

Paper Number: PN052025.1

Paper Title: Faith Content and Strategies for Non-profit Action: The Impact of Denominational Structure, Culture and Belief on Nonprofit Form, Reputation and Participants

Author(s):

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Summary of Research

A growing literature on Faith Based Organizations has examined organization finances, board and volunteer links, the impact of government funding, and use of religious symbols and faith. However, few scholars pay attention of the impact of denominational beliefs, structures, and culture on non-profit form, programs, and connections to the wider community. The proposed paper draws on research conducted in Philadelphia and Washington DC metropolitan area to understand how religion plays out in non-profit activity. The paper examines the way that religious structure, culture and beliefs influence non-profit form, content and reputation. Conclusion explore the impact of the research on policy.

Description

The Faith Based Initiative presumes that Faith-based non-profits will provide more holistic services by paying attention to factors beyond specific problems faced by individuals or families seeking service. Policymakers also assume that faith based organizations have natural links to communities of faith that can marshal additional resources for the organizations and its program participants. A growing literature on Faith Based Organizations has examined organization finances, board and volunteer links, the impact of government funding, and use of various aspects of religion and faith (for example Sider and Unruh, Bielfield and Kennedy, Mosma, Smith and Tsosin). However, few scholars pay attention of the impact of denominational beliefs, structures, and culture on non-profit form, programs, and connections to the wider community.

The proposed paper draws on research conducted as a pilot study in Philadelphia and Washington DC metropolitan area to understand how religion plays out in non-profit activity. Comparing organizations sponsored by Catholics, mainline Protestants, Jews, Peace Churches (Quakers and Mennonites), Evangelicals and African American churches, the paper examines the way that religious structure, culture and beliefs influence non-profit form, content and reputation. The paper concentrates on several aspects of these connections: How does religion or denomination influence non-profit form and program practice? How do these choices impact on interactions with program participants? How does religion influence agency reputation and connections to the religious and wider community?

Data comes from ethnography in ten organizations in Philadelphia and Washington DC (five in each city) conducted between January 2004 and March 2005. Data includes participant observation, interviews with key stakeholders and staff, focus groups, and analysis of agency materials. This overview paper compares organizations across both sites, concentrating on these three dimensions of the relationship between faith and action.

The proposed paper compares organizations within two contexts: religion and type of service. Comparisons among organizations revealed striking similarities among organizations from similar faith traditions regardless of the type of service. However, the problem focus of the organization also played a role in institution choices. Organizations in this study fell into three types: social service organizations, senior service and health organizations, and organizations fulfilling a specific community based needs. Funding sources, regulations, market forces, the nature of the people receiving services, organization size and age all influenced non-profit behavior. Despite these powerful outside influences, organizations providing similar services were very different due to denominational culture, structure and belief. Examination of non-profit form, programs and functioning will focus on these two issues.

Examination of the relationship between organizations and the people they serve will also look at several dynamics. While discussions of faith based service have focused on church/state concerns

regarding evangelization and exposing people from other faiths to religious beliefs, few studies examine how specific religions respond to a call to serve others. Nor have scholars traced the expectations of program participants from various religions of an organization tied to a particular religion. First, the paper will compare organization behavior toward people from the same religion or denomination versus those from another faith. How does the organization market its services? How do they tailor their programs to serve people from various religions? Second, how do the formal or unspoken tenets of that faith influence expectations of program participants? Finally, what expectations do program participants have of the organization due to its religious affiliation? Are these different for people from the same religion versus those from a different religion?

Finally, the proposed paper will examine the role of denominational affiliation in relations with the wider community. This section will focus particularly on reputation and related issues. Analysis will examine if agency reputation comes from its service quality, expectations of a particular religion, or a combination of the two. If connections to a religious group influence agency reputation, is it the particular religion that matters or ties to any faith community. Why and how is this important?

Conclusions will discuss the impact of this kind of research on the faith based initiative and non-profit service in general. Conclusions will focus particularly on the policy impact of research.

Paper Number: PN052025.2

Paper Title: Faith and Service in two Non-profits

Author(s):

Matthew Wickens, American University, Bethesda, MD, USA

Gwynneth Anderson, University of Maryland, Hyattsville, MD, USA

Summary of Research

One unique aspect of many nonprofits is that they are faith-based and often incorporate aspects of their founding religion's beliefs into their organization. This paper examines the role faith and religion plays at two non-profit, faith-based organizations, a Jewish adult day Center, and a Catholic Social Service agency. Drawing on qualitative and quantitative ethnographic research about these organizations, this paper compares how the founding religion and the faith of the staff at these two nonprofits affects their organizational structure and their delivery of social services.

Description

□ In the United States many contemporary non-profit social service organizations can trace their beginnings to a founding religious group. Many of these faith-based organizations maintain a strong religious identity, while in other cases these organizations function in a very secular fashion. Ultimately, our project seeks to understand what it means to be a faith-based non-profit service organization and how faith based organizations deliver social services and the impact of their founding faith on the organization. Our research examines the role faith and religion plays at two non-profit, faith-based organizations, a Jewish Adult Day Center, and a Catholic Social Service agency, and specifically focuses on ways that religious structure, beliefs, and faith influence these two non-profits' organizational form and practice.

□ Through extensive qualitative and quantitative ethnographic research a number of predetermined investigative issues were examined. These investigative issues included the examination of the organizations' relationships with their founding religious communities, and their wider communities, as well as the organizations' perspectives of these relationships. Research also examined the content of the organizations' missions, staffing procedures, governance, and program strategies with specific attention paid to how these research topics reflected each founding religion's role within each organization. This paper will compare the two nonprofits and show the various similarities and differences in how they function and what it means for them to be a nonprofit organization.

Paper Number: PN052025.3

Paper Title: New occasions teach new duties: Religious cultures and the construction of social services

Author(s):

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Summary of Research

Since H.R. Niebuhr wrote *Christ and Culture* in 1951-- his seminal typology of the ways communities of faith engage culture-- theorists and researchers have tinkered with his model. This paper will present an overview of the theoretical approaches developed over the past half century. Yet it is the contributions from social movement theory which provide the most helpful lens for understanding how social services are produced within congregational cultures.

Description

□ H.R. Niebuhr's *Christ and Culture* offered a typology for analyzing the engagement of religion and culture which was unique in 1951, but soon established itself as a classic. Niebuhr's five categories were specific to North American Christianity in the mid-twentieth century but seemed generalizable to other contexts: religion could operate in opposition to culture, be embedded in it, transcend it, see itself in a paradoxical relationship to culture, or set out to transform it.

□ Niebuhr's work inspired a host of other social scientists and theologians who critiqued and adapted it. He had painted in broad brushstrokes, supporting his arguments with acute social analysis and observation but without social research. Those working in his long shadow sought to test and adapt his theory through research focused on identifying the ways that communities of faith engaged in "outreach." (Dulles, 19 ; Roozen and McKinney, 1986; Hopewell, 1986; Dudley, et.al, 1986; Ammerman, 1999; Sider, Olson, Unruh, 2002). They began to add complexity to the picture, bringing in a congregation's theology and worldview, which were not so predictable along denominational lines, but were produced on-site in the culture of the congregation itself. Other variables entered the picture— notions about power and leadership, social capital, congregational narrative and conflict. Perhaps the most salient, however, is race. (DuBois, 1903, Lincoln and Mamiya, 1990; Day, 2001) The particularity of the experience of African Americans has had a definitive impact on the cultures of Black congregations and their engagement with the dominant culture.

□ All these influences are threads in a tapestry which is the congregation's identity. It is out of this corporate identity that various approaches to social outreach emerge. Social ministries must make sense within the congregational culture before they can evolve into differentiated organizations or non-profits. Whether a congregation sees its context as sinful and unredeemable, or as filled with potential, good and worth their efforts will influence the nature of their outreach. Whether congregational members see themselves as entitled and empowered agents of change, or victims of forces beyond their control will certainly shape their social ministry. Whether they feel connected (religiously, politically, socially) or isolated will have an impact on the parameters of their work outside their walls.

□ Congregational studies as a field has been critiqued as being too focused on the congregation as sub-culture. External variables must also be considered, such as the economic and political trends within the local context and dominant culture. Do other changing social realities (such as increased homelessness, welfare reform, the decline in public education and the rising need for child care) constitute compelling occasions for new action? Further, social movement theorists have also appropriated the external variables of the availability of resources and shifts in political opportunities as being defining elements in social mobilization. (McAdam, 1982) In light of the current situation, this question becomes: Is it primarily the "new occasion" of the Faith-based Initiative that will inspire "new duties," as the old hymn goes?

□ The problem is that many faith-based communities are exposed to the same bundle of external variables like shifting political opportunities, social problems, and resources with wildly differing responses. Obviously a focus on just the external variables is insufficient in understanding why and how congregations might develop social services. There is a renewed effort among social movement theorists to bring culture back into the analysis (Johnston and Klandermans, 1995). The process of

moving beyond a feeling that “change is needed” and actual organized effort turns on an internal sense of viability—that is, a sense that the effort can be effective.

□ The creation of this sense of viability is at the heart of understanding faith-based social services. Finally it is the culture of the faith community which constructs the meanings of external variables. A faith community is, after all, in the business of meaning-making and it is here that people can move from a posture of grievance (“something should be done!”) to viability (“we can do something to bring change”). That viability can be prompted by the availability of resources, but further interpretation is needed. Within a cultural production far more complex than first described by Niebuhr, viability is constructed at the level of faith communities, and effective action can result.

Paper Number: PN052025

Paper Title: Denominational Structure and the Content of Faith Based Nonprofits

Author(s):

Jo Anne Schneider, National Cancer Institute, Catholic University of America, Bethesda, MD, USA

Description

□ Throughout the Bush Administration there has been a renewed emphasis on the potential role of faith-based groups in the provision of social welfare services. Advocates for the “Faith-based Initiative” have argued that the religious component of many social service agencies is central to their effectiveness and therefore should be supported by public dollars. Critics have raised questions about the capacity of faith-based groups to deliver services as well as concerns about church-state conflicts (Cnaan, 2002; Dionne and Chen, 2001). A further area of speculative concern is around religious identity: how would a collaboration between church and state affect the religious identity of the grantee? More basically, how does religious identity function in the process of service delivery? Research is limited around questions of the potential and outcomes of faith-based social services (Chaves, 2001) and ways that organizations use religion in service provision (Sider and Unruh, Bielefeld and Kennedy) but even less is known about the function of an agency’s religious identity. How do the core values of religious groups which originally inspire service, play themselves out in the delivery of the services?

Papers in this double session begin to examine the ways that denominational structure, beliefs and culture influence non-profit activity and the organization’s relationship to its religious and the wider community. Papers come from a pilot study in Washington DC metropolitan area and Philadelphia examining the ways that faith is made manifest through non-profit activity. Research conducted between January 2004 and March 2005 compared organizations founded by Catholics, Mainline Protestants, Jews, Peace Churches (Quakers and Mennonites), Evangelicals, and African American churches in these two cities. Organizations fell into three general service types: social service, retirement and health, and small organizations fulfilling a community based need. Organizations were compared on three dimensions: social capital relationships with the religious community, the ways that denominational systems influenced organization structure and programs, and the impact of denominational beliefs on interactions with program participants. Papers in this double session explore the last two dimensions from this study.

This double session is divided into two parts. The first section includes overview papers while the second half focuses on conflict. Papers in the first half examine several key issues that stem from denominational links to non-profits. Using data from both sites, one overview paper examines the relationship between denomination and organization form, interaction with participants and reputation. A second paper looks more closely at two organizations, providing a comparison between organizations founded by Jews and Catholics. The third paper looks at non-profit organization activities from the standpoint of congregations.

The panel addresses both theoretical aspects of the links between specific faith and action and policy. Each paper places analysis within the context of the faith based initiative. How would this policy initiative be different if it paid attention to the importance of denominational factors in the content of faith based service provision?

Moderator/Discussant: Ram Cnaan

SECTION ONE: Denominational Structure and the Content of Faith Based Nonprofits (Organizer: Jo Anne Schneider)

Faith Content and Strategies for Non-profit Action: The Impact of Denominational Structure, Culture and Belief on Nonprofit Form, Reputation and Participants (Jo Anne Schneider, Catholic University of

America).

Faith and Service in two Non-profits (Gwynneth Anderson, University of Maryland; Matthew Wickens, American University)

New occasions teach new duties: Religious cultures and the construction of social services (Katie Day, Lutheran Seminary of Philadelphia)

SECTION TWO: Conflict and the Role of Power and Religious Identity in Faith-Based Social Service Agencies

Managing Conflicts Between "Mission" and "Market" in a Faith Based Organization (Kristin C. Doughty, University of Pennsylvania)

Conflict and Identity in a Jewish Non-Profit Organization (Rabia Kamal, University of Pennsylvania)

Religious Identity as Seen Through the Prism of Conflict: A Senior Citizens Daily Activity Program of an African-American Pentecostal Church (Christy Schuetze, University of Pennsylvania)

Paper Number: PN052026.1

Paper Title: Managing Conflicts Between “Mission” and “Market” in a Faith Based Organization

Author(s):

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Summary of Research

□ This paper considers how conflicts generated by funding concerns challenge faith-based organizations to interrogate the religious values at their base and either dilute, renegotiate, or reaffirm them. The paper explores the tension between “mission” (the overall goal and faith-values of the organization) and “market” (the demands placed by the organization’s revenue stream) through a case study of a Quaker retirement community. Tracing how the conflict was managed and resolved provides a rich illustration of how religious identity is manifested, transmitted, and reproduced in faith-based organizations

Description

□ Faith-based organizations have historically provided social service programs to a variety of constituencies in the United States. Their programs have not always been eligible to receive federal money, given the separation of church and state mandated by the Constitution. Legislation in the past decades, particularly under the Bush administration, has sought to increase the scope of these programs. There are both strong pros and cons for this shift. The logic in favor of this move is that these faith-based organizations are well placed to meet the needs of their communities, with skills, social networks, and program infrastructure already in place. Excessive focus on bureaucratic red tape, some argue, actually impedes the ability of these groups to serve a wide range of people. As well, advocates feel that faith-driven missions increase the quality of the “helping” aspect of this work, and thus result in better social programming. Opponents contend that government funding of faith-based programs amounts to federal support of evangelization. If the bulk of federal money for social programs is filtered through faith-based organizations, they argue, this runs the risk of discriminating against those of different faiths, excluding certain groups while disproportionately serving others, and overall encourages a mentality of “separate but (un)equal” social services.

With this controversy, there is little evidence of what the links actually are between faith organizations and the services they provide. There is a wide range of different faiths or doctrines that inform this service work, as well as a variety of services that are provided. In order to better understand the far-reaching policy impacts of this legislation on social service quality and availability in the United States, it is critical to explore further what is actually happening on a daily basis with faith-based organizations. How are religious values being transmitted in these organizations? How does faith actually play out on a day-to-day basis?

Tracing the issues around which conflict arises in a faith-based organization and how conflicts are handled can illustrate the ways religious identity is embodied, transmitted, or negotiated within these organization. Points of conflict bring religious values to the foreground as individuals and organizations draw explicitly on their religious faith for guidance in the face of critical decisions or tense inter-personal dynamics. This paper considers in particular how conflicts around funding challenge faith-based organizations to interrogate the religious values at their base and either dilute, renegotiate, or reaffirm them. Based on ethnographic research in the fall of 2004, this paper explores the tensions that arise when “mission” (the overall goal and faith-values of the organization) conflicts with “market” (the demands placed by the organization’s revenue stream) through a case study of one faith-based organization.

□ The paper examines the case of “Lakeside”, a not-for-profit Quaker retirement community in Eastern Pennsylvania. Based on its Quaker values, from the beginning Lakeside has maintained an emphasis on simplicity, non-hierarchy, and community. This is manifest in interpersonal relations, as well as in the architecture and landscape of the facility. The residences and community spaces were originally built to provide comfortable basic services, while avoiding ostentation and excess. Personal living units were kept small to encourage use of common spaces, and were intended to integrate residents across a

range of dwelling sizes and income levels in an effort to foster egalitarian community. Yet, two years ago Lakeside began constructing a new section of larger-sized homes, which have their own living rooms, basements, kitchens, and garages, and as such are seen as decidedly fancier and wealthier than the current living accommodations. Many residents express concern that this will change the dynamics around hierarchy, simplicity, and community. Lakeside staff contends that they are merely responding to the demands of the market in order to stay afloat, by providing what new residents seek. Lakeside does not receive public funding, nor does it apply to private foundations for grants. In order to attract paying residents, it therefore needs to remain competitive within the broader market of continuing care facilities. The staff sees this attentiveness to market forces not as “selling their soul” or “diluting Quaker values”, but as essential to maintaining the special environment that the Lakeside community has built in order to benefit a pool of potential residents in the future.

□ This construction project illustrates the dilemma between balancing a Quaker mission with responsiveness to competitive market forces. That a construction project would generate tension and conflict within a community is not inevitable; rather, at Lakeside, the tension arose because different members of the community had different understandings of Lakeside’s Quaker identity and how Quaker values should play out. Tracing how the conflict arising from the construction project was managed and resolved provides a rich illustration of how this identity is manifested, transmitted, and reproduced. This paper considers both the content of what decisions were made (e.g., what alternatives were considered, why certain decisions were prioritized) as well as the process through which conflict was handled (e.g., who had the power to make decisions, on what basis these decisions were made, how varying needs were accommodated or ignored, how interpersonal relationships were handled, how decisions were communicated).

□ Findings from this discussion point to some ways that religious group identity is defined, shaped, and perpetuated at moments of conflict or confrontation. This paper shows how tension between “mission” and “market” at Lakeside, manifest in the new construction project, was self-consciously handled in a “Quaker way”. The manner in which staff and residents addressed this issue put the Lakeside’s Quaker identity front and center, and the defined, reaffirmed, and reproduced this Quaker identity through that process. Overall, this paper, in conversation with the other case examples on this panel, contributes to a broader understanding of how organizations understand and play out their faith values and identity in the process of managing conflict. It therefore helps shed light on what it really means, in practice, to identify and operate as a “faith based organization.”

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Paper Number: PN052026.2

Paper Title: Conflict and Identity in a Jewish Non-Profit Organization

Author(s):

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Summary of Research

Based on ethnographic research in a Jewish non-profit agency, this paper examines the ways in which religious identity, practice, and power come to the fore in moments of conflict. The paper considers conflict at two different levels, interpersonal and organizational, examining the tensions between institutional isomorphism and attempts to maintain the unique religious base of the organization. It highlights questions of structural power dynamics and funding, as well as conflicting political orientations, and asks how different religious understandings of Judaism influence the negotiation of tensions between the changing goals of the organization and its relationship to the Jewish community

Description

On January 29, 2001, President Bush announced the establishment of the White House Office of Faith-Based and Community Initiatives, and in the months following his administration developed legislative and other proposals regarding the participation of faith-based organizations in the delivery of federally funded social services, commonly referred to as the "faith-based initiative". This legislation has been the topic of much heated debate by liberals and conservatives alike. While public discourse is currently focused on questions of constitutional prohibitions on church-state relations, on funding mechanisms, and on the consequences of federal funding of religious institutions, little attention has been paid to the relationship between faith and faith-based social services in academic research. Before one can adequately critique or defend the government's faith-based initiative program, there needs to be further analysis done on the fundamental relationship between faith communities, the organizations they create, and the people they serve.

This paper employs one particular lens in examining the ways in which religious belief, denominational structure, and faith influence non-profit organizational form and practice, looking at a case study of a Jewish non-profit agency in central Philadelphia. It focuses on various forms of conflict at different levels of the organizational structure, ranging from the staff's religious and political orientations to values of the board members and the agency's evolving relationship with its parent organization. Situations of conflict expose some of the most fundamental strengths and weaknesses of faith-based organizations, as identities are contested and values are challenged. Through looking at situations of conflict both within the agency as well as between the agency and its patron organization, this paper explores how conflicts are dealt with, what is seen as conflictual, who has power, and how the Jewish religious tradition informs understandings of the relationship between conflict, power, and identity.

The paper posits these various aspects of conflict within two larger contexts which simultaneously generate tension and entail metadiscourses that inform the ways in which conflict is dealt with in this faith-based organization. One such large-scale context involves the perpetual tensions that arise between tradition and rigidity on the one hand, and innovation and progress on the other that is the basis of a larger conversation occurring within Judaism and other religions today. Recent efforts at reviving orthodox interpretations and values within the Jewish community have heightened in the face of what is seen to be an increased assimilation by many Jewish people into mainstream American "secular" culture. This reversion to more orthodox forms of religious practice have challenged many of the less stringent denominations that have grown out of the Jewish tradition. Such interdenominational tension within Judaism has played out in multiple ways within the Jewish faith-based agency studied. Not only does it define the underlying dynamics between members of the staff and board that may adhere to different denominations, but it has also been the basis of conflict in the context of the organization's evolving goals and sense of identity vis-à-vis its parent organization. While the parent organization lays claims to traditional, more orthodox forms of religious identity and values, the faith-

based agency in question has faced the need to reevaluate its services and goals in the light of a changing demographic of clientele. These new clients not only include non-Jewish individuals, but also include people whose religious affiliation may be seen by some to be politically antagonistic to an imagined Jewish community. This issue has not only raised questions about the agency's mission regarding whom to serve and the ethics of non-discrimination of social service provision, but has also raised problems of eliciting funding from more orthodox Jewish patrons who may disagree with the direction in which the agency is evolving.

