exactly, is a community foundation? *Los Angeles Business Journal*, November 15. Available: <http://www.findarticles.com> (printed on July 1, 2003).

Walkenhorst, P. (2001). *Building philanthropic and social capital: The work of community foundations*. Gütersloh: Bertelsmann Foundation.

Paper Number: PN052023.1

Paper Title: I CAN Picture a Cure: Integrating Internet Advocacy Across American Cancer Society Campaigns

Author(s):

Alan Rosenblatt, The Internet Advocacy Center, Washington, DC, USA

Barry Jackson, American Cancer Society, Washington, DC, USA

Summary of Research

This paper explores two key themes that contribute to the success of Internet use in government-relations campaigns: (1) the integration of online and offline strategies and tactics in order to, not only maximize the mobilization of activists, but also to maximize a positive response from Congress; and (2) implementation of campaigns that capitalize on the themes of previous campaigns allowing each successive campaign to build on the momentum created by the prior. This paper will investigate these themes in detail via a case study of American Cancer Society campaigns.

Description

Paper #1

"I CAN Picture a Cure:

Integrating Internet Advocacy Across American Cancer Society Campaigns"

Internet strategies and tactics have become the key to creating more effective grassroots advocacy campaigns. More significantly, recent campaigns integrating online and offline advocacy strategies and tactics have produced more effective campaigns than campaigns that are focused only online or offline. Where, for example, direct mail advocacy campaigns to a national list of voters may yield a two to four percent mobilization rate, a campaign that uses phones, direct mail, and email in a concerted and reinforcing manner might yield close to a 15 percent mobilization rate. Given the advantages of integrating online and offline advocacy strategies and tactics, the American Cancer Society (ACS) launched a series of integrated campaigns in 2002 and 2003 in order to persuade Congress to increase funding to the National Institutes of Health for medical research.

This case study explores two key themes that contributed to the success of these campaigns. First, as indicated already, these campaigns integrated online and offline strategies and tactics in order to, not only maximize the mobilization of activists, but also to maximize a positive response from Congress. Second, ACS's decision to implement campaigns that capitalize on the themes of previous campaigns allowed each successive campaign to build on the momentum created by the prior.

Beginning in 2002, ACS launched the Picture a Cure Campaign to help lawmakers put a human face on cancer victims and the family and friends they left behind. Activists were encouraged to download a Picture the Cure form from Cancer.org, ACS's website. The form provided a space to write a personal story about how cancer touched the life of the activist and a space to paste a photograph of the victim or the surviving family. Activists were asked to mail the completed forms to their representatives in Washington as part of a campaign to increase funding for cancer research. Thus, an email outreach to ACS activists drove traffic to a downloadable resource on Cancer.org that was used to handwrite a message and deliver a photograph to Members of Congress.

The following summer (2003), as it was announced that Congress planned to increase NIH's medical research budget by only 2.5 percent, ACS, together with e-advocates, designed and implemented a weeklong campaign to simultaneously mobilize ACS activists to send messages to Congress asking for more funding and promote the launch of ACS's new Cancer Action Network (CAN). The resulting I CAN Week orchestrated a series of daily actions that delivered messages to Congress via email, fax, and telephone. Activists were recruited to participate in this campaign using a combination of email, website announcements, phone banks, video messaging, and advocacy animations.

In order to create continuity with the Picture a Cure campaign, ACS and e-advocates worked with Advocacy Animations, a company that featured the artwork of award-winning political cartoonists Tom Gibson, former Political Cartoon Director for USA Today and Pulitzer Prize winner Pat Oliphant. For this campaign, Tom Gibson developed a series of drawings that used the Picture a Cure theme to help present the campaign's message for more medical research funding. e-advocates' animator turn the cartoon panels into a 100K-sized Flash animation file that could be delivered and viewed easily on a dial up Internet connection. Embedded into the animation were hyperlinks to ACS's Capwiz grassroots advocacy tool that allowed viewers to click through at any time during the animation to either send a message to Congress or pass the animation on to their friends and family.

In the months that followed I CAN Week, ACS continued phone bank and email outreach to expand on the I CAN Week campaign. In the end, Congress approved additional funds for NIH's medical research.

This case study will provide full details on the campaigns and their integration, as well as data on the results of the campaign.

References

Bennett, Daniel and Pamela Fielding. 1999. *The Net Effect: How Cyberadvocacy is Changing the Political Landscape*. Capitol Advantage: Fairfax, VA.

Bimber, Bruce and Richard Davis. 2003. *Campaigning Online: The Internet in U.S. Elections*. Oxford University Press: Oxford.

Cornfield, Michael. 2004. *Politics Moves Online: Campaigning and the Internet*. Century Foundation Press: Washington, DC.