The problem of funding has also brought to the fore the second broad framework within which conflict surrounding the agency's identity can be framed. In any natural evolution of faith-based organizations within a secular society, tension arises when the tendency towards institutional convergence within the larger society is pitted against the need to maintain its unique religious base. Cnaan et al (1999) suggest in their study that organizations have changed their mission and program strategies to conform to their environment, arguing that secularization in social work has influenced the religiosity of many social service organizations. This research suggests that organizations are influenced by the dominant funding structures, regulations and funding strategies of their particular fields. However, more recent research maintains that faith related non-profits may retain a specifically religious character even when running government programs or following the economic dictates of their field (Schneider 1999). The question of how organizational environment may effect the religious character of non-profit activity can be effectively assessed within the context of conflict. Not only do situations of conflict challenge existing worldviews that may be supported by religious cultural structures, but they also draw attention to the interrelationship between religious identity and institutional power dynamics. This study illustrates attempts made by the Jewish agency to call into question some of the binding expectations that govern its relationship with its parent organization, while simultaneously struggling to maintain its financial support and the right to serve clients that do not necessarily meet the criteria of the parent organization. In analyzing the different ways in which members of the organization negotiate conflict, this paper aims to evaluate the multiple and complex ways in which faith influences and gets translated into the social services of a particular faith-based organization.

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Paper Number: PN052026.3

Paper Title: Religious Identity as Seen Through the Prism of Conflict: A Senior Citizens Daily Activity Program of an African-American Pentecostal Church

Author(s):

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Summary of Research

This paper examines how faith-based non-profit organizations are influenced by their sponsoring religious groups. Drawing from ethnographic field research of a seniors' day program operated by an African-American Pentecostal church in Philadelphia, this paper focuses on instances of conflict, which serve as a prism through which the influence of the faith tradition are made especially evident. The paper compares conflicts that emerge in interpersonal interactions and at the group level. Consideration of these instances of conflict and how they are resolved provides insight into how religious identity is manifested, enacted and transmitted in faith-based organizations.

Description

The controversy surrounding President Bush's Faith-Based Initiatives derives from the legislation's expansion of federal funding to controversial types of religious groups. While the Supreme Court is clear that the government cannot directly fund social service programs that seek with those funds to convert individuals to particular religious beliefs, Bush's proposals in effect, "trust the funded group to separate funds and programs between sacred and secular purposes and use government funds only for secular purposes" (Cnaan and Boddie, 2001: 25).

□ This expansion of public funding of religiously affiliated social services has spurred a furious philosophical and political debate. On one side, some argue that such legislation is a long overdue correction to the discriminatory exclusion of some religious providers on the basis of an unconstitutional judgment about their religious character. Proponents of such a view argue that "the changes benefit society by expanding the capacity of faith communities to address social problems" ("In Good Faith", 2001:307). On the other side, critics of this legislation argue that it violates the sacred constitutional separation of church and state and will lead to "government advancement of religion, excessive government entanglement with religion, government support of religious discrimination, and a general weakening of religious autonomy"(ibid.).

□ Black religious institutions have gained much attention in the debate and political wrestling associated with the F.B.I. controversy. Black churches have long been noted for the dual sacred and secular role they play in the communities: providing economic support for congregants, as well as an arena for educational, social, and cultural events (cf. DuBois, 1903). Today, black churches continue to be "one of the few institutions in the black community financed, owned, and controlled by black people" (Zuckerman, et. al., 2003: xvii). While black churches have historically been the only strong community institution controlled by the black community, they do not have access to the denominational resources available to larger and more established church bodies (Vidal, Avis C., 2001: 131). Drawing on this sentiment, supporters of the Bush initiative, including John Dillulio, have argued that black religious institutions are especially well-suited to benefit from legislation that expands the delivery of federal funds to smaller and more explicitly religious providers of social services.

□ The controversy surrounding Bush's Faith Based Initiative has led to some important questions not only about public policy, but also about the role of religion in the efficacy of social service delivery. Yet, empirical analysis on community development is scarce and, as Amy Black et. al. ask: Are religious organizations "as effective as or more effective than groups currently receiving federal aid? If faith plays a visible role in a program, is that a key to its performance or an unnecessary addition that can be made optional for program participants without any decline in quality or effectiveness?" (Black et. al., 2004: 20).

□ This paper emerges from a research project that has aimed to begin to address some of these questions surrounding how and to what extent the core values of religious groups shape the social service programs that they operate. In the fall of 2004, I engaged in one branch of a comparative group research project aimed at exploring the ways in which religious values shape social service provision.

While other research team members worked in the context of a Quaker retirement community or a Jewish refugee resettlement agency, my piece of the project involved intensive qualitative and ethnographic research of a senior citizens day-activity program operated by a large African-American Pentecostal church in urban Philadelphia.

□ All research team members were able to identify rich and varied ways in which religious values shape the actions and interactions of staff and participants and transform the ways in which social services are delivered and received quite profoundly. One significant thread of commonality linking all of our various research settings is the way in which conflict emerges as an interesting dynamic through which religious values come to the fore and are put into action more than in ordinary circumstances.

□ Crises of various kinds tend to draw into question one's worldview, making what was perhaps unconscious or unquestioned come into focus. As a form of crisis, conflict can call into question one's identity, and religious values are often called upon quite explicitly in order to address the situation and devise a course of action. Situations of conflict and dissent are thus a prism through which dynamics of power, religious identity and practice come to the fore. Conflict, then, is a particularly interesting lens through which to compare across different particular cases of social service organizations, the ways in which religious values come to the fore.

□ This paper will consider three instances of conflict that emerged during the course of fieldwork in the fall of 2004, comparing across types of situations. The first situation involves a conflict between two senior participants in the program in the form of an interpersonal argument and the way in which staff intervene. The second type of conflict takes place between a single participant and a staff member. Finally, the paper will consider a conflict at the group level, where the staff addresses rumors of dissent at the group level. In each case, the ways in which conflict manifests in interpersonal interactions and the resultant paths devised to address the situation reveal important insights into how program staff and participants' actions are shaped by religious values and the commitments of the faith tradition of this African-American Pentecostal church.

□

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Paper Number: PN052026

Paper Title: SECTION TWO: Conflict and the Role of Power and Religious Identity in Faith-Based Social Service Agencies PLEASE NOTE: THIS IS THE SECOND HALF OF A DOUBLE

Author(s): SESSION TITLED Denominational Structure and the Content of Faith Based Nonprofits

Jo Anne Schneider, National Cancer Institute, Catholic University of America, Bethesda, MD, USA

Description

Katie Day (Professor, Religion & Society, Lutheran Theological Seminary at Philadelphia)Organizer

□ Throughout the Bush Administration there has been a renewed emphasis on the potential role of faith-based groups in the provision of social welfare services. Advocates for the “Faith-based Initiative” have argued that the religious component of many social service agencies is central to their effectiveness and therefore should be supported by public dollars. Critics have raised questions about the capacity of faith-based groups to deliver services as well as concerns about church-state conflicts (Cnaan, 2002; Dionne and Chen, 2001). A further area of speculative concern is around religious identity: how would a collaboration between church and state affect the religious identity of the grantee? More basically, how does religious identity function in the process of service delivery? Research is limited around questions of the potential and outcomes of faith-based social services (Chaves, 2001) but even less is known about the function of an agency’s religious identity. How do the core values of religious groups which originally inspire service, play themselves out in the delivery of the services?

□ This panel will focus on the question on this question of religious identity, presenting findings from three very different case studies of faith-based non-profits: a Quaker retirement community, a Jewish immigration service and an elder day care program based in an African American Pentecostal church. Ethnographic research was conducted in the fall of 2004 as part of a larger study, the Faith and Organizations Research Project.

□ The lens through which presenters will look at the question of religious identity is that of conflict—a universal reality for all non-profits. It is in conflict that the identity of a faith-based organization is challenged and core values can come to the surface (Hopewell, 1986; Ammerman, 1999). Conflict not only exposes but reproduces the latent religious identity of a group. Questions addressed in this session will include:

- --How does conflict affect management decisions and service delivery of a faith-based agency?
- --How is conflict resolved when core religious values conflict with decisions around institutional growth and functioning?
- --How do the conflicts around religious identity which might be brewing within a larger tradition get played out in its social service arm?
- --What values are drawn upon in the resolution of a conflict?
- By examining the dynamics around conflict, research presented here gives us a glimpse into the ways the values and commitments of faith traditions are transmitted and operate in the process of social service delivery. Findings are suggestive rather than conclusive, but no doubt will be provocative for those on both sides of the First Amendment debate.

□

Paper Number: PN052027.1

Paper Title: Devolution of the Faith-based Initiatives: Understanding What Has Changed in Government Contracting

Author(s):

Carol J. De Vita, The Urban Institute, Washington, DC, USA
Kenneth Finegold, The Urban Institute, Washington, DC, USA
Fredrica D. Kramer, The Urban Institute, Washington, DC, USA
Laura Wherry, The Urban Institute, Washington, DC, USA

Summary of Research

This paper reports the findings of a study conducted in three cities (Boston, Birmingham, and Denver) that assessed the implementation of federal faith-based policies at the state and local level in three program areas: TANF, substance abuse, and community services block grants. It compares the experiences of government agencies and their FBO grantees in these three program areas with the experiences of grantees under the Compassion Capital Fund.

Description

The passage of welfare reform in 1996 with its Charitable Choice provision precipitated activity by the federal government to recast its relationship with the faith-based community. Charitable Choice sought to expand the involvement of faith-based organizations in the delivery of government-supported social services for the poor and needy, without masking the organization's religious character. When President George W. Bush came to office in 2001, he embraced this concept and sought to "level the playing field" between secular and faith-based groups. Through a series of executive orders that became popularly known as the faith-based initiatives, the Administration directed government agencies to eliminate barriers that allegedly prevented faith-based organizations (FBOs) from competing for government contract programs and to encourage faith- and community-based organizations to apply for government funds. The Administration also established the Compassion Capital Fund that provides direct federal grants to local faith- and community-based organizations to build their capacity and compete for government dollars.

This paper reports the findings of a study conducted in three cities (Boston, Birmingham, and Denver) that assessed the implementation of federal faith-based policies at the state and local level in three program areas: TANF, substance abuse, and community services block grants. It compares the experiences of government agencies and their FBO grantees in these three program areas with the experiences of grantees under the Compassion Capital Fund. The paper explores the following questions:

1. How have state and local administrators responded to the federal initiatives, (i.e., has the nature of government contracting changed)?
2. To what extent do FBOs participate in the delivery of publicly funded services and has this changed over time (i.e., have new providers come into the field)?
3. Has the nature or content of services changed over time (i.e., is there more evidence of faith-linked services)? and
4. Has client choice been respected (i.e., are alternative services made available)?

The findings suggest that distinctions between FBOs and secular nonprofits are both less and more complex than public discourse would imply, and that the role of faith in service delivery is complex, not well understood, difficult to measure, yet critical to assessing the potential effects of services on recipients.

Paper Number: PN052027.2

Paper Title: Unintelligent Design: Federal Intervention Strategies into Local Communities

Author(s):

Robert Wineburg, University of North Carolina at Greensboro, Greensboro, NC, USA

Summary of Research

This paper will examine the ineffectiveness of Bush Faith-Based Initiative in gaining “buy in” and getting cooperation from the necessary partners in local delivery systems by examining four intervention strategies: block grants, discretionary grantmaking, the Compassion Capital Fund, and technical assistance programs. The paper will illustrate how these strategies make their way into the local service system in Greensboro, North Carolina. The paper concludes with a comparison of a very successful intervention strategy that a Greensboro faith-based organization used to get “buy in” and broad community support, with the ineffective strategy used by North Carolina’s recipient of Compassion Capital money.

Description

Human service systems in the United States have the same structure: some may be big, and some may be small, but they more or less share the same federal programs, gain access to federal block grants through state and local governmental structures, and are bound by state statutes and local ordinances. Many have a United Way, a Salvation Army, a Habitat for Humanity, many secular nonprofit organizations, faith-based agencies and a slew of churches that provide social services. There is an array of self-help groups and private funders who also collaborate inside this hodgepodge to solve, manage, and prevent problems in a community. The reality of the American social service delivery system is that it is extremely complex. Part of the complexity is that the system is under girded by a fragile “culture of interwoven partnerships” among organizations with different missions and ways of operating.

Cooperation and “buy in” from other providers make these partnerships work. They exchange money, human capital, and other resources, sometimes through contracts and sometimes through handshakes; there is an understandable logic and set of principles that would baffle the uninformed. At best, these awkward relationships make the system of services in each community “limp along,” never quite looking like their organizational brethren in the for-profit world. The Bush Faith Based Initiative has no understanding of this system and correspondingly has had a poorly thought-through strategy for bringing its target churches into service systems across the country.

This paper will examine the ineffectiveness of Bush Faith-Based Initiative in gaining “buy in” and getting cooperation from the necessary partners in local delivery systems by examining four intervention strategies: block grants, the discretionary grantmaking process, the Compassion Capital Fund, and technical assistance programs. The paper will illustrate how these strategies actually make their way into the local service system in Greensboro, North Carolina. The paper will conclude with a comparison of a very successful intervention strategy that a Greensboro faith-based organization used to get “buy in” and broad community support, with the ineffective strategy used by North Carolina’s recipient of the Bush Initiative’s Compassion Capital money.

Paper Number: PN052027.3

Paper Title: Investigating the Implementation of Charitable Choice: Lessons from the Field

Author(s):

Wolfgang Bielefeld, IUPUI, Indianapolis, IN, USA

Summary of Research

In order to inform the ongoing policy debate on faith-based initiatives, researchers need to be able to assess the results of the implementation of these initiatives. This is by no means an easy task, and this paper will discuss the challenges that researchers are likely to face in attempting to do so. The paper will draw on the experiences of a team of researchers at Indiana University who conducted a study of the implementation of Charitable Choice in Indiana, Massachusetts, and North Carolina between 2000 and 2003. The paper will discuss the difficulties of making meaningful contributions to policy discussions.

Description

In order to inform the ongoing policy debate on faith-based initiatives, researchers need to be able to assess the results of the implementation of these initiatives. This is by no means an easy task, and this paper will discuss the challenges that researchers are likely to face in attempting to do so. The paper will draw on the experiences of a team of researchers at Indiana University who conducted a study of the implementation of Charitable Choice in Indiana, Massachusetts, and North Carolina between 2000 and 2003. For example,

- The project compared state policies toward using faith-based organizations to provide job-training services funded by the Temporary Assistance to Needy Families (TANF) program. We found that there were wide variations in state-level initiatives, making comparisons of results difficult.
- In Indiana, job-training providers were interviewed and client outcome data obtained. This presented additional challenges. While cooperation with the state's Family and Social Services Administration was good, the project encountered difficulties in acquiring state data on clients and job outcomes.
- For providers, a major issue was the assessment of the degree to which they were faith-based and the impact of this. To measure the impact of provider faith orientation on clients, a pre- and post-test was designed. Providers were to administer the tests, but in many cases failed to do so correctly. It appeared that they did this to benefit their agencies, but as a result they seriously compromised the utility of the results.
- Finally, during the last year of the study, the state changed its funding priorities, thereby altering the provider system. A number of the providers responded by changing their programs or dropping out of the delivery system.

The paper will discuss the impact of these difficulties on the ability of research to make meaningful contributions to policy discussions.

Paper Number: PN052027

Paper Title: Federal Faith-based Initiatives Meet State and Local Service Delivery Systems: Where the Rubber Hits the Road

Author(s):

Carol J. De Vita, The Urban Institute, Washington, DC, USA

Description

The Bush Administration's faith-based initiatives are based on three key assumptions: (1) that faith-based organizations (FBOs) are more effective than secular groups in achieving positive social outcomes, (2) personal transformation is an important ingredient in some social services to achieve effect outcomes, and (3) the complexity and built-in biases in the public contracting and discretionary grantmaking systems prevent government from partnering with a vast reservoir of community-based service providers, especially churches and FBOs. This panel will look at how the Bush Administration's faith-based initiative has been implemented at the state and local level with an eye on determining the viability of the major assumptions under girding the initiative. The panelists will examine the challenges that the research community faces in trying to assess the impact of the faith-based initiatives in states and local communities.

"Devolution of the Faith-based Initiatives: Understanding What Has Changed in Government Contracting" by Carol De Vita, Kenneth Finegold, Rikki Kramer and Laura Wherry, The Urban Institute. This paper will report the results of a study conducted in three cities (Boston, Birmingham, and Denver) that assessed the implementation of federal faith-based policies in three government program areas (TANF, substance abuse, and community services block grants) and the Compassion Capital Fund. The paper will explore how the nature of government contracting has evolved; if new providers have come into the field; how the nature of services has changed; and how client choice is being implemented.

"Unintelligent Design: Federal Intervention Strategies into Local Communities," by Bob Wineburg, University of North Carolina-Greensboro. This paper will examine the effectiveness of the Bush Administration's faith-based initiative in gaining "buy in" from necessary partners in local delivery systems by examining four intervention strategies: block grants, the discretionary grantmaking process, the Compassion Capital Fund, and technical assistance programs. The paper will illustrate how these strategies actually make their way into the local service system in Greensboro, NC. The paper will compare the successful intervention strategy that a Greensboro faith-based organization used to get "buy in" and broad community support with the ineffective strategy used by North Carolina's recipient of the Compassion Capital money.

"Investigating the Implementation of Charitable Choice: Lessons from the Field" by Wolfgang Bielefeld, IUPUI. In order to inform the ongoing policy debate on faith-based initiatives, researchers need to be able to assess the results of the implementation of these initiatives. This is by no means an easy task, and this paper will discuss the challenges that researchers are likely to face in attempting to do so. The paper will draw on the experiences of a team of researchers at Indiana University who conducted a study of the implementation of Charitable Choice in Indiana, Massachusetts, and North Carolina between 2000 and 2003. The paper will illustrate data collection and analysis challenges, as well as the difficulties in interpreting the findings for public policymakers.

Chair/Discussant Jeff Krehely, National Committee for Responsive Philanthropy, will comment on the common themes and differences of these papers and the implications of the faith-based initiatives for public policy and the nonprofit sector.

Paper Number: PN052028.1

Paper Title: Accountability and Learning in Nonprofits Working with Homeless Populations

Author(s):

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

Summary of Research

This paper 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. The 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.

Description

A primary research objective of this project is to identify key barriers facing nonprofits in linking accountability to organizational learning. What challenges do organizations face in connecting evaluation and reporting to processes of organizational learning? How can organizational learning be integrated more effectively with accountability?

The paper features the experiences of three nonprofits in Washington, DC that work with homeless populations: Calvary Women's Services, Miriam's Kitchen, and Georgetown Ministry Center. In cases where evaluations and reports are used to provide information to donors about the use of funds and progress-to-date, they 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.

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 profiled 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.

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Paper Number: PN052028.2

Paper Title: Understanding the Meaning of Diversity in a Nonprofit Organization

Author(s):

Judith Weisinger, New Mexico State University, Las Cruces, NM, USA

Summary of Research

The purpose of this research project is to explore issues of diversity in nonprofit organizations. The focal organization is the Girl Scouts of the U.S.A. (GSUSA), the leading organization in the U.S. dedicated to girls' development. This current phase of the broader project focuses on several issues: (1) how NPO staff understand "diversity" within their organization, (2) the extent of convergence between these views of diversity and those espoused by the NPO leadership, (3) the types of challenges facing staff who are directly involved in efforts to reach underserved populations, and (4) the role of social networks in organizational diversity.

Description

The purpose of this research project is to explore issues of diversity in nonprofit organizations (NPOs). The focal organization is the Girl Scouts of the U.S.A. (GSUSA), the leading organization in the U.S. dedicated to girls' development. Data are being collected for this study from interviews of 30-40 staff members in three local GSUSA councils in the Southwest U.S. This current phase of the broader project, funded by a William Diaz Fellowship from the Nonprofit Academic Centers Council, focuses on several issues: (1) how NPO staff understand "diversity" within their organization, (2) the extent of convergence between these views of diversity and those espoused by the NPO leadership, (3) the types of challenges facing staff who are directly involved in efforts to reach underserved populations, and (4) the role of social networks in organizational diversity.

In previous work on this topic (Weisinger & Salipante, 2005), a model of achieving pluralism in NPOs was advanced which focused on the use of both bonding and bridging social capital in creating a more pluralistic NPOs. Several basic notions about diversity were challenged in that work. First, we challenged the conceptualization of diversity as being defined strictly by the representation of numbers of people from various identity (e.g., racial, ethnic) groups. Although much research has been advanced in the management domain to elucidate the difference between diversity and equal employment opportunity, there is still a great deal of debate on whether in practice, there is a significant distinction. Though increasing representation is indeed a key step in diversifying an organization, it alone is not enough to foster the benefits of a diverse membership that can ultimately sustain and even transform an organization. Thomas & Ely's (1996) diversity paradigms illustrate that truly pluralistic organizations do indeed experience greater representation from previously underrepresented groups, but also that this new diverse membership can result in challenging fundamental assumptions and the predominant mindset in an organization, actually contributing to organizational effectiveness.

Secondly, we challenged the idea that diversity training focused specifically on differences among identity groups is the best way to help organizations to effectively manage diversity. While highlighting cultural differences and differences in worldviews is clearly an important part of raising awareness in diverse organizations, we suggested that the major focus in NPOs should be on reinforcing the distinctive mission, values and organizational practices that help to sustain and advance the organization. This implies more (or one could say additional) emphasis on what is common across diverse members, rather than simply concentrating on differences. Thus, again, structuring opportunities for diverse members to create "mutually respectful relationships" (GSUSA's terminology), while reinforcing their common organizational identity, provides an alternative to traditional notions of diversity training.

This paper examines these two critiques within the context of the three local councils studied. Preliminary findings suggest that (1) although the national organization clearly and explicitly

distinguishes between 'diversity as representation' and 'diversity as pluralism', with the latter being identified as the key organizational focus, few staff members could actually articulate the difference between the two; further, staff typically identified the organization's metrics on diversity as being consistent with a representational view (e.g., "counting people") rather than with a pluralistic view; (2) staff's views on how best to reach underserved populations were extremely varied, in part reflecting different views of what diversity should mean to their organization, and (3) few council staff members had received extensive diversity-specific training, though many had received some diversity-related training components as part of their training in particular functional areas, either locally or at their national training center; various components of diversity training also appeared to be integrated into many different types of volunteer training.

One additional issue that this study has surfaced is the nature of "diversity" across the U.S. Based upon this work and from work in earlier phases of this project involving Girl Scout councils on the East Coast and in the Midwest, it is clear that cultural identity issues vary a great deal across these regions. Even within the Southwest (across three councils in two states), cultural identity issues varied greatly, in part due to history and local geography.

This work has important implications for NPOs needing to develop and effectively manage a diverse membership, including both staff and volunteers (the latter of which will be the subject of future phases of this project). Further, this study will contribute to scholarly work on diversity and pluralism in organizations, and explicate the unique opportunities for nonprofit organizations to successfully address the diversity challenge.

References:

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Paper Number: PN052028.3

Paper Title: Asian American Nonprofit Leadership in New England

Author(s):

C. K. Richard Hung, University of Massachusetts-Boston, Boston, MA, USA

Summary of Research

Asian American nonprofit organizations play an especially important role in their respective community because of the community's lack of political influence in contrast to African or Hispanic Americans.

Description

Asian American nonprofit organizations play an especially important role in their respective community because of the community's lack of political influence in contrast to African or Hispanic Americans. This paper examines the experience of Asian American board members in New England area Asian American nonprofit organizations. It investigates the contextual and demographic factors for the diverse board experience of these Asian American volunteers. Some examples of contextual factors include organization type, size, and age, and board membership composition. Demographic factors may include a board member's socioeconomic background, language proficiency, immigration and citizenship status, duration in the United States, as well as prior experience in civic and political participation.

Paper Number: PN052028.4

Paper Title: Understanding Sports Philanthropy: The Case of Denver Sports Teams

Author(s):

Jennifer Wade, University of Colorado at Denver, Denver, CO, USA

Summary of Research

Summary is forthcoming.

Description

Paper description is forthcoming.

Paper Number: PN052028

Paper Title: David Stevenson and William Diaz Honorary Panel

Author(s):

Amy McClellan, Nonprofit Academic Centers Council, Cleveland, OH, USA

David O. Renz, Midwest Center for Nonprofit Leadership, University of Missouri - Kansas City, Kansas City, MO, USA

Description

Panel Summary

The Nonprofit Academic Centers Council (NACC) proposes a panel presentation at the 2005 ARNOVA conference that will feature papers of the four recipients of the 2004-05 William Diaz and David Stevenson Faculty Fellowships. These fellowships are awarded to faculty of color from any discipline teaching and conducting research in the field of philanthropic and nonprofit sector studies. The papers for this panel represent diverse projects, but are linked broadly by an exploration of various ways in which nonprofit organizations can be more effective at mission attainment through greater understanding of key stakeholder backgrounds and motivations as well as application of accountability efforts to organizational learning.

Panel Description

The Nonprofit Academic Centers Council (NACC) established a faculty fellowship program to honor the contributions of David Stevenson and William Diaz, two scholars in the fields of philanthropy and nonprofit management who died in 2002. The Stevenson and Diaz Fellowships are designed to advance the work of faculty members of color who teach and conduct research in the field of philanthropic and nonprofit sector studies, which includes the nonprofit sector, nonprofit organizations, nonprofit management and leadership, philanthropy and other closely related topics.

NACC proposes a panel presentation at ARNOVA's 34th Annual Conference in November 2005 that will feature the research projects of the 2004-05 recipients of the Stevenson and Diaz Fellowships. Indeed, NACC hopes to work with ARNOVA to make the "Stevenson and Diaz Honorary Panel" a standing presentation of the annual ARNOVA conference for the life of the fellowship program.

While this panel may have less thematic unity than others, given that the organizing impetus is to showcase the work of both emerging and established faculty of color, the papers to be included in the 2005 presentation have some similarities that when presented together, will make an enlightening program. To draw out these linkages and initiate a facilitated exchange, a discussant will be included with this panel.

Panel Chair and Discussant:

David O. Renz, (University of Missouri-Kansas City) Chair of the Faculty Fellowship Program Committee, Nonprofit Academic Centers Council

Panel Participants:

Alnoor Ebrahim (Virginia Tech) identifies key barriers facing nonprofit organizations in linking accountability to organizational learning, focusing specifically on the use of evaluation for institutional learning and external accountability. The project is also enabling Dr. Ebrahim to train students in collaborative research methods with practitioners and develop new case materials for course content.

C. K. Richard Hung (University of Massachusetts Boston) explores the relationship between the background and previous board experience of board members of Asian American nonprofit organizations in New England. The documentation of Asian Americans community leaders' experience with nonprofit organizations will provide a better understanding of the participation of diverse

populations in civil society in New England and highlight how effective board participation, particularly in minority communities, has an impact upon the organizations and the communities served.

Jennifer Wade (University of Colorado at Denver) is completing research on the impact of sports philanthropy on nonprofit organizations. The project aims to help charitable organizations gain a better understanding of the nature of giving associated with the four major sports leagues, leading to more effective relationships with these potential funding sources.

Judith Weisinger (New Mexico State University) examines the role of social networks in developing and sustaining a diverse membership that can enhance a nonprofit organization's ability to achieve its mission. The study will provide insights on how organizations can meet the diversity challenge. Her examination of social capital as it relates to organizational diversity will also make an important contribution to the social capital field of study.

The projects and subsequent papers offered for this panel presentation have been vetted through a competitive review process that led to the candidates' selection as Stevenson and Diaz fellows. By selecting these fellows, NACC's Faculty Fellowship Committee, made up of respected teachers and scholars in the field, has endorsed the work of these individuals, assuring a level of quality and relevance appropriate for an ARNOVA conference.

Paper Number: PN052030.1

Paper Title: Scaling Up Successful Pilot and Demonstration Projects-- a Framework for Analysis and Action

Author(s):

Richard D. Kohl, Management Systems International, Washington, DC, USA

Larry Cooley, Management Systems International, Washington, DC, USA

Summary of Research

In an innovative application of development management tools that MSI from its consulting practice, Management Systems International (MSI) developed a framework for "scaling up" successful small-scale projects. MSI field tested it with several MacArthur Foundation-funded reproductive health projects in Nigeria and Mexico, and revised it based on lessons learned. This paper presents the results: a three stage for scaling up, with specific tools for implementing each step; the key capacities and resources needed in scaling up; the alternatives of scaling up an organization versus transferring the model; lessons and illustrations from Nigeria and Mexico.

Description

The concept of "scaling up," i.e., using successful small-scale projects as a basis for effecting large-scale changes, has become increasingly popular in both international development work and in the delivery of social services in OECD countries. The persistence of poverty in low-income countries, even after 30 years of development efforts, has made it evident to donors and foundations that while small scale projects are necessary, they are not sufficient to achieve the larger changes required. In the U.S. and in other OECD countries, delivering social services has been an on-going challenge (e.g., the decades-old "crisis" in education), and providers are eager to understand and spread the lessons of best practices. In both cases, the need to improve social outcomes faces increased pressures to operate with limited resources and to demonstrate cost effectiveness. Accordingly, there is a need to be able to identify projects that can be dependably expanded or replicated, and the means and methods to do so.

Recognizing this issue, in October 2003, the MacArthur Foundation awarded a grant to Management Systems International (MSI) to study the scaling up of small pilot and demonstration projects and to field test models for enhancing the scaling up process. The activity has five parts:

• To develop a framework that synthesizes the existing state of knowledge on scaling up;

• To conduct field trials using this framework as a general guideline;

• To assess the experience of the field trials;

• To revise the framework based on the experience of the field trials; and

• To disseminate these findings to the international development community, with particular emphasis on the fields of population and reproductive health.

This framework paper corresponds to the first of these tasks. It draws heavily from the existing literature on scaling up, strategic planning, and organizational development. It also incorporates lessons learned from 11 years of applied research carried out by MSI under the Implementing Policy Change Program with funding from USAID. This framework is currently being used in field tests with MacArthur reproductive health grantees in Nigeria and Mexico.

The remainder of this paper is divided into three parts. Part II discusses the concept of scaling up and offers several typologies and guiding questions for understanding and assessing alternative scaling up strategies. Part III provides a framework for developing and implementing a detailed scaling up strategy and implementation plan. Part IV presents a preliminary and selected list of hypotheses and lessons learned regarding successful scaling up.

Paper Number: PN052030.2

Paper Title: Applying the MSI scaling up framework: Scaling up the Community Life Project in Nigeria

Author(s):

Ngozi Iwere, Community Life Project, Apapa, Lagos, Nigeria

Richard D Kohl, Management Systems International, Washington, DC, USA

Summary of Research

This paper summarizes the lessons learned in applying the MSI scaling up framework to the Community Life Project (CLP) based in three grass-roots communities in Lagos, Nigeria. CLP demonstrated from 1992-2000 that a participatory, community-based, demand-driven approach could successfully provide reproductive health and HIV/AIDs education and promote family and community development. MSI partnered with CLP and helped it successfully transfer its approach to other NGOs and to federal, state and local governments in Nigeria; beginning with Catholic church schools and Federal community development officers in six states.

Description

This paper summarizes the lessons learned in applying the MSI scaling up framework to the Community Life Project (CLP) based in three grass-roots communities in Lagos, Nigeria. CLP demonstrated from 1992-2000 that a participatory, community-based, demand-driven approach could successfully provide reproductive health and HIV/AIDs education and promote family and community development. MSI partnered with CLP after scaling up efforts had already begun, and helped it successfully transfer its approach to other NGOs and to federal, state and local governments in Nigeria; beginning with Catholic church schools and Federal community development officers in six states. Among the key lessons learned for scaling up (reproductive health) pilot projects were: (1) Certain capabilities and capacity are key for scaling up: documentation, planning, budgeting, evaluation, marketing, advocacy, and a transfer methodology/capacity; (2) NGOs which run pilot projects are often missing these capabilities, as well as adequate capacity and the financial resources to go to scale, even when that is only transferring their model to larger institutions which do have that capacity, e.g. government; and (3) scaling up a model is particularly challenging when the model is participation and process-intensive (as opposed to technological in nature). A major lesson is that providing technical assistance and capacity building in areas where these are lacking can be instrumental in successfully transferring a model i.e. scaling up, but to be effective must often be combined with additional financial resources for scaling up itself.

Paper Number: PN052030.3

Paper Title: Scaling up family planning services in Turkey: the case of Social Security Administration Health Services

Author(s):

Nancy Pendarvis Harris, John Snow, Inc, Rosslyn, VA, USA

Diane Hedgecock, John Snow, Inc, Rosslyn, VA, USA

Summary of Research

This paper summarizes the experience of John Snow Inc.'s SEATS (Service Expansion and Technical Support) Project, funded by USAID. SEATS worked with the Turkish Social Security Administration (SSK) to scale up family planning throughout Turkey. SEATs successfully integrated family planning into the SSK's 12 maternity hospitals and 40 outpatient clinics. The paper reviews this experience in terms of the application of the MSI scaling up model and lessons learned for scaling up generally. A major lesson regards how to create financial sustainability in scaling up (reproductive) health services.

Description

Over a period of four years, the JSI/SEATS (Service Expansion and Technical Support) Project worked with the Turkish Social Security Administration (SSK). Turkey has a population of 40 million and is considered a middle income country. The SSK covers about 40% of the population. During the period of work, SSK was pressured by ongoing financial and political constraints. It was, nevertheless, a powerful and influential institution in the country. By and large, its leadership was forward-looking and open to new ideas, particularly the latest thinking from the West.

SEATS established a small office in the capital, near the SSK Headquarters. It recruited a small but dedicated, highly competent and extremely well connected staff. Funding came from "buy-ins" from USAID (there was not formal USAID Mission in Turkey). Life of activity funding did not exceed \$500,000. The value of USAID donated contraceptives, however, was substantial, and other partners contributed another \$100,000 or so to the efforts. SEATS' inputs were in two areas: strategic and carefully thought out policy and advocacy interventions and technical assistance in program implementation, training of trainers, development of FP procedures and protocols and monitoring and evaluation. Our paper will look at the interaction of these two which we believe was a key factor in producing good results.

In service delivery, the program started in the largest and most influential maternity hospitals and expanded to more remote geographical areas. Mid-way through the program, the SSK decided to launch five regional training centers, which SEATS helped to equip, train trainers and launch. The first three years, free contraceptives were provided via USAID donations to the Turkish Ministry of Health. SEATS provided some minor equipment. SEATS staff also coordinated modest interventions by other partners, such as long-term methods (AVSC) and a small IEC component (Johns Hopkins). However, SEATS staff dedicated all their time to SSK. SSK, in turn, perceived SEATS as its main source of technical advice.

On the policy side, SEATS helped SSK organize a number of high profile mini-conferences and other activities that gave them good publicity. Family planning was "marketed" as an additional benefit SSK was providing to clients. Later, improved quality of care was added, and this was popular with hospital administrators who were eager to learn about these new ways of managing programs. SEATS contracted a relatively simple cost-benefit study done by a well-known health economist. The widely quoted study concluded that by providing family planning, SSK could save enough money to run one of its major maternity hospitals. This was convincing. Finally, the SEATS Director led a high level delegation from SSK and the Ministry of Labor on a study tour to Mexico, a country remarkably similar to Turkey where the Social Security Administration is the second largest provider of family planning in the country.

Over the course of four years, the SEATS/SSK Program encountered many roadblocks and issues. There were difficult personalities in both senior ranks of SSK and USAID/Turkey. Funding was tight, and there were serious policy issues related to informed consent for sterilization. Nevertheless, SEATS staff remained focussed and persistent and in the end, the planned for result—integration of family planning, including recurrent funding—was achieved.

Types and Paths of Scaling Up:

- □ QUANTITATIVE—Family planning services were integrated into the entire SSK structure including a dozen large maternity hospitals and about 40 clinics. Five regional training sites were created for in-service FP training.
- □ FUNCTIONAL—This was a vertical (factoral) aggregation, family planning (a related reproductive health intervention) was integrated into obstetrics and gynecological services. Vasectomy services were introduced via urology clinics.
- □ POLITICAL—Policy decisions by key stakeholders were critical to the success of this effort. However, the decision-making model does not fit any of the described paths. Rather, key leaders in the Ministries of Labor and Health and in the SSK structure made a conscious decision on policy. Service providers, particularly doctors and midwives, provided support through their active programmatic participation and by advocating with financial decision-makers for these services.
- □ ORGANISATIONAL—The biggest indicator of success was that it became financially sustainable. SSK financed all family planning services, including service provision, in-service training and the purchase of contraceptives. Procedures and structures also were developed, and these contributed to some overall improvements in approaches to continuous quality improvement in the hospital setting.

Paper Number: PN052030.4

Paper Title: Applying the MSI Scaling Up Framework: the case of MexFem

Author(s):

Marta Vergara, Management Systems International, Mexico City, Mexico DF, MEX

Summary of Research

This paper is a case study of the application of Management Systems International (MSI) scaling up framework to MexFam, one of the largest NGOs in Mexico working in health care. It shows how scaling up of MEXFAM first required an organizational transformation, specifically helping MEXFAM to become financially self-reliant following a cut in donor funding. The paper describes the organizational change intervention MSI facilitated with MEXFAM and the resulting restructuring strategy, which was to decentralize, empowering their local branches to better tailor services to their patients. The paper shows the results of this process on MEXFEM and its services.

Description

Management Systems International (MSI) developed a framework for "scaling up" successful small-scale projects, field tested it with several MacArthur Foundation-funded reproductive health projects in Nigeria and Mexico, and revised it based on lessons learned. The resulting framework is an innovative application to the reproductive health field of development management tools that MSI has used in its consulting practice. Such is the case of MexFam. This paper will show how MEXFAM's expressed need for scaling up was determined to be inextricably tied to its need for organizational transformation, given a significant reduction in core funding from major donors. As a result of this funding crisis, MEXFAM had begun to explore ways to become financially self-reliant in order to, at a minimum, continue to provide services to their target populations. MEXFAM through an OD intervention that included a series of consultations, beginning with an initial assessment of organizational structure and objectives, suggested a restructuration strategy mainly through decentralization given the fact that the only way MEXFAM could continue to operate was to empower their local branches to better tailor services to their patients.

Paper Number: PN052030

Paper Title: Scaling Up Pilot Projects: The MSI Methodology and Case Studies

Author(s):

Richard D Kohl, Management Systems International, Washington, DC, USA

Description

Management Systems International, on a grant from the MacArthur Foundation, has developed a three stage, ten step process for scaling up small pilot projects. This panel covers scaling up from three perspectives: the basic conceptual issues of what is scaling up; an integrated methodology of how you scale up; insights and lessons learned from applying the MSI model in Mexico, Nigeria and Turkey, and next steps.

Paper Number: PN052031.1

Paper Title: Differential Effects of Tax Deductions by Subsector

Author(s):

Arthur Brooks, Syracuse University, Syracuse, NY, USA

Mark Wilhelm, IUPUI, Indianapolis, IN, USA

Summary of Research

Description

Paper Number: PN052031.2

Paper Title: Changes in the Tax Code: Impact on Philanthropy

Author(s):

Mark Wilhelm, IUPUI, Indianapolis, IN, USA

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

Summary of Research

Description

Paper Number: PN052031.3

Paper Title: Parental Influence on Charitable Giving and Volunteering

Author(s):

Patricia Hughes, St. Cloud State University, St. Cloud, MN, USA

William Luksetich, St. Cloud State University, St. Cloud, MN, USA

Summary of Research

Description

Paper Number: PN052031.4

Paper Title: Cultural Preconditions of Giving: Family Values and Disposable Income as Context for Occupational/Industry/Professional Influences

Author(s):

Natalie Webb, Naval Postgraduate School, Monterey, CA, USA

Rikki Abzug, New School University, New York, NY, USA

Summary of Research

Description

Paper Number: PN052031

Paper Title: Latest Research Results Using the Center on Philanthropy Panel Study

Author(s):

Patrick Rooney, The Center on Philanthropy at Indiana University, Indiana University, Indianapolis, IN,
USA

Description

Paper Number: PN052032.1

Paper Title: The International Census of Nongovernmental Studies Project: An Examination of the Intellectual Merits for Third Sector Studies

Author(s):

Roseanne Mirabella, Seton Hall University, South Orange, NJ, USA

Summary of Research

This paper will provide an update of the first and only census of international programs in third sector studies, which includes the study of nonprofit management, nongovernmental organizations, and grassroots organizations. Furthermore, the paper will examine the intellectual merits for the field of third sector studies as they seek to advance our understanding of third sector organizations.

Description

This paper will provide an update of the first and only census of international programs in third sector studies, which includes the study of nonprofit management, nongovernmental organizations, and grassroots organizations. Utilizing survey instruments that are available on-line, data are collected from all types of nonprofit management education and training programs offered by universities, national intermediary organizations, local community-based organizations and regional or international governmental organizations. Unlike previous research in this area, which has focused on individual nation-states or geographic regions, this empirical study will result in a database reflecting the universe of practices in the international arena. This project will further our understanding of the complexities and intricacies of existing NGO education and training programs by examining the curricula of existing programs, utilizing a comparative approach across regions of the world as well as focusing on theoretical issues regarding the significance of education and training efforts in capacity building and sustainable development. It is expected that degree and diploma programs will vary by region as well as by country. For example, the courses offered can be expected to vary by regime type, by the extent to which privatization is a viable alternative to government provision of services, and by the degree to which government provision of services is centralized or decentralized. Additionally, the institutional setting of programs will have an impact on the type of courses offered, be they university-based or community-based. Finally, the number and institutional variety of programs can be expected to vary by the degree of development of nation-states.

Furthermore, the paper will examine the intellectual merits for the field of third sector studies as they seek to advance our understanding of third sector organizations. The analysis will focus on how or whether programs in third sector studies are shaped by a wide-range of political variables such as (a) regime type, (b) degree of privatization and (c) degree of centrality of services and augmentation of current approaches to explaining the degree of development of various nation-states as measured by (a) the number and institutional variety, (b) membership size, (c) the degree of inclusiveness of members relative to prestige groups in the population, (d) degree of organizational elaboration, and (e) control over valued resources. As an example, Korten (1987) has suggested that NGOs working in the development arena have three distinctive orientations in programming strategy: (a) relief and welfare; (b) local self-reliance; and (c) sustainable systems development. How do the different educational programs currently offered from place to place correspond to the state of civil society in these areas? How closely aligned are educational efforts to strengthen civil society through the training programs for NGO managers with the skills and knowledge needs of those managers as reflected by the current programming strategies being employed?