Cornfield, Michael. 2003. *The Civic Web: Online Politics and Democratic Values*. Rowman & Littlefield: New York.

Fox, Susannah. 2004. *Prescription Drugs Online*. www.pewinternet.org/PPF/r/139/report_display.asp. Pew Internet & American Life Project: Washington, DC.

Horrigan, John. 2004. *The Internet and Democratic Debate*. www.pewinternet.org/PPF/r/141/report_display.asp. Pew Internet & American Life Project: Washington, DC.

Horrigan, John. 2004. *How Americans Get in Touch With Government*. www.pewinternet.org/PPF/r/128/report_display.asp. Pew Internet & American Life Project: Washington, DC.

Rainie, Lee and John Horrigan. 2005. *A decade of adoption: How the Internet has Woven Itself into American Life*. www.pewinternet.org/PPF/r/148/report_display.asp. Pew Internet & American Life Project: Washington, DC.

Rainie, Lee, John Horrigan, and Michael

Cornfield. 2005. *The Internet and Campaign 2004*. www.pewinternet.org/PPF/r/150/report_display.asp. Pew Internet & American Life Project: Washington, DC.

Viguerie, Richard A. and David Franke. 2004. *America's Right Turn: How Conservative Used New and Alternative Media to Take Power*. Bonus Books: Chicago.

Trippi, Joe. 2004. *The Revolution Will Not Be Televised: Democracy, the Internet, and the Overthrow of Everything*. Regan Books: New York.

Paper Number: PN052023.2

Paper Title: Cross Talk?: Political Discourse and Electronic Communications in Los Angeles Neighborhood Councils

Author(s):

Juliet Musso, University of Southern California, Los Angeles, CA, USA

Christopher Weare, University of Southern California, Los Angeles, CA, USA

Summary of Research

This research explores the degree to which use of communications technology by L.A. neighborhood councils (grassroots citizens organization chartered by L.A. government) supports political "cross talk," or discourse that exposes participants to diverse viewpoints, in the course of deliberation about local government issues. It also analyzes the characteristics and factors that affect the degree of cross talk. The focus will be on social network data for 41 L.A. neighborhood councils.

Description

Paper #2

Cross Talk?: Political Discourse and Electronic Communications in Los Angeles Neighborhood Councils

This paper examines the extent to which communications among neighborhood council (voluntary citizen organizations chartered by city government) representatives in the City of Los Angeles appears to promote discourse among people with differing political perspectives. Within democratic governance, it is believed that exposure to diverse political views plays an important role in developing preferences and attitudes, promoting political knowledge, and fostering tolerance (Mutz, 2002; Rosenblum, 1998). Numerous factors, nevertheless, hinder opportunities for cross-cutting discourse. Individuals tend to situate themselves in homogeneous micro environments (Huckfeldt, 1987). Voluntary organizations, for example, tend to be politically homogeneous and moreover, discourage overt political disagreement for the sake of group cohesion (Eliasoph, 1998). The fragmentation of media markets can exacerbate these tendencies through the creation of more ideologically targeted sources of news and information. In addition, psychological factors may lead individuals to misperceive the politics of conversation partners, assuming that there is more agreement than in fact exists (Huckfeldt, et. al. 2003).

One institutional innovation, the creation of local governance bodies such as neighborhood councils, is directed, at least in part, to promote cross-cutting political discourse (Berry, Portney, and Thomson, 1993; Cooper and Musso, 1998). These innovations create forums for the deliberation of local issues, aggregation of political information and political demands, and for communicating local interests to the policy-making process. In Los Angeles, the potential for this sort of "cross talk" is further promoted by requirements that the City provide electronic early notification of policy issues, and that neighborhood councils establish communications channels with community stakeholders (Musso and Weare, 2005). Indeed most neighborhood council board members rely heavily on advanced information technologies to communicate with one another and their local constituents.

The degree to which the neighborhood councils support political cross-talk has important effects on the type and quality of local information that is developed, on the potential solutions identified for problems, and for the more general development of civic skills. Nevertheless, little is known concerning the amount and type of cross-cutting discourse in such local governance bodies, or the influence of electronic media in promoting deliberation.

This research explores this question employing social network data for 41 neighborhood councils in Los Angeles. The paper employs social network analysis to relate diversity measures of neighborhoods to the patterns of discourse in neighborhood councils. It is hypothesized that personal characteristics of neighborhood council members in conjunction with neighborhood characteristics and communications

technology mediate exposure to differing political perspectives. We consider whether there is variation with respect to the effects of interaction across dimensions of differences (e.g. ideology, policy preferences, partisanship, and socio-economic characteristics). Finally, we examine the extent of the association between exposure to differing political perspectives and political knowledge and tolerance.