Paper Number: PN052032.2

Paper Title: Building a Nonprofit Management Curriculum with a Public Administration and a Business Administration Orientation: An Experiment at Ben Gurion University

Author(s):

Benjamin Gidron, Ben-Gurion University of the Negev, Beer-Sheva, ISRAEL

Summary of Research

The BGU Nonprofit Management program has built a unique model of a Nonprofit Management Track within the Business Administration as well as the Public Policy and Administration Departments – both within the School of Management. The paper will first present the rationale of the program in the context of contemporary Israeli Third Sector needs and challenges.

Description

A review of current academic graduate nonprofit management programs suggests that most programs are offered within academic departments/schools in the fields of Business Administration, Public Administration or Social Work. In other cases such programs are sponsored jointly by several departments and nonprofit management students are taking courses offered in those different departments.

The BGU Nonprofit Management program has built a unique model of a Nonprofit Management Track within the Business Administration as well as the Public Policy and Administration Departments – both within the School of Management. Students in Business Administration receive an MBA degree with a nonprofit specialization and students in Public Policy and Administration receive an equivalent MPA. The Track consists of specialized courses that focus on the unique characteristics of nonprofit organizations and the unique features of managing them. Most of the Nonprofit Track courses are offered not only to Nonprofit Management specialization students, but to the entire student body in those two departments; however, some are offered to the specialization students only - these include a seminar and a Practicum, courses where the unique values of nonprofit management are stressed. Those courses also serve as a creative meeting ground for specialization students of both departments to focus on their respective orientations and their relevance in nonprofit management.

The paper will first present the rationale of the program in the context of contemporary Israeli Third Sector needs and challenges. It will then describe its unique features and conclude with a series of questions and issues to focus on as the program develops in the next few years.

Paper Number: PN052032.3

Paper Title: Program Assessment in Nonprofit Management Academic Programs

Author(s):

Ann Breihan, College of Notre Dame of Maryland, Baltimore, MD, USA

Summary of Research

This empirical study will ascertain which approaches to program assessment are currently in use in nonprofit management programs in institutions of higher education the US. The findings will be derived from surveys of randomly selected programs, stratified by program type (full graduate degree programs, graduate programs with concentrations in nonprofit management, and undergraduate majors), region, funding pattern (public and private institutions), and size. The data will be used to address the questions: what approaches to program assessment are currently in use, and what are the predictors of program assessment approaches?

Description

Program assessment in higher education is an emerging requirement (Middle States Commission on Higher Education, 2003). Nonprofit management education programs have proliferated over the past decade (Mirabella and Wish, 2001). How do these two trends overlap? This paper will summarize and analyze the approaches to assessment being undertaken by nonprofit management programs in institutions of higher education.

- Some literature about the assessment of the more numerous business management education programs has emerged. Most of this has been descriptive case studies of individual institutions' experiences or specific teaching tools (Illes, 2003; Smith and Forbes, 2001; Spee and Tompkins, 2001). The literature about nonprofit management assessment has dealt more with stakeholders' assessments of programs (Mirabella and Wish, 1999; Wilson and Larson, 2002).
- This empirical study will go beyond explorations of case studies and of stakeholders' perceptions, to ascertain which approaches to program assessment are currently in use in nonprofit management education. The findings will be derived from a survey of academic programs of nonprofit management. Surveys will be mailed to the heads of a random sample of academic programs of nonprofit management, stratified by program type (full graduate degree programs, graduate programs with concentrations in nonprofit management, and undergraduate majors), region, funding pattern (public and private institutions), and size.
- The survey data will be used to address two questions. First, what are the approaches to program assessment in use in nonprofit management program in the United States? How is the program assessment typically carried out? Do programs assess through capstone projects or theses, student portfolios, student research participation or documented application of course material to the workplace, or other means? Second, are there any predictors of the approaches to nonprofit management program assessment or any models of program assessment cited frequently?
- This paper will contribute to our understanding of the recent developments in nonprofit management academic education, specifically in our application of program assessment – a skill frequently taught as a required course to students in our programs --and the distribution of different approaches throughout the United States.

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Paper Number: PN052032.4

Paper Title: Capacity Building and Sustainability of Child Welfare NGOs: An Exploratory Analysis of Recent Changes in Romania

Author(s): AN EXPLORATORY ANALYSIS OF RECENT CHANGES IN ROMANIA

Roger Nemeth, Hope College, Holland, MI, USA

Deborah Sturtevant, Hope College, Holland, MI, USA

Summary of Research

Description

Paper Number: PN052032

Paper Title: Preparing Future Sector Leaders: Recent Developments in Nonprofit Management Education

Author(s):

Roseanne Mirabella, Seton Hall University, South Orange, NJ, USA

Description

The preparation of future leaders for management positions in the third sector is an important concern of current leaders in the field. This panel focuses on various initiatives to increase our understanding of how we educate future leaders, including an analysis of the efficacy of these approaches.

Paper Number: PN052037.1

Paper Title: Subsidizing Charitable Contributions in the Field: Evidence from a Non-Secular Charity

Author(s):

Catherine C Eckel, Virginia Tech, Blacksburg, VA, USA

Philip J. Grossman, St. Cloud State University, St. Cloud, MN, USA

Summary of Research

This paper reports results from a field study comparing the effects of rebates and matching subsidies for charitable contributions. It was conducted in conjunction with Lutheran Social Services of Minnesota, a religiously affiliated social services charity. The field experiment has three main treatments: a baseline with no subsidy, a rebate to donors of a portion of their contribution to the charity, and an equivalent matching contribution. Within each treatment there are two rates of subsidy: 20 and 25 percent rebates and 25 and 33 1/3 percent matches. These results are for the most part consistent with our previous laboratory experiments.

Description

Subsidies are a relatively common feature of economic life: the tax deduction afforded mortgage interest and charitable contributions for those who itemize; food stamps and rent subsidies provided low income households; corporations matching the contributions of their employees to nonprofit institutions. Why different subsidy forms are used is unclear since economist theory says that, for example, a one for one match, of an expenditure or donation, is strategically equivalent to a rebate that returns half, of the expenditure or donation. This is true for other subsidy levels as well. However, in laboratory experiments Eckel and Grossman (2003) found that the dollar value of the donation was significantly greater under matching subsidies than under equivalent rebate subsidies. The pattern of giving was otherwise consistent with theory; i.e., giving increased as the cost of giving declined and as income increased.

This result is somewhat puzzling. One possible explanation for the observed lack of equivalent response to the two equivalent subsidies in the initial experiment may be that in the laboratory experiments, subjects play with "house money." Subjects are given endowments by the experimenter and then asked how they wish to divide the endowments between themselves and their chosen charities. When playing with the experimenter's "house money" the subjects may make choices that are different from those they would make when allocating money they earned themselves. In a field study, subjects make decisions affecting their own money and the choices they make should be a more accurate measure of their true preference.

□ This paper reports results from one of a series of field studies comparing the effects of rebates and matching subsidies for charitable contributions. The field studies are designed to validate previously reported laboratory experimental results. The study reported on in this paper was conducted in conjunction with Lutheran Social Services of Minnesota, a religiously affiliated social services charity. A similar study was conducted with the cooperation of Minnesota Public Radio (Eckel and Grossman, 2004) and an a study is currently ongoing with the Central Minnesota Task Force on Battered Women, a secular social services charity based in St. Cloud , MN. Each of the field experiments has three main treatments: a baseline with no subsidy, a rebate to donors of a portion of their contribution to the charity, and an equivalent matching contribution. Within each treatment there are two rates of subsidy: 20 and 25 percent rebates and 25 and 33 1/3 percent matches. We report results that are for the most part consistent with the laboratory experiments.

Footnote1: Another possible explanation for the original result is confusion on the part of the subjects. Subjects were presented with both rebate and matching scenarios. If the subjects confused the two subsidy types and failed to distinguish between the two, results, such as those reported, could occur. To eliminate confusion as an explanatory factor Eckel and Grossman have been conducting a series of experiments where each subject sees only one type of decision (i.e., subjects make decisions under

only rebate or only match subsidies). The evidence from these experiments suggests that confusion is not a strong explanatory factor.

Paper Number: PN052037.2

Paper Title: When and Why Matches are More Effective Subsidies Than Rebates

Author(s):

René Bekkers, Utrecht University, Utrecht, NETHERLANDS

Summary of Research

This paper provides insights in the effects of rebates and matching subsidies for charitable donations from a field experiment with health charities. I show that the greater effectiveness of matching subsidies found in laboratory experiments with university students also occurs in a natural context among a large, nationally representative sample of the Dutch population. I also show why matches are more effective than rebates. Matches attract a larger pool of donors because donors expect more people to make donations and 'join in'. Matches also increase the amount contributed among specific subgroups (higher educated, higher income households and large donors).

Description

Tax deductions for charitable donations lower the price of giving just like a rebate. At the 50% income tax level, a donation of 1 euro costs only 50 cents (50% rebate). Evidence from laboratory experiments with small groups of students suggests that rebates are a less effective type of subsidy for charitable donations than matching programs, which generate a mathematically equivalent price reduction (Eckel & Grossman, 2003). In a matching program, an independent third party matches donations to a charitable cause at a given rate (e.g., at 100%, for each dollar donated the third party matches a dollar). From a rational point of view, it is strange that a 100% match increases generosity more than a 50% rebate because the price of giving is the same. This paper investigates three questions: (1) whether the same pattern of results of obtained in previous research with lab experiments among small samples of university students also hold in a natural context; (2) whether the greater effectiveness of matches holds for all types of donors; (3) when and why matches are more effective than rebates.

First, this paper shows that the stronger effect of matching also occurs in a large sample of the Dutch population ($n=1,030$) in a natural context. The participants in the present study decided about the donation of a reward earned previously by filling out the questionnaire of the Giving in the Netherlands Panel Survey. By having the participants decide about earned wealth I improve the ecological validity of the 'dictator game' used in experimental economics (Cherry, Frykblom & Shogren, 2002). The participants could donate their earnings in any desired proportion to one of three popular health charities. In a baseline condition, donations were not subsidized. In the rebate condition, an independent third party (the polling institute) offered the participants a rebate for donations. In the matching condition, the third party offered the participants a matching donation to the charity of their choice. I tested rebates against matches at two price levels, generating a 50% and 33% price reduction for donations. At both price levels, I find that matches increase donations more than rebates, but the effect is more pronounced at a price reduction level of 50%.

Second, I find that matches are more effective than rebates mainly because they attract a larger pool of donors. When donations are matched by a third party, a group of donors makes donations who would have elected not to donate when donations are subsidized with a (mathematically equivalent) rebate. However, among specific groups of the Dutch population, matches also increase the amount contributed more strongly than rebates. I find that matches are particularly effective in increasing the amount donated among the higher educated, among higher income households, and among households making larger donations to charities. These findings support the argument that the use of matches as an alternative means for subsidizing charitable donations will generate higher contributions. I also find evidence that a rebate is less effective when the price reduction is low (33% instead of 50%). In contrast to the results obtained by Meier & Frey (2003), the relative effectiveness of a matching program does not vary with the size of the price reduction.

Third, I find that matches are more effective than rebates because donors expect that matches will attract a larger number of donations by others in the matching conditions. This finding is consistent with the framing hypothesis that Eckel & Grossman offered as an explanation for their findings. They argue that offering a rebate generates a competitive orientation, while offering a matching amount generates a cooperative orientation. Donors experience a matching subsidy from a third party as somebody else 'joining in' who might otherwise not have contributed. Matching programs raise the expectation of prospective donors that others are also donating more strongly than rebate subsidies. In addition, donors may perceive the donations of others as a signal that giving is the appropriate course of action. On the other hand, donors also expect smaller sized donations from others. I speculate that donors try to compensate for this lower level of generosity by making a higher contribution themselves. Our findings are inconsistent with the bounded rationality hypothesis offered by Davis, Millner & Reilly (2003), who argue that differential framing is not the reason for the observed difference but a failure to see the equivalence of the two conditions. I find no evidence that donations by more intelligent persons in matching and rebate conditions are more similar than donations by less intelligent persons in the two framing conditions.

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Paper Number: PN052037.3

Paper Title: Social Comparisons in Nonprofit Marketing: A Field Experiment

Author(s):

Yue Shang, University of Pennsylvania, Philadelphia, PA, USA

Rachel Croson, University of Pennsylvania, Philadelphia, PA, USA

Summary of Research

We study the effect of social information in public goods provision in two field experiments during public radio on-air fund drives. In the first field experiment, we demonstrate the existence of the social information effect on individual contributions. We found that the most effective social information that influences individual giving is the 90th -- 95th percentile of the contribution distribution. This increase in one-time contribution does not decrease the second year retention rate. In the second field experiment, we show that this effect is not a pure cognitive anchoring-and-adjust effect by demonstrating the boundary condition of social information.

Description

Recently funding for public goods such as education, healthcare, and other public services have become more dependent on local and voluntary funding sources, especially individual contributions, and less reliant on taxation and government grants. Local governments, schools and other nonprofit organizations have increasingly turned to private donations as a source of funding for public goods. In 2003, individual giving accounted for 74.5% of donations to nonprofits. One challenge facing policy-makers is to evaluate the effectiveness and permanence of this funding source, and to decide how much of its limited budget to allocate toward making nonprofits more effective in their fundraising as opposed to funding the nonprofit providing the public goods directly.

We identify social psychological motivations that impact the extent of voluntary funding through a survey of contributors to public radio stations. We use results from this survey to suggest interventions that can be used to increase this funding source, and use a field experiment to test these interventions. Our results suggest both tactics that nonprofits can use to increase their voluntary contributions, and publicity campaigns that policy-makers can use to increase voluntary contributions to these nonprofits (and thus decrease their reliance on governmental funding).

In the survey of current and lapsed members of public radio stations we elicit ratings of various motivations for giving, then correlate those ratings with self-reported contributions and actual contributions (matched back to the radio station's historical database). As expected, we find that individuals over-state their actual contributions; claiming that they contribute more than they actually do. However, we also find that the motivations that correlate with reported contributions are not the same as the motivations that correlate with actual contributions. Thus in addition to the substantive contributions, this part of the project also makes a methodological contribution to research in this area; the type of response seems to interact with motivations for giving.

One motivation identified in the survey is that of social norms (Fisher & Ackerman, 1998); individuals contribute because they believe others contribute, or because it is the appropriate thing to do. In the field experiment, we focus on the impact of social information and its impact on voluntary contributions to fund public radio. We test the impact of providing social information about another donor's contribution to targets in both on-air fund drives and mailing campaigns. We find that contributions are extremely responsive to this social information; they increase their contribution when the social information is higher than their previous contribution, and decrease it when the social information is lower. When social information is omitted or is the same as their previous contribution, they contributed the same amount as they did the year before. The differences in these changes are statistically significant ($F(2,296)=3.03, p=0.05$), and economically significant; the difference in the average contribution between the high and the low social information condition is over \$30 per donor, representing an 15% increase in contribution revenue.

It is also heartening to note that this social information effect is long-lasting. Having been exposed to higher social information does not affect the retention rate (likelihood of contributing the next year), and

generates higher revenue in the subsequent year as well. Thus this intervention does not simply shift future intended contribution to the present; it actually increases overall contribution and thus the extent of the public good provided.

A follow-up lab study searches for the causes of this effect. We find that the effect of social information on behavior is fully mediated by beliefs in the social norm (what others contribute and what is appropriate to contribute). Identifying this mechanism has the potential to help policy-makers in designing publicity campaigns encouraging voluntary contribution (and thus reducing the reliance of nonprofits on government funding); highlighting others who contribute high amounts or influencing beliefs of appropriate contribution is likely to have an impact on revenue from individual contributors. In this research, we use field surveys and field experiments to investigate the motivations for, and impact of social psychological factors on, donors' contributions to nonprofit organizations that provide public goods. Increasing our understanding of these motivations can help policy-makers to make better decisions about designing publicity campaigns to increase nonprofit's effectiveness in fundraising, and how to allocate limited budgets between these activities and direct funding.

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Paper Number: PN052037.4

Paper Title: Toward an Understanding of the Economics of Charity: Evidence from a Field Experiment

Author(s):

Craig Landry, East Carolina University, Greenville, NC, USA

Andreas Lange, University of Maryland, College Park, MD, USA

John List, University of Maryland, College Park, USA

Michael Price, University of Maryland, College Park, MD, USA

Nicholas Rupp, East Carolina University, Greenville, NC, USA

Summary of Research

This study uses a door-to-door fundraising campaign in an effort to explore the demand side of charitable fundraising while simultaneously raising capital for a new academic research center in North Carolina. In gross terms, our lottery treatments raised considerably more money than our voluntary contributions treatments. This result is not driven by higher average contributions, but, rather, largely by greater participation rates in the lotteries. This finding highlights a “double-dividend” of using lotteries to raise money for the private provision of public goods: not only is more money collected through lotteries, but a larger pool of active donors is secured.

Description

In 2003, more than \$240 billion—exceeding 2 percent of U.S. GDP—was contributed to American philanthropic organizations. Even though charitable giving continues to grow at rapid rates, relatively little is known about the economics of charity. This study uses a door-to-door fundraising campaign in an effort to explore the demand side of charitable fundraising while simultaneously raising capital for a new academic research center in North Carolina. We approached nearly 5000 households, randomly divided into four experimental treatments.

Empirical results from the field experiment are in line with our theory: in gross terms, our lottery treatments raised considerably more money than our voluntary contributions treatments. This result is not driven by higher average contributions, but, rather, largely by greater participation rates in the lotteries—the lotteries increased participation rates by roughly 100%. This finding highlights a “double-dividend” of using lotteries to raise money for the private provision of public goods: not only is more money collected through lotteries, but a larger pool of active donors (i.e., “warm list”) is secured. Interestingly, we find that a one standard deviation increase in female solicitor physical attractiveness is similar to that of the lottery incentive—personally attractive women elicit contributions from agents who would otherwise elect not to contribute. The magnitude of this estimated difference in gifts is roughly equivalent to the treatment effect of moving from our theoretically most attractive approach (lotteries) to our least attractive approach (voluntary contributions).

Paper Number: PN052037

Paper Title: Field experiments with charitable contributions

Author(s):

Yue Shang, University of Pennsylvania, Philadelphia, PA, USA

Description

Both practitioners as well as scholars in the field of nonprofit and voluntary action wonder when people give their time or money to nonprofits, and why. In the social sciences, many theories have been developed that help us understand the determinants of charitable giving. A well known example of such a theory is the theory in economics that tax deductions for donations increase donations because they lower the price of giving. In the everyday life of fundraising, many practitioners rely on a list of 'best practices' to raise funds effectively. Such best practices include wisdoms like 'people give to people, not causes'.

The experimental method is perfectly suited to investigate the validity of scientific theories as well as 'best practices'. The advantage of experiments – when designed accurately – is that they allow for causal inferences about the influence of manipulated factors, while (poll) surveys usually do not. The specific advantages of field experiments over 'ordinary' laboratory experiments are that they are conducted in a natural environment, with subjects that are unaware that they are participating in an experiment.

Recently, scholars working in the field of nonprofit and voluntary action have started to take advantage of the field experiment as a tool to test theories on charitable giving and other examples of prosocial behavior. Using laboratory experiments, economists have shown that tax incentives increase donations, but less effectively so than matching programs (Eckel & Grossman, 2003). Matching programs are a more effective way to subsidize charitable giving than rebates, which bear similarity to the tax deduction. The paper by Eckel & Grossman presented in the current panel session reports evidence from a field experiment with Lutheran Social Services of Minnesota, showing that the lab results also hold in a natural environment, when donors who are unaware of their participation in an experiment make decisions about donations. The paper by Bekkers investigates why matching programs for health charities in the Netherlands are more effective than rebates, and also identifies groups of donors that are not responsive to the way in which subsidies are framed. The paper by Shang & Croson reports evidence that donors follow the example of others when deciding how much to contribute to public radio stations in a fundraising campaign conducted by phone. The paper by Landry, Lange, List, Price and Rupp shows that lotteries increase contributions to nonprofits and why. The authors had male and female solicitors go door to door in a fundraising campaign for a new research center in North Carolina. They show that 'people give to people, not causes': when solicited by females, males are more likely to give than when solicited by males.

The panel brings together a group of scholars from a variety of disciplines in the social sciences: economics, sociology, and the psychology of marketing. The presenters all conduct field experiments with charitable contributions. The papers deal with a variety of fundraising techniques, in a variety of geographic and social contexts. All papers report evidence on conditions identified by theories in the social sciences that affect charitable giving. Thus, the panel appeals to practitioners as well as to scholars.

Paper Number: PN052038.1

Paper Title: Betrayal of Trust: Electronic Advocacy, Astroturf and the Future of Community Mobilization, Implications for NonProfit Theory and Research

Author(s):

John McNutt, University of South Carolina, Columbia, SC, USA

Katherine Mary Boland, Institutional Research and Planning, Glassboro, NJ, USA

Summary of Research

Astroturf is a term used to describe sythetic grassroots voluntary action. The use of technology has made these efforts much more successful and even more pervasive. This has important implications for nonprofit theory and practice. This paper will discuss these issues and provide an exploration of the long term problems created by astroturf efforts.