References

Berry, Portney, and Thomson, 1993. *The Rebirth of Urban Democracy*. Washington DC: Brookings Institution Press.

Cooper, Terry and Juliet Musso, 1999. "The Potential for Neighborhood Council Involvement in American Metropolitan Governance." *International Journal of Organization Theory and Behavior* 2, 1: 199-232.

Eliasoph, Nina, 1998. *Avoiding Politics*. New York: Cambridge University Press.

Huckfeldt, Robert, John Sprague, 1987. "Networks in Context: The Social Flow of Political Information." *American Political Science Review* 84:87.

Huckfeldt, R., Ikeda, and F. Pappi, 2003. "Agreement and Disagreement in Democratic Politics: Deliberation Among Citizens in Germany, Japan, and the United States. Paper given at the Annual Conference of the American Political Science Association.

Musso and Weare, 2005. "Implementing Electronic Notification in Los Angeles: Citizen Participation Politics by Other Means." *International Journal of Public Administration*, forthcoming.

Rosenblum, 1998. *Membership and Morals: The Personal Uses of Pluralism in America*. Princeton University Press.

Paper Number: PN052023.3

Paper Title: Personalism, the Internet and Cyber-Grassroots Organizations: Implications for Democratic Governance

Author(s):

Lori Brainard, The George Washington University, Washington, DC, USA

Summary of Research

Cyber-grassroots organizations (CGOs)—grassroots organizations that exist only on the Internet—are an emerging phenomenon. What are the implications of CGOs for the nature of the nonprofit and voluntary sector and, in turn, for democratic governance? This paper will probe these questions by building on work that investigates new democratic governance frameworks and work that investigates changes in the nonprofit sector. Though there is a literature on each of these topics, there is little work on their intersection. This paper will probe this question through an ethnographic study of an exemplary CGO.

Description

Cyber-grassroots organizations (CGOs)—grassroots organizations that exist only on the Internet—are an emerging phenomenon. What are the implications of CGOs for the nature of the nonprofit and voluntary sector and, in turn, for democratic governance? This paper will probe these questions by building on work that investigates new democratic governance frameworks and work that investigates changes in the nonprofit sector. Though there is a literature on each of these topics, there is little work on their intersection. This paper will probe this question through an ethnographic study of an exemplary CGO.

Since the early observations of Alexis de Tocqueville (1835-1840/2000), there has been recognition that the nature of the nonprofit and voluntary sector and the nature of democratic governance reflect each other. Scholars have documented changes in the nonprofit and voluntary sector and their congruence with changes in democratic governance. Thus Skocpol (2003) and Stivers (2000) note that, at the turn of the 20th century, national civic federations led by elites were mirrored by government agencies marked by top-down authority focused on the control and regulation of clients. Similarly, beginning in the late 1970s and 1980s, a turn towards a professionalized non-profit sector using business-like methods (Anheir 1990; Hall 1992; Kotler and Andreason 1987; McLaughlin 1986) was mirrored in a similar adoption of business methods to unleash market forces in government (Barzelay 2001; Andrisani, Hakim and Savas 2002; Osborne and Gaebler 1992; Kettl 2000; Kaboolian 1998).

Scholars of nonprofits have continued to document change in the sector. Putnam (2000), for example, notes the decline of traditional civic organizations and Skocpol (1999) notes that citizens at the grassroots are no longer organized by elites, resulting in the rise of professionalized nonprofits that lack members in the traditional, active, sense of the term. On the other hand, Smith (2000) urges us to focus on the vibrant (often informal) grassroots organizations and Wuthnow (1994) documents the rise of self-help groups. Similarly, scholars have documented the emergence of citizen participation and grassroots organizing efforts based on the Internet (Brainard & Siplon 2004; Brainard & Brinkerhoff 2004).

In the meantime, public policy/public administration scholars have advocated for new forms of democratic governance that would respond to increasing calls for, and new forms of, citizen participation. Thus, for example, King and Stivers (1998) and Box (1998) have called for more collaboration between citizens and government. An important advance was made by Denhardt & Denhardt (2003) who proposed an entirely new framework for democratic governance, which they call the New Public Service. Though the authors' intend this new framework to respond to changes in the civic sector and citizen participation, they do not document those changes or provide empirical examples of such changes.

Thus, scholars working in these two areas often have worked in isolation. If new approaches to democratic governance are to reflect actual changes in the nonprofit and voluntary sector generally, and changes in the nature of citizen participation specifically, these two streams of work must be brought together and based on empirical examples.

This paper will do that. It will provide an ethnographic case analysis of one exemplary CGO, Afghanistan Online (AO). AO, and the larger category of CGOs of which it is a part, represents an emerging form of social relations and citizen participation in public life. Participants use the online forums to engage in conversations about identity, current events/world affairs and lifestyles. They also use it to facilitate collective action targeted at U.S. policy and the reconstruction of Afghanistan. The questions this paper seeks to answer are what are the implications of CGOs for the nature and composition of the nonprofit and voluntary sector and what, in turn, are the implications for democratic governance? The author will conclude that our present form of democratic governance must change to reflect changes in the nonprofit and voluntary sector and will suggest refinements to the framework for democratic governance offered by Denhardt & Denhardt.

References:

- Andrisani, P., Hakim, S. & Savas, E. 2002. *The New Public Management*. Boston: Kluwer Academic Publishers.
- Anheir, H. 1990. "Themes in International Research on the Nonprofit Sector." *Nonprofit and Voluntary Sector Quarterly* 19(4): 371-391.
- Barzelay, M. 2001. *The New Public Management*. Berkley and Los Angeles: University of California Press and Russell Sage Foundation.
- Box, R. 1998. *Citizen Governance*. Thousand Oaks, CA: Sage.
- Brainard, L. & Brinkerhoff, J. 2004. "Lost in Cyberspace: Shedding Light on the Dark Matter of Grassroots Organizations." *Nonprofit and Voluntary Sector Quarterly* 33(special issue): 32s-53s.
- Brainard, L. & Siplon, P. 2004. "Towards Nonprofit Organization Reform in the Voluntary Spirit: Lessons from the Internet." *Nonprofit and Voluntary Sector Quarterly* 33(3): 435-457.
- Denhardt, J. & Denhardt, R. 2003. *The New Public Service*. Armonk, NY: ME Sharpe.
- Hall, P. 1992. *Inventing the Nonprofit Sector and Other Essays on Philanthropy, Volunteerism and Nonprofit Organizations*. Baltimore: Johns Hopkins University Press.
- Kaboolian, L. 1998. *The New Public Management*. *Public Administration Review* 58(3): 189-193.
- Kettl, D. 2000. *The Global Public Management Revolution*. Washington, DC: Brookings Institution.
- King, C. & Stivers, C. 1998. *Government Is Us*. Thousand Oaks, CA: Sage.
- Kotler, P. & Andreason, A. 1987. *Strategic Marketing for Nonprofit Organizations*. Englewood Cliffs, NJ: Prentice Hall.
- McLaughlin, C. 1986. *The Management of Nonprofit Organizations*. New York: Wiley.
- Osborne, D. & Gaebler, T. 1992. *Reinventing Government*. Reading, MA: Addison-Wesley.
- Putnam, R. 2000. *Bowling Alone*. New York: Simon & Schuster.

Skocpol, T. 1999. "Advocates Without Members: The Recent Transformation of American Civic Life." In T. Skocpol and M. Fiorina, eds., *Civic Engagement in American Democracy*. Washington, DC: Brookings Institution Press.

Skocpol, T. 2003. *Diminished Democracy*. Norman, OK: University of Oklahoma Press.

Smith, D. 2000. *Grassroots Associations*. Thousand Oaks, CA: Sage.

Stivers, C. 2000. *Bureau Men, Settlement Women*. Lawrence, KA: University Press of Kansas.

Tocqueville, A. de. 2000. *Democracy in America* (J.P. Mayer, ed., and G.C. Lawrence, trans.). New York: Harper Collins. (Original work published 1835-1840).

Wuthnow, R. 1994. *Sharing the Journey*. New York: Free Press.

Paper Number: PN052023.4

Paper Title: What Conditions Foster the Successful Use of Technology by Grassroots Social Justice Organizations: the Interplay between Internal Capacity and External Resources

Author(s):

Carol Silverman, University of San Francisco, San Francisco, CA, USA

Kevin Rafter, University of San Francisco, San Francisco, CA, USA

Summary of Research

Woody Stanley (Ph.D.) has agreed to be the discussant for this panel. His research is on the use of the Internet by citizens and advocacy groups in their relations with government. He is a government professional whose responsibilities include monitoring electronic government mechanisms and public participation in government through electronic communications.

Description

Woody Stanley (Ph.D.) has agreed to be the discussant for this panel. His research is on the use of the Internet by citizens and advocacy groups in their relations with government. He is a government professional whose responsibilities include monitoring electronic government mechanisms and public participation in government through electronic communications.