Description

Betrayal of Trust: Electronic Advocacy, Astroturf and the Future of Community Mobilization, Implications for NonProfit Theory and Research

Technology has become an important part of nonprofit advocacy. Websites, e-mail campaigns and more advanced technologies are used to facilitate advocacy efforts (McNutt & Boland, 1999; 2000; 2001; Hick & McNutt, 2002). These developments have added to the toolset that nonprofit organizations bring to the policy arena. Unfortunately, the same tools that can be used in legitimate grassroots activities can also be used to simulate these activities in the cause of corporate interests. This development, often referred to as Astroturf, is a growing issue in the advocacy arena (Howard, 2005; Allen, 1998; Beder, 1998; Holmes, 1998; Savage, 1995).

Astroturf preceded the development of electronic advocacy. As high technology developed however, the practice of creating Astroturf organizations blossomed. New technology made it harder to distinguish simulated organization from actual organizations.

The bedrock of our discussion about civil society, social capital, community, the commons and other central themes in nonprofit and voluntary action theory depend on social networks, reciprocity, interaction and trust. Evidence exists that these phenomena can exist in cyberspace. The development of synthetic grassroots associations violates many of the assumptions of our current understanding of these phenomena. There really hasn't been a serious examination of the issues raised by synthetic grassroots voluntary associations. The issued examined in this analysis raise fundamental questions that nonprofit scholars will find hard to answer.

The paper has four parts. The first section discusses the Astroturf phenomenon and reviews the limited scholarly literature that deals with the issue. Next, the points where nonprofit theory interacts with this issue are delineated and discussed. Third, the more general implications for nonprofit theory are identified. Finally, directions for research and theory building are identified.

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Paper Number: PN052038.2

Paper Title: To lurk or not to lurk: Trust as determinant of participation and perceived benefit in online non-profit communities

Author(s):

Sherida Ryan, University of Toronto, Toronto, CANADA

Summary of Research

This paper discusses trust and reciprocity in on-line communities and virtual environments. It includes findings from the author's research into trust antecedents to participation in three distinct online contexts: health support groups, advocacy groups and recreational interest groups.

Description

To lurk or not to lurk: Trust as determinant of participation and perceived benefit in online non-profit communities

Millions of people come online to find information, to share interests, to solve problems and to seek support in times of need. Email lists, electronic bulletin boards, IRC (Internet Relay Chat), weblogs and web pages have become increasingly important facilitative technologies for community development. However, while information and communication technologies offer opportunities for creating online communities, merely providing facilitative technology does not ensure that people will engage each other. Research that explores the determinants of online participation, the influence of community context on people's engagement, and the relationship of participation to community members' perceived benefit is still in its early stages (Radin, 2001; Ridings, Gefen, & Arinze, 2002). This paper describes a research project that will examine trust as a determinant of participation in online non-profit communities and its downstream effect across community type.

Sustained interaction is essential for successful online community development (Jones, 1997; Whittaker, Hill, & Chemy, 1998), yet active participants, individuals who are readily observable through their written messages represent the minority of online community members. Lurkers, the invisible participants who regularly read messages without responding, are reported to be the norm in most online environments (Nonnecke & Preece, 2000). Recent studies report that only a small percentage of lurkers intend not to participate upon joining a community and that lurking varies depending on the context of the group (Preece, Nonnecke, & Andrews, 2004). Social trust may be a moderating variable for participation in some virtual community contexts (Bargh & McKenna, 2004).

Trust is an important factor for participation in both traditional and online group environments (Kling & Courtright, 2003; Ridings, Gefen, & Arinze, 2002). Computer-mediated communication's reliance on text-based interaction decreases our ability to interpret social and environmental cues (Short, Williams, & Christie, 1976). When people engage online, these traditional antecedents of trust are either absent or changed in form (Friedman, Kahn Jr., & Howe, 2000). Despite the importance of trust for participation, there has been limited research that examines trust antecedents as determinants of participation in online non-profit communities.

Trust is situational and more salient in contexts that are characterized by risk and interdependence (Mayer, Davis, & Schoorman, 1995). The extent of lurking, or silently participating, may vary depending on community context. Trust requirements may be higher, for example, in online health support groups, where participants are vulnerable and interdependent for support, than in other online non-profit communities and the impact of trust on participation may vary accordingly.

Communities provide a means of interacting with similar others, they foster a sense of belonging and facilitate resource exchange (Brint, 2001). Online communities provide similar benefits and add the capability of anytime, anywhere, interaction within large distributed social networks. Online communities allow people to increase the range and heterogeneity of their social relationships and facilitate greater

access to a variety of resources and learning opportunities (Wellman, 2001). Although numerous benefits have been attributed to participation in these environments, we know little about the effects of context, trust, and degree of participation on members perceived benefit of belonging to these communities (Blanchard & Markus, 2004).

The research project will examine the relationship of trust antecedents to participation in three distinct online contexts: health support groups, advocacy groups and recreational interest groups. In addition, the project will explore and compare the effect of context, the impact of trust and degree of participation to members' perceived benefits of community involvement. The study contributes to theory about trust formation and levels of participation in online non-profit communities and furthers our understanding of the potential benefits of membership in these computer-mediated environments.

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Paper Number: PN052038.3

Paper Title: Engaging Citizens in On-line Politics: Technology Tools in an On-Line Community

Author(s):

Andrea Kavanaugh, Virginia Polytechnic Institute and State University, Blacksburg, VA, USA
Will Randolph, Virginia Polytechnic Institute & State University, Blacksburg, VA, USA

Summary of Research

This paper will discuss the use of on-line tools in creating citizen engagement in the political system. The use of these tools is explored and implications for voluntary action are developed.

Description

Engaging Citizens in On-line Politics: Technology Tools in an On-Line Community.

In localities with established community computer networks, interested citizens have been using a variety of online tools to interact with government for several years. Citizens download local government information and use the Internet to stay informed on local issues. Town and county government officials and staff regularly update their web sites, post meeting agendas, budgets and minutes, background documentation, and exchange email on a one-to-one basis with residents. A new pattern of Internet use is emerging in which small groups of interested citizens – typically from established local formal and informal associations -- distribute information on issues of interest among themselves and use online tools to deliberate on public policy.

Increased citizen-to-citizen discussion and deliberation is an important outcome of digital government initiatives. It is occurring predominantly through discussion lists, multiple recipient email exchanges, listserv forwarding, and most recently, even blogs. But citizen deliberation across the community has limited linkage back to government decision-making. What strategies and tools might help local government better integrate this citizen deliberation into the local governing process? By examining government and citizen interactions and the deployment of innovative tools in a stable, mature community network we can extend research beyond primary effects (government posting information online and answering email) to secondary effects, specifically, the impact of online government on deliberative democracy.

We are using a mature community computer network environment, the Blacksburg Electronic Village in Blacksburg, Virginia and surrounding Montgomery County, as a comprehensive test bed and case study. We are using a triangulation of quantitative and qualitative techniques, including random sample household survey (two rounds), focus group interviews with citizens and local government, and data log analysis to test several inter-related hypotheses and model civic deliberation. We are especially interested in differences between activists and underrepresented citizens (specifically, lower SES or ethnic minorities) on factors such as motivation for online use, role of 'weak social ties' across diverse groups, collective efficacy and civic participation. For the ARNOVA meeting we will report on preliminary results from the first year of the project, including:

- A model of community use of network technology for deliberation with special focus on use by local organizations versus the general population. Is it only the usual political elite and the 'activist groups' that become more engaged in local politics?
- A model of local government use of network technology and the integration of citizen feedback into decision-making processes. How are elected officials and staff managing citizen input or tracking deliberation? How can technology promote linkages between community use and government use of online resources and strategies?
- The evaluation and prototyping of a suite of modified innovative tools for incorporating citizen deliberation into local government decision-making. This might include the capability to accommodate group discussion, annotate online content, to link topic-based blogs, accommodate users with low computer literacy, customize materials for localized use, or introduce and aggregate citizen feedback

more directly into online resources.

The project seeks to re-focus the digital government discussion around elements that make for an effective democracy rather than for effective government and to use a participatory design approach where lay citizens are themselves designing and prototyping innovative tools.

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Trends in the digital divide: Internet users and non-users by demographic variables in Blacksburg 1996 - 1999. Data derived from 1996 and 1999 random sample telephone surveys of Blacksburg and local calling area.

Research highlights: Comprehensive trends of the use and social impact of the Internet in Blacksburg: 1994-1999. A summary of various trends based on user profile questionnaires and random sample mail surveys over five years.

Social Networks strengthened by Internet communication: evidence of the social impact of community networking in Blacksburg; based on interview data (community leaders, local social groups and organizations). Paper presented at the annual Telecommunications Policy Research Conference, September 1999.

Social Relations and civic engagement are early uses of community networking in Blacksburg; based on questionnaire data completed by early Internet subscribers 1994-1997. Paper presented at the International Conference for Information Systems, December 1997.

Paper Number: PN052038

Paper Title: Advancing Nonprofit Informatics: Technology, Advocacy, Trust and Politics in the Information Commons

Author(s):

John McNutt, University of South Carolina, Columbia, SC, USA

Description

Many observers have commented that the past few years have been a watershed for on-line politics. Once a curiosity or an adjunct, technology has become an important component of elections, issue advocacy and all types of political discussions. The Dean Campaign in the United States was a very visible example as was the growth of Move On, the Korean Elections and the development of Blogging as a viable alternative to traditional journalism (Trippi, 2004; Cornfield, 2004). The growth of on-line politics has important implications, not only for nonprofit advocacy, but also for our understanding of the micro foundations of politics, civil society and social capital. Trust and reciprocity are fundamental to political deliberation (Putnam, 2000). The same factors are important to virtual communities, e-advocacy and on-line politics. This panel will explore the critical role of trust and reciprocity in on-line politics.

The panel consists of three closely interrelated papers exploring the political implications of trust and reciprocity in the on-line context. Each paper illuminates a different aspect of the issue.

Betrayal of Trust: Electronic Advocacy, Astroturf and the Future of Community Mobilization, Implications for NonProfit Theory and Research: Discusses a major breach of trust, the creation of synthetic on-line grassroots advocacy organizations designed to support entrenched interests.

To lurk or not to lurk: Trust as determinant of participation and perceived benefit in online non-profit communities: provides an excellent overview of the problem of maintaining trust in online networks and virtual communities.

Engaging Citizens in On-line Politics: Technology Tools in an On-Line Community. Provides the counterweight to the Astroturf discussion by illustrating positive uses of technology to encourage participation in community problem solving within one of the nation's oldest and most successful on-line communities.

These three papers paint a rich and scholarly picture of a critical issue in both political deliberation and nonprofit theory. These are crucial issues for nonprofit practitioners, scholars and researchers. The panel includes both new voices and familiar members of the ARNOVA scholarly community.

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Paper Number: PN052041.1

Paper Title: The Nonprofit Entrepreneur: A Conceptual Framework

Author(s):

Peter M Frank, Wingate University, Wingate, NC, USA

Summary of Research

This paper establishes a conceptual model for understanding the role of the nonprofit entrepreneur. The primary objective is to clarify the expanding literature on nonprofit/social entrepreneurship, and provide a framework for unambiguous communication among scholars and practitioners in this area.

Description

Principle Topic

Nonprofit entrepreneurship, social entrepreneurship, and social enterprise are all various forms a vast and growing entrepreneurial vision that is becoming increasingly present throughout the world. This vision of entrepreneurship is based on the idea that socially motivated ventures can achieve solutions to social problems or they can bring about economic development in blighted areas. In entrepreneurship research, many scholars continue to find that the current stock of available theory is inadequate to account for the range of empirical entrepreneurship phenomena being observed. The research problem with socially motivated entrepreneurship is the lack of a clear definition and theory behind this type of venture. Social entrepreneurship is defined within the literature in different ways from an individual engaging in for-profit entrepreneurship with a “social” motivation, to the act of a nonprofit organization engaging in entrepreneurship in order to support the overall mission and vision of the nonprofit. These are very different “entrepreneurial” functions catalyzed by very different motives and intentions. Additionally, these two methods of social entrepreneurship have a different set of incentives which lead the entrepreneur to act. This paper clarifies the burgeoning body of literature on nonprofit/social entrepreneurship by establishing a broad theory that incorporates these different manifestations of entrepreneurship that are not purely market driven.

Method

In this paper we operationalize and extend entrepreneurship theory to explain the ever increasing reality of entrepreneurship in the nonmarket/nonprofit space. This theoretical contribution will include a literature review of the primary entrepreneurship theorists that set the foundation for an application into the nonprofit sector, as well as a review of the varying definitions and explanations of the social entrepreneur. This then leads to the proposed conceptual model to help define this line of research going forward.

Implications

The primary implication of this research is the establishment of a broad theory that clarifies the current confusion in the literature and helps to frame the expanding body of research on nonprofit/social entrepreneurship. As indicated, there is currently significant variability in the nonprofit/social entrepreneurship literature and a common and consistent model, used as a starting point to define this type of entrepreneurial activity, will help open communication among nonprofit/social entrepreneurs and researchers. Another important implication of this research is that entrepreneurship is not limited to for-profit commercial activity but rather is ubiquitous throughout the nonprofit/social sectors. Thus, this research provides theoretical grounding to an area where entrepreneurial activity is continually evolving.

Paper Number: PN052041.2

Paper Title: Internal Entrepreneurship in Nonprofit Organizations: Examining the Factors That Promote Entrepreneurial Behavior Among Employees

Author(s):

Michael Stull, California State University, San Bernardino, Yucaipa, CA, USA

Summary of Research

This paper addresses the issue of why some organization members engage in entrepreneurial behaviors in the nonprofit context. The objective is to understand the role that interpersonal trust, individual work motivation, person-organization values fit, psychological empowerment, and organization control systems play in influencing the entrepreneurial orientation of managers as they undertake projects and activities on behalf of a nonprofit organization.

Description

Principal Topic

With a myriad of diverse funding and operating challenges facing nonprofit organizations, many are adopting a more entrepreneurial approach. Despite the study of a myriad of firm-level factors that may promote entrepreneurial behavior in organizations, the existing body of research provides no significant clues as to why some organization members in both for-profit and nonprofit contexts engage in entrepreneurial behaviors and others do not. Given that the crux of internal entrepreneurship is how individuals identify and pursue organizational opportunities, the study of individual factors and how they interact with firm level mechanisms is quite limited. This paper explicitly addresses this issue in the nonprofit context, seeking to understand the role that interpersonal trust, individual work motivation, person-organization values fit, psychological empowerment, and organization control systems play in influencing the entrepreneurial orientation of managers as they undertake projects and activities on behalf of a nonprofit organization.

Method

The study analyzed the entrepreneurial activities of 137 managers employed in 18 nonprofit organizations in the US and Canada. Based on a prior qualitative inquiry, relevant constructs were identified and developed into a guiding conceptual model for this quantitative study. A cross sectional survey with structured questions was administered utilizing both reliable and valid measurement scales taken from relevant literature and newly developed scales to fit the research context. Exploratory and confirmatory factor analysis were utilized to assess item measurement and structural equation modeling (SEM) was utilized to assess the hypothesized relationships among the variables of the study and the overall fit of the study's conceptual model.

Results and Implications

Preliminary results indicate that managerial trust, empowerment, person organization fit, and process controls have an impact on both the individual entrepreneurial orientation. Trust, specifically the trust that an employee perceives is placed in him/her by an immediate supervisor, appears to have a direct effect on an employee's entrepreneurial orientation. Organizations seeking to promote or encourage entrepreneurial activity need to be aware of these multiple mechanisms that appear to impact the entrepreneurial orientation and action of employees.

Paper Number: PN052041.3

Paper Title: The Ebb and Flow of Political "Sound and Fury": The Policy Entrepreneurship of the National Endowment for the Arts in the 1990s

Author(s):

Gordon E Shockley, Florida International University, Miami, FL, USA

Summary of Research

How did the National for the Arts (NEA) survive the 1990s? A favorite conservative congressional target from the culture wars erupting in 1989 to Republican "revolution" in the mid-term elections of November 1994 through the 104th Congress, the NEA was under constant and credible threats. Yet, the federal agency survived. My basic approach to this question will be an "explanatory case study" structured by Baumgartner and Jones' punctuated equilibrium theory in policy research. Central to this explanatory case study is a re-conceptualization and enrichment of the idea of policy entrepreneurship.

Description

The survival of the National Endowment for the Arts (NEA) in the 1990s and the return of stability to federal support for the arts by the end of the decade is a paradigmatic case for studying and the ebb and flow of political "sound and fury" and the function of policy entrepreneurship in American politics. Like the cases of the Interstate Commerce Commission (ICC) and the Office of Technology Assessment (OTA), the case of the NEA shows that efforts to eliminate government agencies in the 1990s interrupted decades of policy stability in classic subgovernmental arrangements. Once the agency attracts political attention outside the iron triangle and calls for the elimination of the agency are heard, sound and fury floods a policy area. Yet, when the punctuation ends and the efforts to eliminate the agency—successful or not—are over, the political sound and fury ebbs. Since 1965, when Congress established the agency to administer the first federal policy directly supporting the arts, the NEA enjoyed nearly a quarter-century of policy stability in a classic subgovernment arrangement. A handful of controversial grants in the late 1980s and early 1990s, followed by the Republican revolution of 1994, replaced the NEA stable and quiet political environment with several years of intense political attention as efforts to eliminate the agency were afoot.

Unlike the ICC and OTA cases, however, the NEA survived these elimination efforts. It is during elimination efforts that a targeted agency's "policy entrepreneurship" (i.e., the discovery and exploiting of opportunities to placate the sound and fury raging in its political environment) might be studied. "It was clear," Jane Alexander, chair of the Arts Endowment at the height of the elimination efforts in the mid-1990s, observes, "that we needed to make some changes at the Endowment if we were going to survive elimination." And it is precisely those "changes," the actions that the Arts Endowment engaged in during the political sound and fury, that are the object of the proposed paper. What is the nature of those actions? Were they imposed on the NEA or did it discover them? Most importantly, what were the effects of those changes? Could they be shown to be causally linked to the NEA's survival and the return of stability to government support for the arts? We develop answers to these questions in the proposed paper.

Paper Number: PN052041

Paper Title: Entrepreneurship in the Nonprofit and Public Sectors

Author(s):

Peter M Frank, Wingate University, Wingate, NC, USA

Description

This panel explores the topic area of nonmarket entrepreneurship. The papers proposed for this panel examine different aspects of the growing body of research on alternative (to commercial) forms of entrepreneurial activity. The first paper provides a conceptual model established to clarify the diverse application and meaning of the term nonprofit/social entrepreneurship. The second paper is an application of entrepreneurship within nonprofit organizations, and the third paper examines entrepreneurial activity in the public sector.

Entrepreneurial activity within the nonprofit and public sectors is an increasingly prominent part of independent sector growth and the relationship between these two sectors. Thus, this panel offers a diverse perspective that spans both the nonprofit and public sector. In fitting with this year's conference theme, the paper on public sector entrepreneurship analyzes public policy through the NEA and how it can affect demands upon resources available to nonprofit arts organizations. Additionally, the paper analyzing entrepreneurial activity within nonprofit organizations examines the potential outcome(s) when nonprofit managers are faced with funding and operating challenges that are unique to the independent sector. Since entrepreneurship research within the nonprofit and public sectors has become an important agenda item for scholars and practitioners alike, the panel proposed here adds to this research with conceptual clarification and practical application.

Paper Number: PN052043.1

Paper Title: A Comparative Study of Nonprofit AIDS Organizations in Indiana:

Author(s):

Al Lyons, Indiana University, Bloomington, IN, USA

Summary of Research

This paper presents results of a comparative study of the nonprofit organizations in Indiana specifically organized to provide services for prevention and treatment of AIDS. It analyzes the current funding mix between contributions, government grants, and program support. Changes in these figures are compared to their historic mix, as well as to three other states of comparable population in the Midwest. The overall purpose of the study is to see how support for AIDS is changing in Indiana and to anticipate how current political and funding changes might affect future operations and services.

Description

Al Lyons – Panel Paper – Abstract and Bibliography

A Comparative Study of Nonprofit AIDS Organizations in Indiana:
Sources of Funding and Changes in Operation Over the Past Twenty-five Years

Abstract

This paper presents results of a comparative study of the nonprofit organizations in Indiana specifically organized to provide services for prevention and for the victims of AIDS. The study looks at the current funding mix between contributions, government grants, and program support. Changes in these figures are compared to their historic mix, going back to their inception. Additionally the results are compared to three other states of comparable population in the Midwest. The overall purpose of the study is to see how support for AIDS is changing in Indiana and how that compares to other states – particularly in the area of private contributions.