Paper Number: PN052023

Paper Title: The Internet and Nonprofit-Government Relations

Author(s):

Lori Brainard, The George Washington University, Washington, DC, USA

Description

The Internet and Nonprofit-Government Relations

Voluntary organizations, whether professional nonprofits or grassroots associations, are increasingly adopting and using the Internet to facilitate communication between and among staff and members. While research on this phenomenon has increased (McLaughlin et al 1997; Mowshowitz 1992; Spencer 2002), there is less research on how this phenomenon will (or may) affect the nonprofit-government relationship specifically or democratic governance more generally. (Brainard & Siplon 2002). This panel will address this topic.

This panel will feature three papers. Each paper investigates a different kind of voluntary organization, each with a different degree of 'cyber-ness'. Thus for example, one paper looks at a formal, professional nonprofit organization that integrates the Internet with its primary off-line activities. Another paper looks at neighborhood councils (grassroots citizen organizations that are chartered by city government), which rely heavily on the Internet. The third paper looks at a cyber-grassroots organization, which exists only on the Internet. Each paper discusses the way(s) in which the particular voluntary organization under study uses the Internet to facilitate internal communication and external government relations. Taken together, the three papers (and, therefore, the panel as a whole) will generate insights into how nonprofits are using the Internet and into the implications of that use for nonprofit-government relations.

"I CAN Picture a Cure: Integrating Internet Advocacy Across American Cancer Society Campaigns" illustrates the novel ways in which a traditional, formal, professional nonprofit organization is using the Internet to involve members in advocacy and at how that member-involvement is changing the organization's government relations strategies.

"Cross Talk?: Political Discourse and Electronic Communications in Los Angeles Neighborhood Councils" investigates whether and how L.A. neighborhood councils (government-chartered grassroots citizen organizations) use the Internet to facilitate dialogue that exposes members to differing political perspectives through deliberation about local government issues and, in turn, how the neighborhood councils communicate with government.

"The Emergence of Cyber-Grassroots Organizations: Implications for Democratic Governance" describes the emergence of grassroots groups organized entirely on the Internet, illustrates how this is (or may be) changing the sector and its relations with government, and concludes with a discussion of the larger implications for democratic governance.

A discussant will relate the papers to each other and draw common themes to provide insights into how the Internet is or may be affecting nonprofit-government relations.

This panel includes both academics and nonprofit professionals. Two of the papers are authored by traditional academics. The third paper is co-authored by a nonprofit executive and a nonprofit technology consultant. The discussant is a government practitioner with a Ph.D. whose professional work includes responsibility for overseeing new government mechanisms intended to be responsive to electronic advocacy by nonprofit and grassroots organizations. Further, this panel includes participants that are existing members of ARNOVA as well as new participants. This panel will advance scholarship and practice in this area by bringing together academics and practitioners.

References

Brainard, L. and Siplon, P. 2002. "The Internet and NGO-Government Relations: Injecting Chaos into Order," *Public Administration and Development* 22 (1): 63-72.

McLaughlin, M, Osborne, K and Ellison, N. 1997. "Virtual Community in a Telepresence Environment." In G. Jones (Ed.), *Virtual Culture: Identity and Communication in Cybersociety* (pp. 146-168). Thousand Oaks, CA: Sage.

Mowshowitz, A. 1994. "Virtual Organization: A Vision of Management in the Information Age." *Information Society* 10 (4): 267-288.

Spencer, T. 2002. "The Potential of the Internet for Nonprofit Organizations." *First Monday*, 7 (8). Retrieved 9/10/2002 from www.firstmonday.org/issues/issue7_8/spencer.

Paper #1

"I CAN Picture a Cure:

Integrating Internet Advocacy Across American Cancer Society Campaigns"

Internet strategies and tactics have become the key to creating more effective grassroots advocacy campaigns. More significantly, recent campaigns integrating online and offline advocacy strategies and tactics have produced more effective campaigns than campaigns that are focused only online or offline. Where, for example, direct mail advocacy campaigns to a national list of voters may yield a two to four percent mobilization rate, a campaign that uses phones, direct mail, and email in a concerted and reinforcing manner might yield close to a 15 percent mobilization rate. Given the advantages of integrating online and offline advocacy strategies and tactics, the American Cancer Society (ACS) launched a series of integrated campaigns in 2002 and 2003 in order to persuade Congress to increase funding to the National Institutes of Health for medical research.

This case study explores two key themes that contributed to the success of these campaigns. First, as indicated already, these campaigns integrated online and offline strategies and tactics in order to, not only maximize the mobilization of activists, but also to maximize a positive response from Congress. Second, ACS's decision to implement campaigns that capitalize on the themes of previous campaigns allowed each successive campaign to build on the momentum created by the prior.