Twenty-five nonprofit organizations in Indiana provide services for AIDS patients and preventive measures for the general public. In addition, four foundations have AIDS as a significant area of program concern. How the private funding of these organizations has changed over the years and how these changes have affected operations can provide information on what the future resources and needs might be. Eight of the largest organizations are approached as case studies, including analysis of historical evolution and current operation drawn from publicly available financial and publicity materials and on-site interviews with the key volunteer and staff leaders. Quantitative changes are traced and compared as well as qualitative responses to the interviews. Specific comments from leaders indicate how they see future challenges and program directions. Historical changes in each of these organizations over twenty-five years are also compared to key state and national policy changes and key public relations events. These organizations are also compared to publicly available information for nonprofit AIDS organizations in Tennessee, Missouri, and Wisconsin – states of similar population to Indiana. The purpose of this study is to not only trace the changes in private support of AIDS in Indiana but also to anticipate how current political and funding changes might affect future operations and services.

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Primary sources include interviews, financial reports (primarily 990s), and other informational materials from the following Indiana organizations:

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- AIDS Resource Group of Evansville
- AIDS Task Force, Inc. – Fort Wayne
- AIDS Task Force of Laporte & Porter Counties – Gary
- AIDS Ministries-AIDS Assist of North Indiana – South Bend

- Damien Center – Indianapolis
- Indiana Community AIDS Action Network, Inc./Indiana Still Cares – Indianapolis
- Indiana Thrift for AIDS – Indianapolis
- Indianapolis AIDS Housing Group

The following foundations provide exclusive or significant support to Indiana AIDS nonprofit organizations:

- Indiana AIDS Fund
- The Health Foundation of Greater Indianapolis
- Central Indiana Community Foundation
- Joseph F. Miller Foundation

Other primary informational sources include national and state figures on AIDS from:

- AVERT, www.avert.org/
- Centers for Disease Control and Prevention, National Center for HIV, STD and TB Prevention, Divisions of HIV/AIDS Prevention, www.cdc.gov/
- www.guidestar.org/
- Indiana State Health Department, "HIV/AIDS Needs Assessment Report," February 2002
- U. S. Department of Health and Human Services, National Institute of Allergy and Infectious Diseases, National Institute of Health, www.niaid.nih.gov/

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And Bi-Sexual Youth In The Heartland," *Journal of Adolescent Health*, 23, 2S (August 1998): 83-95.

Paper Number: PN052043.2

Paper Title: Is There a Balm in Gilead? Indiana African American Churches and Their Support of Female Congregants in the Age of AIDS

Author(s):

Angela Logan, IUPUI, Indianapolis, IN, USA

Summary of Research

This paper presents results of a comparative study of the nonprofit organizations in Indiana specifically organized to provide services for prevention and treatment of AIDS. It analyzes the current funding mix between contributions, government grants, and program support. Changes in these figures are compared to their historic mix, as well as to three other states of comparable population in the Midwest. The overall purpose of the study is to see how support for AIDS is changing in Indiana and to anticipate how current political and funding changes might affect future operations and services.

Description

Is There a Balm in Gilead? Indiana African American Churches and Their Support of Female Congregants in the Age of AIDS

The African American church has long been a source of strength for African Americans in crisis. From its work during the antebellum era and subsequent support for former slaves during Jim Crow, to serving as the backbone of the Civil Rights movement, these organizations have provided a sense of comfort and guidance to members and the wider community for centuries. Today, however, during one of the greatest health crisis in generations, these bedrocks have been uncharacteristically silent in addressing the impact of AIDS on the communities they serve. Given the increased incidences of the disease within the African American community and especially among women, who comprise large numbers of these congregations, it seems that this would be the ideal moment for these congregations to provide a "balm in Gilead." This paper will look at the how African American churches in Indiana have responded to the AIDS crisis, and what level of leadership they have assumed in providing services and care to their female congregants.

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Paper Number: PN052043.3

Paper Title: Changing Public Health Policy and Resources Devoted to the AIDS Issue in Indiana

Author(s):

Janice Sneider O'Rourke, Indiana University Purdue University at Indianapolis, Indianapolis, IN, USA

Summary of Research

Federal and state governments have long been regarded as the keepers of the public health. Through research, surveillance and program funding, the government has attempted to keep its citizens well and protected from disease. From the case of Ryan White to the closing of a long term care facility for AIDS patients, public policy has shaped the government funding available for nonprofits to provide services to Hoosiers. This study will look at how AIDS public health policy has changed in Indiana and the effects of this change on nonprofit agencies providing services to persons living with HIV/AIDS.

Description

Changing Public Health Policy and Resources Devoted to the AIDS Issue in Indiana

Abstract

Federal and state governments have long been regarded as the keepers of the public health. Through research, surveillance and program funding, the government has attempted to keep its citizens well and protected from disease. Since the late 1970s, cases of Acquired Immune Deficiency Syndrome (AIDS) have occurred in increasing frequency. However, it was not until 1987, when President Ronald Reagan first acknowledged AIDS, that legislation was passed to begin to protect AIDS sufferers. In August, 1990, landmark legislation was passed to authorize emergency funds to states devastated by the AIDS epidemic. From the case of Ryan White to the closing of a long term care facility for AIDS patients, public policy has shaped the government funding available for nonprofits to provide services to Hoosiers. This study will look at how AIDS public health policy has changed in Indiana and the effects of this change on nonprofit agencies providing services to persons living with HIV/AIDS.

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- * interviews with the directors of the 15 Care Coordination Sites

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Paper Number: PN052043.4

Paper Title: AIDS Advocacy and the Arts:

Author(s):

Marc Alan Hardy, Indiana University Purdue University at Indianapolis, Indianapolis, IN, USA

Summary of Research

This paper will explore the central role arts organizations can play in providing leadership as well as financial and marketing support for a public health issue. Using activities of arts organizations throughout the State of Indiana as case studies, this research will address the following questions: What are the motivations of arts organizations involved in AIDS advocacy? How do they raise awareness, and are they effective? Do their efforts contribute to building bonding or bridging social capital, or result in even deeper divisions within communities? How much in net funds do they actually raise for the cause?

Description

AIDS Advocacy and the Arts:

The Role of the Indiana Arts Organizations in Fundraising for AIDS Nonprofits and Promoting AIDS Awareness and Education

This paper will explore the central role arts organizations can play in providing leadership as well as financial and marketing support for a public health issue. Using activities of arts organizations throughout the State of Indiana as case studies, this research will address the following questions:

- * Other than entertainment and high culture, what do the nonprofit arts organizations really contribute to society in terms of a public service for the common good?
- * What are the motivations of arts organizations that make the decision to become involved in AIDS advocacy and fundraising?
- * How are they used to raise awareness of important and sometimes controversial issues, and are they effective?
- * Do their efforts contribute to building bonding or bridging social capital, or result in even deeper divisions within communities?
- * How much in net funds do they actually raise for the cause?
- * Do the returns justify the expenses and activities of the productions or events?

This snapshot of the intersection of AIDS, Advocacy and the Arts in Indiana will address some of these research questions and highlight additional areas of possible research. Information from several organizations involved in the "Spotlight" fundraiser for the Indiana Aids Fund will be reported. The "Spotlight" event has been held every year for the past ten year in the city of Indianapolis and has included such organizations as the American Cabaret Theatre, American Pianists Association, Ballet Internationale, Dance Kaleidoscope, Gregory Hancock Dance Theatre, Heaven in View Gospel Choir, Indiana Repertory Theatre, Indianapolis Chamber Orchestra, Indianapolis Civic Theatre, Indianapolis Men's Chorus, Indianapolis Opera, Indianapolis Symphony Orchestra, Madame Walker Theatre, Phoenix Theatre, and Theatre on the Square. In 2003 these organizations raised over \$248,000 for AIDS programs. Annual reports of these organizations, as well as newspaper accounts and personal interviews of those involved will be included.

Most of the sources for this paper will be primary, involving organization reports and publications, newspaper articles and interviews with the heads of the organizations.

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Paper Number: PN052043

Paper Title: Does AIDS Treatment and Prevention Have a Future? A Multi-Disciplinary Perspective on Policy and Nonprofit AIDS Programs in Indiana

Author(s):

Janice Sneider O'Rourke, Indiana University Purdue University at Indianapolis, Indianapolis, IN, USA

Description

Panel – One paragraph

Does AIDS Treatment and Prevention Have a Future?

A Multi-Disciplinary Perspective on Policy and Nonprofit AIDS Programs in Indiana

Recent changes in government funding and public awareness of AIDS treatment, prevention, and research as well as changing political values, raise a question of the future of this public health issue in the United States. Indiana provides an opportunity to study how Americans are dealing with a critical and long-term health issue. This multi-disciplinary look at both public and private trends and initiatives provides guidelines for future public and private partnerships to address this critical public health issue.

Proposal For a Panel Presentation at 2005 ARNOVA Conference
November 2005, Washington, D.C.

Does AIDS Treatment and Prevention Have a Future?

A Multi-Disciplinary Perspective on Policy and Nonprofit AIDS Programs in Indiana

Recent changes in government funding and public awareness of AIDS treatment, prevention, and research – both at the state and the national level – as well as changing political values, raise a question of the future of this public health issue in the United States. As a mid-size Mid-western state – sometimes termed “America’s heartland” – Indiana provides an opportunity to study how Americans are dealing with a critical and long-term health issue. This multi-disciplinary look at both public and private trends and initiatives provides guidelines for future public and private partnerships to address this critical public health issue.

Indiana was one of the first states to mobilize community resources to address AIDS; it was also the home of the teenager Ryan White who helped focus national attention on the issue of infected blood donations. Currently Indiana has a statewide network of AIDS organizations, with Damien House in Indianapolis as its largest AIDS support organization. The Indiana AIDS Fund provides significant funding throughout the state. Also, since 1993 Indiana University Medical School has partnered with Moi University in Kenya to develop model intervention programs that can address the epidemic around the world.

The papers comprising this panel investigate the evolving changes and approaches by the private and public sector to address the treatment and prevention of AIDS. Together they provide a picture of future AIDS strategies that private and public agencies can adopt to increase funding support and public awareness while continuing to provide needed programs.

Papers include:

- “A Comparative Study of Nonprofit AIDS Organizations in Indiana: Sources of Funding and Changes of Operation Over the Past Twenty-five Years”

- o Case studies of private, non-profit AIDS organizations and funding investigate the changing role of private support and its future role

- “AIDS Advocacy and the Arts: The Role of the Indiana Arts Organizations in Fundraising for AIDS Nonprofits and Promoting AIDS Awareness and Education”

- o Explores the central role arts organizations can play in providing leadership as well as financial and

marketing support for a public health issue

- "The Capacity for Program Evaluation: An Analysis of Indiana AIDS Nonprofit Organizations"

o Examines the capacity for evaluating treatment and prevention programs within private, nonprofit organizations and the factors driving it

- "Changing Public Health Policy and Resources Devoted to the AIDS Issue in Indiana"

o Examines how changing public health priorities, policy, and funding have affected nonprofit AIDS organizations

- "Is There Balm in Gilead? Indiana African American Churches and Their Support of Female Congregants in the Age of AIDS"

o Looks at how African American churches in Indiana have responded to the AIDS crisis, and what level of leadership they have assumed in providing services and care to their female congregants.

The presenters are PhD students in the newly created doctoral program in Philanthropic Studies of Indiana University and the Center on Philanthropy in Indianapolis.

Paper Number: PN052046.1

Paper Title: Organizing Diversity: Nonprofit Service Providers and Organizations in New York City

Author(s):

Hector Cordero-Guzman, Ph.D, City University of New York, New York, NY, USA

Victoria Quiroz-Becerra, Baruch College - CUNY, New York, NY, USA

Summary of Research

This paper examines the activities and inter-organization dynamics of immigrant-serving nonprofits in New York. Particular emphasis is placed on three areas of activity: social service delivery, grassroots community organizing, and public policy advocacy.

Description

Historically, nonprofit organizations have played a key role in the socioeconomic and political incorporation immigrant communities to the U.S. Since the 1990s, the increasing national, ethnic, and racial diversity among immigrants has presented new challenges and opportunities to established nonprofit organizations and has encouraged the creation of new organizations that reflect this diversity. These organizations: (1) deliver social services related to the adaptation of immigrants into the receiving area; (2) serve as advocates for various immigrant, racial and ethnic groups by articulating the needs of their communities, representing these needs in state and local public policy arenas, and managing the flow of services and programs into the community; and (3) serve as a liaison between immigrants in the U.S. and their countries and regions of origin.

The papers in this session examine the services, activities and inter-organization dynamics of immigrant-serving nonprofits in Chicago, Los Angeles and New York. Particular emphasis is placed on the synergetic relation between the national, ethnic, and racial diversity of immigrant communities and three areas of activity: social service delivery, grassroots community organizing and public policy advocacy, and connections to countries of origin. Also, the papers will explore the dynamics among nonprofit service providers, immigrant communities and geographic location.

These papers are based on the Immigrant Organizations Project, a collaborative research project conducted in three major U.S. cities: New York, Los Angeles, and Chicago. The papers will contribute to our understanding of the changes and challenges experienced by nonprofit service-providers given the changing face of immigration populations. They will also help us appreciate the role that nonprofits play as leading voices that articulate the concerns of immigrant communities to the wider public, and their increasingly influential force in state and local politics.

Paper Number: PN052046.2

Paper Title: Chicago's Immigrant Organizations: Catalysts for Integration

Author(s):

Sylvia Puente, University of Notre Dame, Notre Dame, IN, USA

Summary of Research

This paper examines the activities and inter-organization dynamics of immigrant-serving nonprofits in Chicago. Particular emphasis is placed on three areas of activity: social service delivery, grassroots community organizing, and public policy advocacy.

Description

Historically, nonprofit organizations have played a key role in the socioeconomic and political incorporation immigrant communities to the U.S. Since the 1990s, the increasing national, ethnic, and racial diversity among immigrants has presented new challenges and opportunities to established nonprofit organizations and has encouraged the creation of new organizations that reflect this diversity. These organizations: (1) deliver social services related to the adaptation of immigrants into the receiving area; (2) serve as advocates for various immigrant, racial and ethnic groups by articulating the needs of their communities, representing these needs in state and local public policy arenas, and managing the flow of services and programs into the community; and (3) serve as a liaison between immigrants in the U.S. and their countries and regions of origin.

The papers in this session examine the services, activities and inter-organization dynamics of immigrant-serving nonprofits in Chicago. Particular emphasis is placed on the synergetic relation between the national, ethnic, and racial diversity of immigrant communities and three areas of activity: social service delivery, grassroots community organizing and public policy advocacy, and connections to countries of origin. Also, the papers will explore the dynamics among nonprofit service providers, immigrant communities and geographic location.

These papers are based on the Immigrant Organizations Project, a collaborative research project conducted in three major U.S. cities: New York, Los Angeles, and Chicago. The papers will contribute to our understanding of the changes and challenges experienced by nonprofit service-providers given the changing face of immigration populations. They will also help us appreciate the role that nonprofits play as leading voices that articulate the concerns of immigrant communities to the wider public, and their increasingly influential force in state and local politics.

Paper Number: PN052046.3

Paper Title: Settling in LA: Immigrant Serving Organizations in the Big City

Author(s):

Abel Valenzuela, UCLA, Los Angeles, USA

Summary of Research

This paper examines the activities and inter-organization dynamics of immigrant-serving nonprofits in Los Angeles. Particular emphasis is placed on three areas of activity: social service delivery, grassroots community organizing, and public policy advocacy.

Description

Historically, nonprofit organizations have played a key role in the socioeconomic and political incorporation immigrant communities to the U.S. Since the 1990s, the increasing national, ethnic, and racial diversity among immigrants has presented new challenges and opportunities to established nonprofit organizations and has encouraged the creation of new organizations that reflect this diversity. These organizations: (1) deliver social services related to the adaptation of immigrants into the receiving area; (2) serve as advocates for various immigrant, racial and ethnic groups by articulating the needs of their communities, representing these needs in state and local public policy arenas, and managing the flow of services and programs into the community; and (3) serve as a liaison between immigrants in the U.S. and their countries and regions of origin.

The papers in this session examine the services, activities and inter-organization dynamics of immigrant-serving nonprofits in Los Angeles. Particular emphasis is placed on the synergetic relation between the national, ethnic, and racial diversity of immigrant communities and three areas of activity: social service delivery, grassroots community organizing and public policy advocacy, and connections to countries of origin. Also, the papers will explore the dynamics among nonprofit service providers, immigrant communities and geographic location.

These papers are based on the Immigrant Organizations Project, a collaborative research project conducted in three major U.S. cities: New York, Los Angeles, and Chicago. The papers will contribute to our understanding of the changes and challenges experienced by nonprofit service-providers given the changing face of immigration populations. They will also help us appreciate the role that nonprofits play as leading voices that articulate the concerns of immigrant communities to the wider public, and their increasingly influential force in state and local politics.

Paper Number: PN052046.4

Paper Title: Framing Policy Choices: Advocacy Networks among Immigrant Organizations in Chicago

Author(s):

Nik Theodore, UIC Center for Urban Economic Development, Chicago, IL, USA

Nina Martin, UIC Center for Urban Economic Development, Chicago, IL, USA

Summary of Research

Description

Paper Number: PN052046

Paper Title: Immigrant Groups, Organizations, and Service Providers: A Comparison of Chicago, Los Angeles and New York

Author(s):

Victoria Quiroz-Becerra, Baruch College - CUNY, New York, NY, USA

Description

Historically, nonprofit organizations have played a key role in the socioeconomic and political incorporation immigrant communities to the U.S. Since the 1990s, the increasing national, ethnic, and racial diversity among immigrants has presented new challenges and opportunities to established nonprofit organizations and has encouraged the creation of new organizations that reflect this diversity. These organizations: (1) deliver social services related to the adaptation of immigrants into the receiving area; (2) serve as advocates for various immigrant, racial and ethnic groups by articulating the needs of their communities, representing these needs in state and local public policy arenas, and managing the flow of services and programs into the community; and (3) serve as a liaison between immigrants in the U.S. and their countries and regions of origin.

The papers in this session examine the services, activities and inter-organization dynamics of immigrant-serving nonprofits in Chicago, Los Angeles and New York. Particular emphasis is placed on the synergetic relation between the national, ethnic, and racial diversity of immigrant communities and three areas of activity: social service delivery, grassroots community organizing and public policy advocacy, and connections to countries of origin. Also, the papers will explore the dynamics among nonprofit service providers, immigrant communities and geographic location.

These papers are based on the Immigrant Organizations Project, a collaborative research project conducted in three major U.S. cities: New York, Los Angeles, and Chicago. The papers will contribute to our understanding of the changes and challenges experienced by nonprofit service-providers given the changing face of immigration populations. They will also help us appreciate the role that nonprofits play as leading voices that articulate the concerns of immigrant communities to the wider public, and their increasingly influential force in state and local politics.

Paper Number: PN052047.1

Paper Title: Engaging Americans in Service and Civic Participation: A Look at the Long-Term Impacts of AmeriCorps

Author(s):

Robert Grimm, Corporation for National and Community Service, Washington, DC, USA

Kevin Cramer, Corporation for National and Community Service, Washington, DC, USA

Theresa Hill, Corporation for National and Community Service, Washington, DC, USA

Summary of Research

The Corporation for National and Community Service, in an effort to analyze the impacts of service on AmeriCorps members, commissioned the AmeriCorps Longitudinal Study. This study is designed to assess the long-term impacts of national service on members' civic engagement education, employment, life skills, and social attitudes and behaviors. According to the initial findings from the first two years of the ten-year study, there were several statistically significant impacts for AmeriCorps members, including positive impacts on members' attitudes toward their community and the ability to identify and address problems in those communities.

Description

Abstract:

Does service in AmeriCorps bring about attitudinal and behavioral changes in members, and, if so, how does this experience impact an individual's civic and political engagement in their community after they serve? These questions were among those that led to the implementation of the AmeriCorps Longitudinal Study, a national study to assess the long-term impacts of national service on members' civic engagement education, employment, life skills, and social attitudes and behaviors. According to the initial findings from the first two years of the ten-year study, there were several statistically significant impacts for AmeriCorps members, including positive impacts on members' attitudes toward their community and the ability to identify and address problems in those communities. This paper will present these initial findings and provide further analysis on the factors that we believe lead to these increases in civic engagement.

AmeriCorps is a network of national service programs that engages approximately 75,000 Americans each year in intensive service to meet critical needs in education, public safety, health, and the environment. Created in 1993, AmeriCorps is part of the Corporation for National and Community Service, which also oversees Senior Corps and Learn and Serve America. Together these programs engage more than 2 million Americans of all ages and backgrounds in service each year. For the longitudinal study, a nationally representative sample of 2,233 AmeriCorps members enrolled in AmeriCorps*State and National and AmeriCorps*NCCC in the 1999-2000 program year, are compared to a group of individuals who had applied for an AmeriCorps position but did not enroll, are asked about was included. AmeriCorps*State and National programs include a broad range of state-targeted and national programs and engages members of a wide variety of ages. AmeriCorps*NCCC is a 10-month, full-time residential program for men and women between the ages of 18 and 24, volunteering in groups of 10-15, and combines the best practices of civilian service with the best aspects of military service, including leadership and team building. To mitigate the threat of selection bias, Propensity Score Analysis was incorporated into the design of the post-program analysis. The initial findings are based on the first two years of the study, and examine the short-term impacts of AmeriCorps by comparing changes in outcomes for members and the comparison groups at program entry and one year later, after most members will have completed their term of service.

While it could be argued that those individuals who decide to enroll in a national service program are typically more civically engaged than the average American, the study found that even when members are compared to those who have similar interests and backgrounds, service in AmeriCorps still results in statistically significant and positive impacts. At the same time, on a number of attitudes and behaviors, the study found no statistical difference. Further, former AmeriCorps members were significantly more likely than the comparison group to enter careers in public service such as teaching,

public safety, social work and full time military service.