Beginning in 2002, ACS launched the Picture a Cure Campaign to help lawmakers put a human face on cancer victims and the family and friends they left behind. Activists were encouraged to download a Picture the Cure form from Cancer.org, ACS's website. The form provided a space to write a personal story about how cancer touched the life of the activist and a space to paste a photograph of the victim or the surviving family. Activists were asked to mail the completed forms to their representatives in Washington as part of a campaign to increase funding for cancer research. Thus, an email outreach to ACS activists drove traffic to a downloadable resource on Cancer.org that was used to handwrite a message and deliver a photograph to Members of Congress.

The following summer (2003), as it was announced that Congress planned to increase NIH's medical research budget by only 2.5 percent, ACS, together with e-advocates, designed and implemented a weeklong campaign to simultaneously mobilize ACS activists to send messages to Congress asking for more funding and promote the launch of ACS's new Cancer Action Network (CAN). The resulting I CAN Week orchestrated a series of daily actions that delivered messages to Congress via email, fax, and telephone. Activists were recruited to participate in this campaign using a combination of email, website announcements, phone banks, video messaging, and advocacy animations.

In order to create continuity with the Picture a Cure campaign, ACS and e-advocates worked with Advocacy Animations, a company that featured the artwork of award-winning political cartoonists Tom Gibson, former Political Cartoon Director for USA Today and Pulitzer Prize winner Pat Oliphant. For this campaign, Tom Gibson developed a series of drawings that used the Picture a Cure theme to help present the campaign's message for more medical research funding. e-advocates' animator turn the cartoon panels into a 100K-sized Flash animation file that could be delivered and viewed easily on a dial up Internet connection. Embedded into the animation were hyperlinks to ACS's Capwiz grassroots advocacy tool that allowed viewers to click through at any time during the animation to either send a message to Congress or pass the animation on to their friends and family.

In the months that followed I CAN Week, ACS continued phone bank and email outreach to expand on the I CAN Week campaign. In the end, Congress approved additional funds for NIH's medical research.

This case study will provide full details on the campaigns and their integration, as well as data on the results of the campaign.

References

Bennett, Daniel and Pamela Fielding. 1999. *The Net Effect: How Cyberadvocacy is Changing the Political Landscape*. Capitol Advantage: Fairfax, VA.

Bimber, Bruce and Richard Davis. 2003. *Campaigning Online: The Internet in U.S. Elections*. Oxford University Press: Oxford.

Cornfield, Michael. 2004. *Politics Moves Online: Campaigning and the Internet*. Century Foundation Press: Washington, DC.

Cornfield, Michael. 2003. *The Civic Web: Online Politics and Democratic Values*. Rowman & Littlefield: New York.

Fox, Susannah. 2004. *Prescription Drugs Online*. www.pewinternet.org/PPF/r/139/report_display.asp. Pew Internet & American Life Project: Washington, DC.

Horrigan, John. 2004. *The Internet and Democratic Debate*. www.pewinternet.org/PPF/r/141/report_display.asp. Pew Internet & American Life Project: Washington, DC.

Horrigan, John. 2004. *How Americans Get in Touch With Government*. www.pewinternet.org/PPF/r/128/report_display.asp. Pew Internet & American Life Project: Washington, DC.

Rainie, Lee and John Horrigan. 2005. *A decade of adoption: How the Internet has Woven Itself into American Life*. www.pewinternet.org/PPF/r/148/report_display.asp. Pew Internet & American Life Project: Washington, DC.

Rainie, Lee, John Horrigan, and Michael Cornfield. 2005. *The Internet and Campaign 2004*. www.pewinternet.org/PPF/r/150/report_display.asp. Pew Internet & American Life Project: Washington, DC.

Viguerie, Richard A. and David Franke. 2004. *America's Right Turn: How Conservative Used New and Alternative Media to Take Power*. Bonus Books: Chicago.

Trippi, Joe. 2004. *The Revolution Will Not Be Televised: Democracy, the Internet, and the Overthrow of Everything*. Regan Books: New York.

Paper #2

Cross Talk?: Political Discourse and Electronic Communications in Los Angeles Neighborhood Councils

This paper examines the extent to which communications among neighborhood council (voluntary citizen organizations chartered by city government) representatives in the City of Los Angeles appears to promote discourse among people with differing political perspectives. Within democratic governance, it is believed that exposure to diverse political views plays an important role in developing preferences and attitudes, promoting political knowledge, and fostering tolerance (Mutz, 2002; Rosenblum, 1998). Numerous factors, nevertheless, hinder opportunities for cross-cutting discourse. Individuals tend to situate themselves in homogeneous micro environments (Huckfeldt, 1987). Voluntary organizations, for example, tend to be politically homogeneous and moreover, discourage overt political disagreement for the sake of group cohesion (Eliasoph, 1998). The fragmentation of media markets can exacerbate these tendencies through the creation of more ideologically targeted sources of news and information. In addition, psychological factors may lead individuals to misperceive the politics of conversation partners, assuming that there is more agreement than in fact exists (Huckfeldt, et. al. 2003).