By looking more deeply into the elements of AmeriCorps programs and the differences in impact, this paper will attempt to identify how and why national service impacts civic engagement and propose recommendations for policy and program design to encourage and promote these positive impacts.

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Youniss, J., McLellan, J.A., & Yates, M. (1997). What we know about engendering civic identity. *American Behavioral Scientist*, 40, 620-631.

Paper Number: PN052047.2

Paper Title: Habits of Citizenry: Long-Term Impacts of VISTA Service on Volunteers

Author(s):

Kelly Arey, Corporation for National and Community Service, Washington, DC, USA

Summary of Research

The VISTA 40 Year Study will assess the long term effects of participation in the VISTA program, spanning 1965–1994. This study will examine if VISTA volunteers, as compared to a similar group of non-volunteers, are more likely to be civically engaged, if their attitudes and behaviors toward volunteerism differ, if they pursue different types of careers, and if their experience lead to intergenerational differences. The study will provide insight into the long term effects of volunteer service and assist the interpretation of findings from the AmeriCorps Longitudinal Study, the Youth Volunteering Survey, and the CPS Volunteering Supplement.

Description

For decades, AmeriCorps*VISTA members have been working to bring individuals and communities out of poverty. Created in 1964 as part of President Johnson’s War on Poverty and currently overseen by the Corporation for National and Community Service, VISTA has recruited more than 140,000 volunteers of all ages to work on projects to improve living conditions and advance economic development. Members serve full-time for a year in nonprofits, public agencies and faith-based groups throughout the country, working to fight illiteracy, improve health services, create businesses, or increase housing opportunities.

Marking the 40th Anniversary of Volunteers in Service to America (VISTA), the Corporation for National and Community Service has launched the VISTA 40 Year Study to assess the long term effects of participation in the VISTA program. Using telephone and in-person interviews, this study will sample 1,400 randomly selected VISTA volunteers and comparison group members spanning the 1965 – 1994 period. The study, conducted by Abt. Associates, Inc. and currently being conducted, will assess how and to what extent VISTA service in the 1960s, 1970s, and 1980s affected volunteers’ long term attitudes, decisions, goals, values, and habits of civic engagement as compared to a group similar of non-volunteers composed of individuals that signed up for VISTA service but did not complete training. In particular, we will examine if VISTA volunteers are more likely to be civically engaged, if their attitudes and behaviors toward service and volunteerism differ, if they pursue different types of careers, and if their experience lead to intergenerational effects by shaping the values and habits of service to their children.

The VISTA 40-Year study will provide insight into the long term effects of volunteer service, and if those long term effects differ from the shorter-term attitudinal effects indicated in the Longitudinal study of AmeriCorps members. We will also be able to look at how an intense service experience 10-, 20-, 30-, and 40-years in the past may influence volunteering behavior in the future. These results will also help the volunteering research community interpret the findings from the Youth Volunteering Survey, and the Volunteering Supplement of the CPS.

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McAdam, Doug. Freedom Summer. Oxford University Press: New York, 1988.

Paper Number: PN052047.3

Paper Title: An Expectation of Civic Engagement: The Relationship between Volunteering, Community Service, and Youth Engagement

Author(s):

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Summary of Research

This paper will present the findings from the 2005 Youth Volunteering, Service, and Civic Engagement Study, a national survey of 3200 American youth between the ages of 12 and 18. While the majority of youth engage in some form of volunteer activity, the elements of the activities, and ultimately the impact of the volunteer experience can be fundamentally different among youth. Through analysis of the relationship between the volunteer activities and other indicators of civic engagement, a predictive model of volunteer experience will be sought to predict greater levels of trust, efficacy, and community connections among youth today.

Description

During the winter of 2005, the Corporation for National and Community Service, in collaboration with the U.S. Census Bureau and Independent Sector, implemented the Youth Volunteering and Civic Engagement Study. For the survey, approximately 3200 American youth, between the ages of 12 and 18, were asked about their volunteer activities and experiences with service-learning projects. In addition, the youth were asked about their involvement in other extracurricular activities and their level of trust, sense of efficacy and connections to their community. Results from the survey provide valuable information on the extent to which youth engage in activities considered important to building civic engagement.

Despite the fact that research has shown a sharp decline in civic and political engagement and a high degree of distrust for government and institutions among today's youth, volunteering remains strong. At the same time, current research on youth participation and development, demonstrates that community service and volunteering have a significant relationship with higher levels of trust, efficacy, empathy, and connections to community. It is difficult to assess whether individuals come to have these higher levels of connections because of their volunteer activities, or whether these connections lead them to volunteer; however, through analysis of the findings from the survey, this paper will look to identify if there are at this relationship between volunteer activity, other forms of civic engagement, and the respondents' sense of trust and efficacy.

According to the Youth Volunteering, Service and Civic Engagement study, the majority of youth engage in volunteer activities to at least some extent and a third have been engaged in service-learning activities through their school. This high level of volunteer activity has been shown by the Current Population Survey's volunteer supplement to drop sharply once young Americans turn 20, a possible result of school and organization service requirements among teens. While it could be argued that, for this reason, high levels of volunteering among American teens is not a sign of sustainable civic engagement, this paper will consider whether there are certain aspects of volunteer activities, whether required or not, such as the ability to shape the volunteer activities and reflect on the experience, that are associated with higher reported levels of other forms of civic engagement. Special attention will also be paid to the extent to which volunteer activities were required and differences between individual volunteering and service-learning activities. The paper will consider those factors that are significant among respondents who report positive attitudes toward continued volunteering and national service, a greater sense of efficacy in creating change in their community, stronger social networks, and higher levels of trust.

Working from the assumption that volunteer engagement is a function of expectation and opportunity, the paper will look at how different sources for this expectation influence youth engagement and

attitudes toward volunteering, service, and their community. In addition, it will be posited that through experiences with working with diverse groups and feeling empowered to have a positive impact on their communities, youth will be more likely to make positive connections with their community. Suggestions will be offered on how to best promote the expectation of volunteering and shape teens volunteer experiences to encourage continued involvement in their community, not just through volunteering but through other forms of civic engagement, resulting in stronger social networks and long-term positive impacts.

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Paper Number: PN052047

Paper Title: Engaging the Citizen: The Impacts of Volunteering and Service on Civic Engagement

Author(s):

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Description

Even as American communities have seen a sharp decline in social capital over the last three decades in America, and research has shown a growing distrust of government and institutions, particularly among youth, volunteerism in America remains strong. Results from the Current Population Survey's supplement on volunteering in America have shown increases over the past three years in the number of individuals across demographic groups. However, there is a debate over the role of volunteer activities in the fostering of other forms of civic engagement. The argument has been made that today's volunteers, especially young Americans, volunteer in relatively large numbers because of their alienation from politics, local civic associations, and other traditional forms of civic engagement. By volunteering, young people are said to be actively seeking an alternative to broader civic engagement – one that gives them the flexibility to achieve the results they want in the way they want. Yet, research has also demonstrated that those who engage in volunteer activities tend to report greater levels of trust and involvement in their community. As Robert Putnam argues in *Bowling Alone*, "Volunteering is part of the syndrome of good citizenship and political involvement, not an alternative to it."

The following panel proposes to enter into those dialogue the presentation of three papers, each of which will discuss the findings from three studies that attempt to assess, among other things, the relationship between civic engagement and volunteering and national service. The studies, initiated by the Corporation for National and Community Service, include a rigorous study of the longitudinal impacts of AmeriCorps service on members, a retrospective study that uses both quantitative and qualitative research methods to assess the impact of VISTA on those who have served in the program, and a national survey of 12 to 18 year olds on their volunteer activities and service-learning experiences. While the studies consider three different populations, each study includes questions that attempt to assess various forms of civic engagement among the respondents, including volunteer activities, experiences with service and service-learning, civic and religious associations, engagement in political and current affairs, and the extent of their family's involvement in such activities.

Through the results of these studies, each of the papers will look to present an argument on the relationship between volunteering and greater levels of civic engagement, whether through long-term volunteer behavior, attitudes toward promoting volunteer activity among other groups, connections to community and diverse groups, the degree of trust individuals have toward government and institutions in general, a sense of efficacy in positively impacting community problems, connection to community and civic organizations, and political engagement. In addition, the panel will address whether there are differences between individual volunteering and national service that have a impact on the extent to which individuals are civically and politically engaged. As the federal agency tasked with promoting volunteering and service opportunities, the Corporation views these studies as an opportunity to engage in dialogue with policymakers, practitioners and researchers to develop strategies for improving its own programs to have a greater, sustained impact on those who participate in its programs. In addition, these findings are valuable to practitioners and policymakers in identifying the role of volunteering and national service in building community capacity through the civic and political engagement of young Americans, for both the immediate and long-term future.

Paper Number: PN052048.1

Paper Title: The Voluntary Cultural Year in Germany: Perceptions and Potential

Author(s):

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Summary of Research

Since 2001, German adolescents between 16 and 27 are able to participate in the Voluntary Cultural Year as national service. Through surveys with participating and nonparticipating youth and cultural organizations, the research results give in-depth insight into current strengths and weaknesses of the program. The results show an overall tendency of the program to support organizations in their cultural work and at the same time impact the personal, social, and cultural development of youth as responsible citizens.

Description

Abstract

The Voluntary Cultural Year

Since 2001, it has been possible for German adolescents between the ages of 16 and 27 years to serve in national civic service through the Voluntary Cultural Year, operated in partnership with cultural organizations. For young men, this program is a legal alternative to serve in the cultural field as conscientious objectors. For young women, who are not required to serve in mandatory military or civic service in Germany, the program offers a voluntary position for one year.

Research Objectives

The study aims to identify the current strengths and weaknesses of the program for the participating and not participating parties. Based on the findings of the survey, implications for the program and recommendations for policymakers are deduced. The research was conducted between September 2003 and April 2004, and surveyed over 2,000 institutions and adolescents in Germany.

Research Methods

Data were compiled from participating and nonparticipating youth and organizations to analyze the program's potential in detail. For this purpose, every server and organization participating since the program's introduction was surveyed. As for the more complicated evaluation of the counter-group or nonparticipating youth and organizations, six model cities in the two federal states of Saxony and Rhineland-Palatinate were chosen. Instead of selecting a representative range of cultural organizations throughout Germany, this method enabled the authors to make a full assessment of potential organizations in the six model cities without falsifying the results due to limited generalizability. Select groups of youth from all school types in the model cities were surveyed face-to-face regarding their perceptions. In addition, policy-makers in the six model cities were interviewed about the program, its public awareness and practical importance, as well as the image of volunteering and civic service in the cultural field.

Major Findings

The research results show an overall positive tendency of the program's status and potential. Profiles of participating organizations were compared to the views of participating youth and demonstrated only a marginal divergence. The findings illustrate that for organizations the Voluntary Cultural Year does not necessarily have a positive impact on their political and public standing within their network of organizations and political partners. However, depending on the server's personality, it shows a positive effect on workflow, generates innovation, and contributes to the team atmosphere. The general assessment from the organizational point of view further demonstrates that among cultural organizations there is a significantly positive attitude towards volunteering and civic service. At the same time, however, these organizations tend not to actively utilize volunteers overall, so their general

attitude is rather passive.

As for the servers, the program proves to have beneficial effects on their personal, social, and cultural development. It provides some of their first professional experiences, supports self-dependence, and opens up new life and working perspectives. The evaluation of the general image of volunteering and civic service also produced mainly positive results while exemplifying expected differences in the level of positive attitude between the compared groups. However, one of the main findings of the potential analysis is that the program currently attracts young men and women who are motivated to serve the community and contribute to cultural life anyway. Although this is a very positive development, more important is what remains to be done to make the program attractive to those who have not volunteered or been exposed to cultural life.

In-depth interviews with political representatives in the six model cities support the findings outlined in the analysis. The majority of politicians state that the program has to become better known in the public and in political circles while volunteering and civic service in the cultural field becomes increasingly important. They emphasize the program's importance for society, organizations, and youth and agree on supporting political lobbying for the program. Underlining its sustainability, the Voluntary Cultural Year is expected by politicians to strengthen the personal and professional development of the youth, the growing awareness of the importance of citizenship duties, as well as the conditioning of an open concept of culture.

Possible Implications

Among the main recommendations deduced from the findings of this research is the suggestion to approach new youth target groups and strengthen the program's appeal for those young citizens who have never had contact with cultural work and civic engagement. Another major result illustrates the importance of providing stronger public relations strategies for the program to support its public perception and name recognition. By improving public perception, organizations might start utilizing volunteers and civic servers actively and by this, contribute to the development of a stronger civic society. Thus, the recommendations given in the study aim at supporting public efforts—such as national service programs—to implement and grow structures for a stronger civic society as well as for an optimized promotion of cultural matters and their social importance.

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Paper Number: PN052048.2

Paper Title: Social Networks and National Service: The Impact of AmeriCorps*NCCC on Four Nonprofit Communities

Author(s):

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Summary of Research

Partnerships between national service and nonprofit organizations are one way legislators have determined that government can play a role in fostering social capital development in communities. This research examines the impact of the AmeriCorps*National Civilian Community Corps on the nonprofit communities where they work by analyzing the structural changes to the social network of four nonprofit communities. The findings indicate that national service programs do have an impact on the social networks of communities by increasing the number of weak ties and in some cases, altering the amount of redundancy in the networks.

Description

Abstract

AmeriCorps*NCCC

The AmeriCorps*National Civilian Community Corps (NCCC) is a ten-month national service program that provides volunteer opportunities to men and women between the ages of 18 and 24. The NCCC places teams of 10-12 servers in communities beset by environmental, educational, public safety, or human needs problems. Using a network-based approach to measure social capital, this research explores the relationship between the AmeriCorps*National Civilian Community Corps (NCCC) and the nonprofit groups with whom it works to understand how public policy can support nonprofit-government collaborations designed to strengthen communities in terms of civic engagement and development.

Research Objectives

The focus of this research is the community-level interrelations (later referred to as the “weak ties”) within the nonprofit community. Explored are the relationships between community networks, social capital, and democracy. This type of relationship is called “state-society synergy,” that is, the “mutually reinforcing relations between governments and groups of engaged citizens” that can construct social capital within communities (Evans, 1996 1119). Granovetter’s (1973) theory of the strength of weak ties, which asserts that the greater the number of weak ties in a network, the more diverse a set of relationships are, is used as the theoretical foundation of the research. Building on Granovetter’s theory, Burt’s (1992) theory of the social structure of competition (structural hole theory) is applied to determine the level of redundancy in a network. Together, these theories provide a systematic measurement of social capital in communities that are impacted by national service programs. Using the AmeriCorps*NCCC program as the empirical subject, I examine the role of differing forms of volunteerism, and the possibility that alternative options of volunteerism can facilitate social capital development in the communities that nonprofits form to fulfill their missions.

Methods

A social network analysis of the four communities prior to engaging in a relationship with the AmeriCorps*NCCC is compared to the analysis after the community engages in the collaboration. Social network analysis is a method that explores the relationships among social entities and the patterns and implications of these relationships. This method allows “new leverage for answering standard social and behavioral science research questions by giving precise formal definition to aspects of the political, economic, or social structure environment (Wasserman and Faust 1994 3).” Changes in the strength of ties, centrality, and structural holes are discussed as an indicator of the effect of the collaboration. Collectively, these measures are used to determine the level of social capital in a community pre- and post-intervention. This type of analysis provides a method to identify the way sponsoring nonprofit communities handle resource allocation and strategic planning to construct social

capital and strengthen the connections among the community that are often credited to an increase in social capital (Jacobs, 1961; Granovetter, 1973; Burt, 2000; White, 2002).

Findings

Preliminary findings suggest that the AmeriCorps*NCCC program does indeed have an effect on the social networks of nonprofit communities. These effects include an increase in the number of weak ties, and in some cases, a restructuring of the network in a way that facilitates the creation of structural holes. Conclusions are made that support network theories that illustrate increased levels of social capital. Additional findings explain the organizational characteristics (both structurally, by determining key player positions and centralization of organizations, and through organizational attribute characteristics), allowing us to explain and understand the state-society synergy that results from national service/nonprofit collaborations.

Possible Implications

Results of this research have implications for policy, research, and practice. Although the future of national service in the United States appears stable, there exists a degree of uncertainty in regards to funding levels and bi-partisan political support. The lack of rigorous empirical research on the impacts of national service at the community level contributes to the uncertainty of support for national service programs. This research offers impact assessments of the program on the community level and provides a tool for future community impact studies.

Academically, this research adds to the ongoing effort to develop a systematic data collection and analysis tool for measuring social capital. Until social capital can be measured in this way, it is difficult for academics (and legislators alike) to reference the phenomenon of social capital in terms of its usefulness and application. The nonprofit academic community is in its infancy in regards to the application of Social Network Analysis to issues and research questions that are specific to the field.

Finally, this research has many practical implications. Evaluating the social network of nonprofit communities provides a visual tool that each community can access. This tool helps nonprofit employees see who is connected to whom (be it other nonprofits, government agencies, foundations, business) and strategize to develop relationships that provide access to hard to reach populations and much-needed resources (the strength of weak ties). Understanding your social network is increasingly valuable for nonprofit organizations. For example, if a nonprofit only has the resources (time, personnel, and money) to budget for three relationships, how will they choose who to focus on? This research assists nonprofits in making these choices. By visualizing how a social network can change because of a national service program can help a nonprofit determine if national service partners are good choices for collaborations.

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Paper Number: PN052048.3

Paper Title: Rethinking Citizenship: The Nigerian National Youth Service Corps (NYSC) Program

Author(s):

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Summary of Research

This paper examines the possible role of youth in the search for a new social order in Nigeria. It uses as template the National Youth Service Corps (NYSC) program, established more than three decades ago to, among other things, induce a sense of citizenship in young Nigerians. This paper uses the performance of the NYSC to pose critical questions about the content of citizenship in Nigeria and implications for the project of civic renewal amid growing evidence of youth disillusionment. Findings on NYSC inform existing global constructs on the theoretical relationship between service and citizenship.

Description

Abstract

Nigerian National Youth Service Corps

In recent times, the social dynamics of young people in Africa have attracted increased scholarly attention. The context for this has been the intensifying search for possible solutions to the continent's notorious development conundrum (Durham 2000). Thus, for example, the sustained examination of the role of young people in diverse aspects of the social economy, including religion, sports, the economy, politics, and, increasingly, national civic service (Diouf 2003; Perold, Stroud and Sherraden 2003). It is against this background that this paper examines the possible role of the youth in the search for a new social order in Nigeria, Africa's most populous country, and home, historically, to an ebullient and politically engaged youth sector. It uses as template the National Youth Service Corps (NYSC) program; established more than three decades ago to, among other things, induce a sense of citizenship in young Nigerians.

Research Objectives

The global literature on civic service has come to be defined, largely, by the assumed capacity of youth service to produce citizenship (Sherraden 2001, Brav, McBride and Sherraden 2002). The paper re-interrogates this seeming consensus, using the record of the NYSC to pose critical questions about the content of citizenship in Nigeria, the imagination of service among the youth, and the implications for the project of civic renewal amid growing evidence of youth disillusionment (Obadare 2005). The theoretical emphasis on citizenship should also be understood in its proper continental context: as Nigeria and other African countries attempt to strengthen fragile democratic institutions, the importance of citizenship values to an all-important political project cannot be overemphasized.

Methods

Empirical data and arguments from the research are used to communicate existing global constructs on the theoretical relationship between service and citizenship (Perry and Katula 2001, Taiwo 2000). On the whole, the paper relies on data gathered during primary research conducted in Nigeria between February-September 2003. In this regard, open-ended interviews and focus group discussions were carried out with selected respondents. Questionnaires were also distributed to those who did not participate in the interviews and focus group discussions. These questionnaires were analyzed using tables, ratios and percentages to identify trends that were subsequently elaborated upon in FGDs and interviews.

Findings

The research finds evidence of low civic attitudes and behavior among Nigerian youth service members. It shows that while the idea of service is still reasonably popular among both current servers

and alumni of the NYSC, a steady erosion of the sense of citizenship means that the programme is undertaken less for sincere than mercenary purposes. In this conjuncture, the goal of mobilising young people in order to reclaim nation-hood is tenuous.

Possible Implications

By relating the data from Nigeria to the evidence from other African societies as necessary, the paper concludes with a re-appraisal of the possible roles of the youth in civic mobilisation through national service. This has specific implications for the theoretical discourse of national youth service and citizenship.

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Paper Number: PN052048

Paper Title: National Service in Comparative Perspective: Nature, Structure, and Civic Impacts

Author(s):

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Description

Summary

National service programs worldwide differ in their nature, structure, and impacts, but the majority of them have as their primary goals meeting vital human needs and increasing civic contributions at the local level. This panel compares three national service programs: the Voluntary Cultural Year in Germany, the AmeriCorps*National Civilian Community Corps in the United States, and the National Youth Service Corps in Nigeria. Based on original research conducted with each program, we explore the programs' purposes, voluntary nature, relationship to the nonprofit sector, and server activities. We also explore a range of possible civic effects on the servers, sponsoring organizations, and served communities. We suggest implications for national service policies and future research on national service worldwide, contributing to the knowledge base on civic service.