One institutional innovation, the creation of local governance bodies such as neighborhood councils, is directed, at least in part, to promote cross-cutting political discourse (Berry, Portney, and Thomson, 1993; Cooper and Musso, 1998). These innovations create forums for the deliberation of local issues, aggregation of political information and political demands, and for communicating local interests to the policy-making process. In Los Angeles, the potential for this sort of “cross talk” is further promoted by requirements that the City provide electronic early notification of policy issues, and that neighborhood councils establish communications channels with community stakeholders (Musso and Weare, 2005). Indeed most neighborhood council board members rely heavily on advanced information technologies to communicate with one another and their local constituents.

The degree to which the neighborhood councils support political cross-talk has important effects on the type and quality of local information that is developed, on the potential solutions identified for problems, and for the more general development of civic skills. Nevertheless, little is known concerning the amount and type of cross-cutting discourse in such local governance bodies, or the influence of electronic media in promoting deliberation.

This research explores this question employing social network data for 41 neighborhood councils in Los Angeles. The paper employs social network analysis to relate diversity measures of neighborhoods to the patterns of discourse in neighborhood councils. It is hypothesized that personal characteristics of neighborhood council members in conjunction with neighborhood characteristics and communications technology mediate exposure to differing political perspectives. We consider whether there is variation with respect to the effects of interaction across dimensions of differences (e.g. ideology, policy preferences, partisanship, and socio-economic characteristics). Finally, we examine the extent of the association between exposure to differing political perspectives and political knowledge and tolerance.

References

Berry, Portney, and Thomson, 1993. *The Rebirth of Urban Democracy*. Washington DC: Brookings Institution Press.

Cooper, Terry and Juliet Musso, 1999. “The Potential for Neighborhood Council Involvement in American Metropolitan Governance.” *International Journal of Organization Theory and Behavior* 2,1: 199-232.

Eliasoph, Nina, 1998. *Avoiding Politics*. New York: Cambridge University Press.

Huckfeldt, Robert, John Sprague, 1987. "Networks in Context: The Social Flow of Political Information." *American Political Science Review* 84:87.

Huckfeldt, R., Ikeda, and F. Pappi, 2003. "Agreement and Disagreement in Democratic Politics: Deliberation Among Citizens in Germany, Japan, and the United States. Paper given at the Annual Conference of the American Political Science Association.

Musso and Weare, 2005. "Implementing Electronic Notification in Los Angeles: Citizen Participation Politics by Other Means." *International Journal of Public Administration*, forthcoming.

Rosenblum, 1998. *Membership and Morals: The Personal Uses of Pluralism in America*. Princeton University Press.

Paper #3

The Emergence of Cyber-Grassroots Organizations: Implications for Democratic Governance

Cyber-grassroots organizations (CGOs)—grassroots organizations that exist only on the Internet—are an emerging phenomenon. What are the implications of CGOs for the nature of the nonprofit and voluntary sector and, in turn, for democratic governance? This paper will probe these questions by building on work that investigates new democratic governance frameworks and work that investigates changes in the nonprofit sector. Though there is a literature on each of these topics, there is little work on their intersection. This paper will probe this question through an ethnographic study of an exemplary CGO.

Since the early observations of Alexis de Tocqueville (1835-1840/2000), there has been recognition that the nature of the nonprofit and voluntary sector and the nature of democratic governance reflect each other. Scholars have documented changes in the nonprofit and voluntary sector and their congruence with changes in democratic governance. Thus Skocpol (2003) and Stivers (2000) note that, at the turn of the 20th century, national civic federations led by elites were mirrored by government agencies marked by top-down authority focused on the control and regulation of clients. Similarly, beginning in the late 1970s and 1980s, a turn towards a professionalized non-profit sector using business-like methods (Anheir 1990; Hall 1992; Kotler and Andreason 1987; McLaughlin 1986) was mirrored in a similar adoption of business methods to unleash market forces in government (Barzelay 2001; Andrisani, Hakim and Savas 2002; Osborne and Gaebler 1992; Kettl 2000; Kaboolian 1998).

Scholars of nonprofits have continued to document change in the sector. Putnam (2000), for example, notes the decline of traditional civic organizations and Skocpol (1999) notes that citizens at the grassroots are no longer organized by elites, resulting in the rise of professionalized nonprofits that lack members in the traditional, active, sense of the term. On the other hand, Smith (2000) urges us to focus on the vibrant (often informal) grassroots organizations and Wuthnow (1994) documents the rise of self-help groups. Similarly, scholars have documented the emergence of citizen participation and grassroots organizing efforts based on the Internet (Brainard & Siplon 2004; Brainard & Brinkerhoff 2004).

In the meantime, public policy/public administration scholars have advocated for new forms of democratic governance that would respond to increasing calls for, and new forms of, citizen participation. Thus, for example, King and Stivers (1998) and Box (1998) have called for more

collaboration between citizens and government. An important advance was made by Denhardt & Denhardt (2003) who proposed an entirely new framework for democratic governance, which they call the New Public Service. Though the authors' intend this new framework to respond to changes in the civic sector and citizen participation, they do not document those changes or provide empirical examples of such changes.

Thus, scholars working in these two areas often have worked in isolation. If new approaches to democratic governance are to reflect actual changes in the nonprofit and voluntary sector generally, and changes in the nature of citizen participation specifically, these two streams of work must be brought together and based on empirical examples.

This paper will do that. It will provide an ethnographic case analysis of one exemplary CGO, Afghanistan Online (AO). AO, and the larger category of CGOs of which it is a part, represents an emerging form of social relations and citizen participation in public life. Participants use the online forums to engage in conversations about identity, current events/world affairs and lifestyles. They also use it to facilitate collective action targeted at U.S. policy and the reconstruction of Afghanistan. The questions this paper seeks to answer are what are the implications of CGOs for the nature and composition of the nonprofit and voluntary sector and what, in turn, are the implications for democratic governance? The author will conclude that our present form of democratic governance must change to reflect changes in the nonprofit and voluntary sector and will suggest refinements to the framework for democratic governance offered by Denhardt & Denhardt.

References:

Andrisani, P., Hakim, S. & Savas, E. 2002. *The New Public Management*. Boston: Kluwer Academic Publishers.

Anheir, H. 1990. "Themes in International Research on the Nonprofit Sector." *Nonprofit and Voluntary Sector Quarterly* 19(4): 371-391.

Barzelay, M. 2001. *The New Public Management*. Berkley and Los Angeles: University of California Press and Russell Sage Foundation.

Box, R. 1998. *Citizen Governance*. Thousand Oaks, CA: Sage.

Brainard, L. & Brinkerhoff, J. 2004. "Lost in Cyberspace: Shedding Light on the Dark Matter of Grassroots Organizations." *Nonprofit and Voluntary Sector Quarterly* 33(special issue): 32s-53s.

Brainard, L. & Siplon, P. 2004. "Towards Nonprofit Organization Reform in the Voluntary Spirit: Lessons from the Internet." *Nonprofit and Voluntary Sector Quarterly* 33(3): 435-457.

Denhardt, J. & Denhardt, R. 2003. *The New Public Service*. Armonk, NY: ME Sharpe.

Hall, P. 1992. *Inventing the Nonprofit Sector and Other Essays on Philanthropy, Volunteerism and Nonprofit Organizations*. Baltimore: Johns Hopkins University Press.

Kaboolian, L. 1998. *The New Public Management*. *Public Administration Review* 58(3): 189-193.

Kettl, D. 2000. *The Global Public Management Revolution*. Washington, DC: Brookings Institution.

King, C. & Stivers, C. 1998. *Government Is Us*. Thousand Oaks, CA: Sage.

Kotler, P. & Andreason, A. 1987. *Strategic Marketing for Nonprofit Organizations*. Englewood Cliffs, NJ: Prentice Hall.

- McLaughlin, C. 1986. *The Management of Nonprofit Organizations*. New York: Wiley.
- Osborne, D. & Gaebler, T. 1992. *Reinventing Government*. Reading, MA: Addison-Wesley.
- Putnam, R. 2000. *Bowling Alone*. New York: Simon & Schuster.
- Skocpol, T. 1999. "Advocates Without Members: The Recent Transformation of American Civic Life." In T. Skocpol and M. Fiorina, eds., *Civic Engagement in American Democracy*. Washington, DC: Brookings Institution Press.
- Skocpol, T. 2003. *Diminished Democracy*. Norman, OK: University of Oklahoma Press.
- Smith, D. 2000. *Grassroots Associations*. Thousand Oaks, CA: Sage.
- Stivers, C. 2000. *Bureau Men, Settlement Women*. Lawrence, KA: University Press of Kansas.
- Tocqueville, A. de. 2000. *Democracy in America* (J.P. Mayer, ed., and G.C. Lawrence, trans.). New York: Harper Collins. (Original work published 1835-1840).
- Wuthnow, R. 1994. *Sharing the Journey*. New York: Free Press.