Context

This panel builds upon the 2004 supplemental issue of *Nonprofit and Voluntary Sector Quarterly*, *Toward a Global Research Agenda on Civic Service* (McBride & Sherraden, 2004). Civic service is conceived as programmatically-based volunteerism that is of a long-term and intensive nature with a distinct role for the server and defined goals and objectives (Sherraden, 2001). Forms of civic service include service-learning, national, and international service. The majority of these programs worldwide are implemented through the voluntary sector, such that the programs are designed to impact the capacity and effectiveness of nonprofit organizations and the people they serve (McBride, Sherraden, Benitez, & Johnson, 2004). Hodgkinson (2004) surmises the state of the civic service field, and calls for conceptual and operational clarity of the nature and structure of programs and comparative research across similar forms in order to build the general knowledge base on civic service. This panel responds to this call, focusing on national service.

Themes

Three national service programs are compared on this panel: the Voluntary Cultural Year (VCY) in Germany, the AmeriCorps*National Civilian Community Corps (NCCC) in the United States, and the Nigerian National Youth Service Corps in Nigeria (NYSC). Based on original research conducted with each program, we explore the voluntary nature of the programs. For example, VCY is connected to a mandatory youth service policy, though current discussions suggest it may morph into voluntary policy. The NYSC remains mandatory, but there are serious questions regarding the potential negative effects this may have on long-term civic responsibility. We also explore the programs' implementing structures; VCY and NCCC are implemented in partnership with community-based, nonprofit organizations, and NYSC also has a very grassroots nature.

National service is believed to impact the personal development of the server while simultaneously providing services to the community and the nation (McBride et al., 2004). Prior research has focused on the strength of the relationship between service, citizenship, and community-level outcomes in particular (Hajdo, 1999; Perry & Thomson, 2004; Perry & Katula, 2001; Perry & Imperial, 2001; Sherraden & Eberly, 1982; Sherraden, Sherraden, & Eberly, 1990). The papers on this panel discuss the potential civic impacts of national service. VCY is assessed for its perceived civic impacts on the servers and the capacity of the participating voluntary organizations. A critical approach is taken in examination of NYSC, asking if the civic impacts on the servers actually may be negative. Using social

network analysis, NCCC is assessed for its impacts on the participating organizations, and whether there is increased collaboration (or social capital) at the community level as a result of participation.

This panel suggests implications for policies, programs, and research focusing upon the nature, structure, and civic impacts of national service. We identify dimensions that may facilitate future comparative research on national service in particular and on civic service programs overall. We posit the potential effects of mandatory service policies, and we explore the role of community-based partnerships for national service implementation. We also draw common hypotheses across these forms of national service regarding possible civic impacts.

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Paper Number: PN052051.1

Paper Title: Development of a Concept -- Reciprocal Learning -- for Volunteer and Board Practice

Author(s):

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Summary of Research

A three-phase process of research produced a concept, reciprocal learning, that was evident in effective practice on specific context. This concept emerged from a synthesis of field observations with a general theory, that of situated learning. A quantitative research phase supported the concept's efficacy in a more general set of contexts. The concept has proved to be accessible and meaningful to professionals. Dissemination through both professional and scholarly networks has, to date, led to the applicability of this concept to a range of practice settings.

Description

The initial formulation of the problem - how to secure the best from those who volunteer for board positions and other leadership roles in nonprofit organizations - grew out the primary author's work as a practitioner in the nonprofit sector. Over a period of many years of interactions he had observed widespread dissatisfaction of nonprofit executives with their relationships with those who volunteer for board positions and leadership roles in nonprofits. The most frequently cited complaints were about passive volunteers who did not perform agreed upon tasks. Occasionally, the complaint was about feisty board members who were difficult to control. For their part, volunteer board members were rarely asked about their satisfaction in their roles, but occasionally voiced concern that their skills and experience were not being used as hoped.

The professional literature was largely prescriptive and unsatisfying in depth and quality of the conceptual resources that it provided for understanding this problem and guiding practice. The scholarly literature focused mostly on motivation to volunteer or the incidence of volunteerism and the factors associated with it. Management issues were addressed in the context of the emerging professional category of volunteer administration, which treated volunteers as unpaid staff persons and did not adequately address the leadership role of high level board volunteers. Pearce (1993) had conducted rigorous comparative research on volunteer led and staff led organizations, but this did not directly relate to the interaction of professional and volunteers in mission critical organizational functions.

Even though it was his own everyday work, the primary author wanted to gain a fresh understanding by observing in successful ventures what professionals and volunteers actually do together and how they interact. This desire to better understand actual practice led to a research project observing pairs working in field settings. This first project led to understandings about the complexity of the relationship in terms of power, knowledge, and prestige. It revealed ways in which effective professionals worked to elicit volunteers' knowledge and skills to make it available to their projects. As well, skilled professionals subtly interjected their own knowledge and experience in meetings and dialogues.

We next searched for theory to understand these observations, finding insight and conceptual resources from situated learning theory (Lave & Wenger, 1991; Wenger, 1998). This theory draws upon the Master-apprentice model to describe socially situated learning, particularly how newcomers enter into a community of practice and acquire the ability to perform its specialized practices expertly. But the nonprofit settings in which I was interested were more complex. Who is the master and who is the apprentice? In order to make these concepts more accurately describe the situations that we were observing, we were forced to develop the concept of reciprocal learning. This concept describes a relationship in which the pair's members alternate their roles in a respectful manner.

To further refine this as a conceptual framework and gain new insights, we used reciprocal learning as the central concept for structuring a further study. This comparative case study used a combination of observational and interview methods. From the findings of this second study we developed a testable model and conducted survey research. The survey research tested the generality of the knowledge about reciprocal learning that had emerged from the first two studies, extending the research to new contexts. It confirmed the central constructs of the model but also revealed difficulties and challenges in creating new theory.

Application of knowledge about reciprocal learning has occurred in practice in an international professional association committee charged with developing standards of practice and competencies required for certification. In this committee we found that our research led us to a perspective that differed from most of the primary researcher's professional colleagues. On the basis of the research, he found himself upholding the importance of volunteerism and the need for professionals to gain a respectful, empowering level of understanding of volunteers and their knowledge. He has also been applying reciprocal learning in the training and supervision of consultants who serve non-profit clients. These consultants are, in turn, teaching the professional staff of client organizations. Through these professional networks, similar to Tranfield and Starkey's (1998) Mode 2 knowledge generation, the term reciprocal learning is finding a larger audience. The term has proved meaningful, conveying the desirability of feisty board members and countering practices and structures designed to create docile volunteers and board members. The concept seems to help professionals engage more respectfully and productively with boards and volunteers.

At a European forum for organizational development consultants and academics, the concept of reciprocal learning was extended to a broadened problem domain -- How do dissimilar actors bridge their different sets of knowledge and skill in a work setting. The concept proved to have wider relevance to organizational and management practices beyond the nonprofit settings from which it had emerged.

In reflecting on our research journey, we now question whether the typical and prescribed practices of the nonprofit sector actually serve to create docile board members and volunteers. Episodic involvement, narrowly focused assignments and task specific training, lack of strategic context and opportunities to reflect on experience, weak acculturation and socialization – all are called into question by the concept of reciprocal learning that first emerged from observations of effective volunteer-professional pairs.

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Paper Number: PN052051.2

Paper Title: Empirically Developing an Alternative Model of Governance

Author(s):

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Summary of Research

Donors have questioned the nonprofit sector's governance practices and researchers have challenged its prevailing governance models (Taylor et al, 1996). As an active nonprofit board member, this researcher has experienced continued shortfalls in effective board practice. A multi-year research project evolved into an empirical comparison of policy governance (Carver, 1990) with an alternate model that includes practices seen in the board literature as characterizing effective organizations (Taylor et al, 1996; Herman & Renz, 1998; 2000). As a practitioner and researcher, I comment on the challenge and process for research results to achieve field dissemination and impact board practice.

Description

Approximately three quarters of American households contribute nearly \$1 billion dollars to the more than one million nonprofit independent sector organizations (The New Nonprofit Almanac In Brief, 2001). As has the for-profit sector, the nonprofit sector has been the subject of intense and unprecedented scrutiny and criticism for its questionable management, lack of accountability and internal controls. The resulting erosion in public confidence has occurred partly as a result of the several highly visible and widely publicized scandals that have exposed examples of management negligence and the lack of board awareness on the part of several well known and historically well respected nonprofit organizations. As a result, donors are questioning the sector's governance practices and accountability and researchers are challenging prevailing models of governance practices (Taylor et al, 1996). Based on my own experience as an active member of a number of nonprofit boards and on data gathered from a business school organization, whose members actively serve on nonprofit boards, there appears to be a continued and apparent shortfall in effective practice. As both a consumer and, hopefully, a generator of knowledge, I conducted a sequence of research projects over three years, resulting in a preliminary specification of an alternative to policy governance. The intent that emerged from the sequence of studies was to determine whether such an alternative management model might be appropriate for the changing governance paradigm, with its growing demand for more effective independent sector management.

This paper reflects on the utility of the methodologies employed in this research, applying the dual criteria of scholarly rigor and actual impact on practice. The research started with an assessment of board members' experiences. I conducted a small number of phenomenological interviews with a range of board members. This first exploratory study also involved discussion with approximately forty graduate business students serving year-long terms on nonprofit boards. This inductive study resulted in a specification of board members' expectations, frustrations, and preferences for effective engagement. The next stage of research consisted of a review of the literature, to compare the inductive findings with concepts in extant board literature. Much of the board literature was found to be highly prescriptive. It seemed grounded in a description of experience, analyzed reflexively by the writer. Alternatively, certain literature reflected a deductive derivation from theory, specifically agency theory. With quite rare exception, such as Nobbie and Brudney (2002), there was limited literature proposing or testing theory that originated in a rigorous, scholarly study of actual practice. The need for board theory grounded in actual practice became evident.

A second study of a structured qualitative nature was then designed, building on the inductive findings of the exploratory study. I carried out a series of ten structured interviews of five nonprofit executive directors and five individuals/senior volunteers engaged in extensive nonprofit work as board members, advisors or consultants to nonprofit organizations. This study largely supported the prior exploratory findings concerning the viability of practices that contrast with those of policy governance. In part

because of its contrast with policy governance, the research attracted the interest of a research client, Cleveland BridgeBuilders, a civic organization that provides training and development for prospective or current nonprofit board members. In concert with this research client, a third study of a quantitative generalizable nature was designed. In this third study the concepts from the prior two studies were situated, where possible, in constructs found in the extant board literature, principally Taylor et al. (1996) and Herman and Renz (1998; 2000). The study was a survey of several hundred respondents, all active board members. Its findings suggested the more general validity of findings from the earlier two studies, with some support also for an element of the policy governance model.

Taken together, the three research studies seem to indicate the efficacy of several board practices that counter those normally prescribed by 'policy governance' advocates. At a minimum, it appears wise for scholars and practitioners to develop a model of practice that offers an option to boards. The research client organization has expressed interest in partnering in this effort.

This paper builds on the results and progress of this research presented at prior ARNOVA annual meetings. It seeks to describe and assess the active and ongoing collaboration between researcher, research client, and subjects. These subjects are intended to be the ultimate users of the research (Salipante & Aram, 2003). Additionally, the paper describes how the research and its resulting theory prompted the cooperating organization to consider adopting this theory and to actively introduce it into its daily organizational practices. Its intent is to stimulate through training and development activities improved board practice and organizational impact on the part of nonprofit board members.

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Paper Number: PN052051.3

Paper Title: A Framework for Maximizing Board Member Outcomes in Organizations of Higher Education

Author(s):

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Summary of Research

Borne of the legislation mandated in the for-profit sector, a social movement has emerged in the nonprofit sector requiring greater vigilance in the oversight of management governance practice. This paper reviews the central role of theory in guiding field research on board practice. The combination of theory and fieldwork resulted in a more refined understanding of board roles, with consequent implications for effective board practice. The research examined the two distinct forms of governance practice -- the oversight of management and the fund raising function—drawing on social capital theory to explain the tension between these two sets of practices.

Description

There is a serious problem of practice in the area of nonprofit governance. It is alarming that the Center for Public Service at the Brookings Institution reported confidence in charitable organizations fell from 25% in July 2001 to 18% in May 2002 (Light, 2003). The survey showed that the respondents had doubts about how charitable organizations deliver services and believed that they waste money and pay their leaders too much. Additionally, nonprofits lose \$10 billion per year to employee theft (Zack, 2003). Considering that the board of trustees, as well as individual members, of nonprofit organizations are legally charged with the responsibility to ensure that the charitable purposes of the organization are carried out and none of its assets are wasted or diverted for private benefit (Spitzer, 2000), much attention has been given by scholars and practitioners to governance by boards and to processes by which board members are selected, supported, cultivated, and assessed.

This paper is concerned with field research on members of nonprofits boards, with particular attention to the board members of higher education organizations. There have been several cases alleging conflicts of interests by board members reported recently (Basinger, 2004) and not so recently, but clearly a significant event in governance history was the Adelphi University case (Zaidi, 1999; Gelman, Gibleman & Pollack, 1997). It illustrated the consequences of poor board performance. To many in the academic community, the Adelphi case served as a wake-up call when the New York State Board of Regents removed all but one trustee (Zaidi, 1999 p.5). It has been argued that appropriate board oversight could have prevented the harm that occurred at these organizations (Gelman et al., 1997).

The quantitative research reported and assessed here is the culmination of two qualitative field prior studies that suggested that strong social ties among board members do not facilitate effective board functioning. The paper reflects on the methods followed in the sequence of the three field research studies, examining in particular the role that theory played in refining understandings of appropriate board roles. An important discussion in the literature illustrates the continued struggle both in practice and theory between the independent versus dependent board issue. Board members who have close personal ties with management are thought to be less vigilant monitors and to have less control over management (Fredrickson, Hambrick, & Baumrin, 1988; Walsh & Seward, 1990). However, others have challenged this theory and argue that relational governance based on partnering and social ties between executives and board members maximize effectiveness (Chait, Taylor & Holland, 1996; Westphal, 1999; Zielstra, 2003).

□

The Board oversight of management is grounded in agency theory (Fama & Jensen, 1983). Agency theory is supported by the notion of the independent board, where board members monitor management to assure that there is no conflict with the interest of the organization or society (Fligstein & Freeland, 1995). Researchers have identified issues with the application of agency theory to the nonprofit board as follows: Miller, (2002) and Middleton (1987) observe that board members will

monitor management in accordance to his or her professional and personal abilities and/or social needs. Shen (2003) posits that the board needs to properly align their activities with the tenure of the CEO. Supporting the CEO in early years and increasing oversight in later years. Christie & Steane (2001) do not believe the oversight model works in the nonprofit sector at all.

Board responsibilities in fundraising are grounded in resource dependence theory (Pfeffer & Salancik, 1978) which claims that a board member's relationships to the external community are essential to provide funding. Pfeffer's (1973) research indicated that board composition should be related to the funding source and that a match between board member relationships and funding sources was essential. Hillman & Dalziel (2003) explore the relationship between the monitoring and resource provision functions through a theoretical model that combines the two perspectives.

The research described here further probed and refined the role that social capital plays in governance. It was informed by Granovetter's (1973) strength of weak ties theory. Granovetter (1973) suggests that the strength of social ties is characterized by the amount of time between people. Granovetter posits that weak ties foster communication and bridging relationships are created whereas information does not get passed along through strong ties as well.

Social capital (the product of social ties) was measured in terms of familiarity, and communication. Familiarity, therefore, suggests strong ties. Communication therefore suggests weak ties. The results of the research indicated that weak ties/communication relate strongly and positively to oversight and that strong ties/familiarity relate strongly and positively to fundraising. These findings broaden the debate regarding independent versus dependent boards to board members with weak ties and their role versus board members with strong ties and their roles.

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Paper Number: PN052051.4

Paper Title: Challenges in Producing and Disseminating Practitioner-Scholarship on Board
Accountability

Author(s):

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Summary of Research

This paper is presented in two parts. First, I summarize and reflect upon a key result of an ethnographic study of one leadership pair's set of non-profit governance practices. Grounded ideas (Glaser and Strauss, 1999) are represented as a central theoretical proposition. Second, I reflect on my experience as a practitioner-scholar (Aram and Salipante, 2004) of nonprofit governance striving to generate rigorously derived useable knowledge primarily in an inductive mode. I focus on the especially difficult challenge of re-connecting with the field in a meaningful way after generating grounded ideas.

Description

In the first part of this paper, I present and discuss a central theoretical proposition: Planning that blends and integrates deliberate (Mintzberg 1994) and emergent (Simon 1996; Mintzberg & Waters 1985; Stacey 1995) strategizing enables nonprofit leaders, especially CEO-Board Chair dyads, to address the multiple dimensions of accountability (Kearns 1996; Behn 2001) in an equally blended and integrated fashion.

Upon reflecting on the key proposition and the inductive process that produced it, I maintain that there is a need to connect our deductive and prescriptive notions of governance and accountability with the complexity of stakeholders' demands and leaders' actual practices and experiences. Inductive work can examine these at a sufficiently detailed level to provide concepts against which deductive notions can be triangulated. Failing to do so will convey practices in the form of inadequately described, incomplete concepts that hamper the nonprofit sector in addressing the demands for broadened accountability being placed upon it by a more vigilant society.

In the second part of the paper, I build on this reflection by considering the vital need to connect deductively derived theory with actual practice. From the perspective of conducting the above mentioned study, I describe the challenges and opportunities of (1) specifying a practice-based problem to study, (2) choosing and applying scholarly theory to understand and address a practice-based problem, (3) designing and implementing rigorous field research in an inductive mode that generates new, useful knowledge, and (4) transporting grounded concepts and innovative practices back to the field. This part of the paper focuses on and emphasizes the last of these four components of scholar-practitioner. I maintain that a key obstacle to successful scholarship practitioner is the significant challenge of framing and communicating one's contributions both as an intellectual and a relational process. It is not enough to produce new knowledge that makes intellectual sense. It must also make social sense. This means that one must identify the right social networks and activate them in the right way to achieve dissemination, acceptance and use. Further complicating efforts to render practitioner-scholarship useful in the field is the interactive and iterative nature of activating social networks around new knowledge. The act of disseminating new claims transforms them thus introducing a new cycle of inquiry.

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Paper Number: PN052051

Paper Title: From Field to Theory to Field: Research to Guide Improved Board Practice

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Description

The fundamental issue for this panel is whether and how scholarly research on nonprofit boards can produce knowledge that is both valid and actually adopted in the form of board practice. This issue directly relates to the topics for this year's ARNOVA conference including the role of nonprofit scholars in identifying problems and challenges, and the obstacles and incentives for better collaboration between researchers and practitioners. In management research many contend that a substantial gap exists between research and practice (Hodgkinson, 2001.). Knowledge generation in management areas has been dichotomized as falling into an academy-dominated Mode 1, characterized by theory-driven, disciplinary research disseminated through academic publications, and industry-driven Mode 2, characterized by direct problem-solving occurring and being disseminated within informal networks of practicing professionals (Tranfield and Starkey, 1998).

The panel will examine the research experiences of four researchers whose careers bridge nonprofit research and practice. Donald Zielstra is Vice President at Ketchum, Inc., providing consulting services to boards and staffs conducting major capital campaigns. Joe Mandato is a successful venture capitalist sitting on the boards of several prominent nonprofit organizations. Susan Williams is Chief Financial Officer for Dowling College, while Bart Morrison has operational and executive director positions on several organizations and consulted on board practices. All have pursued a multi-method, three year research process as Nonprofit Fellows in Case Western Reserve University's Executive Doctor in Management Program. All have aspired to a practitioner-scholarship (Aram & Salipante, 2003) that bridges epistemologies in order to connect actual problems as experienced in the field with theories that can lend practical insight. In their efforts to produce knowledge that will be used in board practice, they have proceeded through four stages (Salipante & Aram, 2003): going to the field to define the problem of practice to study; identifying insightful theory to bring to bear on the problem of practice; designing and carrying out field research that will generate theory-for-practice; transporting theory and findings back to the field, such that they are adopted in the field.

The panelists' presentations will cover the experiences they encountered in connecting board practice to research to board practice, as well as the nature of the theories and knowledge produced. The themes and issues raised by these papers include the following:

The problem of much board literature being prescriptive and based either on experience not systematically analyzed or deductive derivation from theory rather than on descriptive, empirical research.

As John Dewey (1929) noted, the need to address both the particular (specific to practice in a particular context) and the general (knowledge for use in a range of contexts).

In producing knowledge-for-practice, the value of interplay among problem definition, inductive research that connects directly with actual practice in the field, and deductive research that draws inspiration from extant theory.

The advantage of a researcher partnering with a research client that is concerned with improving practice and embedded in a network of practitioner clients.

Perhaps the greatest challenge for scholars is re-connecting one's research back to those operating in

the field. This is both an intellectual and a relational exercise. Regarding the relational, what relationships and roles does the researcher draw upon? Don's membership on a professional association task force enabled him to insinuate his findings into sector practices. Joe's partnership with Cleveland BridgeBuilders provided opportunities for interactively communicating with those in practice. The panel's commentator, Laura Steinbrink, the Executive Director of BridgeBuilders, can offer insight into the nature of knowledge that her organization finds to be of value to board members.

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