

Paper Number: PN032027

Paper Title: International Research on Self-Help/Mutual Aid Organizations

Author(s):

Professor Thomasina Borkman, George Mason University, Kensington, MD, USA

Description

This international panel considers how national and cultural contexts shape issues faced by self-help/mutual aid organizations.

1. A comparative study examines how differing policies in the U. S. and U.K. affects the activities of organizations of the mentally ill.
2. How do self-help health organizations balance supportive and advocacy functions in Croatia that has a deteriorated health care system?
3. A comparative study shows how homeless persons voluntarily self-organize encampments in Japan, U.S. and Canada.
4. The Free Rider problem overburdens leaders in parents' self-help organizations in Japan; how the Japanese culture shapes solutions to the problem are outlined.

Paper Number: PN032027.1

Paper Title: Comparative Study of Mental Health Self-Help Agencies in U.S. and U.K.

Author(s):

Dr. Magnus Karlsson, Ersta Sköndal University College, SKÖNDAL, Stockholm, Sweden

Professor Thomasina Borkman, George Mason University, Kensington, MD, USA

Dr. Carol Munn-Giddings, Anglia Polytechnic University, Colchester, UK

Summary of Research

In the field of mental illness, self-help agencies of, by, and for the mentally ill have developed that receive government funds to serve their mentally ill peers. This pilot comparative study examined this phenomenon in the US and UK, two strikingly different policy environments. Two American and two British case studies of mental health SHOs were conducted using indepth semi-structured personal interviews of SHO leaders, board and staff members, analysis of SHO archival documents and policy documents of the relevant government funders, and some observations. The study highlights the complex and paradoxical nature of government attention and funding.

Description

Nonprofit organizations that contract with governments to provide services are frequently deterred from meeting the needs of their local community constituents because of the funders' requirements; this phenomena has been well studied with health and social welfare agencies (Smith and Lipsky 1993, Klausen 1995) but has not been examined with self-help organizations (hereafter SHOs) controlled by non-professionals who have the common problem for which they are funded. In the field of mental illness, self-help agencies of, by, and for the mentally ill have developed in the U.S. and U.K., among other places, that receive government funds to serve their mentally ill peers (Davidson et al 1999, Jacobson and Curtis 2000). This pilot comparative study of several cases in each country will raise new issues previously unstudied in the self-help/mutual aid literature. Questions to be asked include: (1) How does the policy context and funding environment affect the services that SHOs of persons with mental illness create and provide? (2) To what extent do perceived government requirements shape or limit the extent to which SHOs provide supportive, advocacy, or other functions?

Methodology: Four case studies of mental health SHOs (two in the U.S. and two in U.K.) were conducted using indepth semi-structured personal interviews of leaders, board and staff members of the SHOs, analysis of archival documents from the SHOs and policy documents of the relevant government funders, and some observation of the SHOs. SHOs with about 20 autonomous local chapters were studied in two states (one Mid-western, one Eastern); for example a purposive sample of five chapters was studied in the Eastern state that included: well established large chapters and newer small chapters, a diversity of services, and urban, rural, and suburban services. Similar sampling was done in the other cases. In the U.K., mental health SHOs in the Northern Nottingham area and in the south-eastern section of the country were similarly studied.

Findings: This pilot study examined two strikingly different policy environments. In the U.K. health and social policy mandate that "service users," that is, those who use the professional services, be involved in planning, disseminating, providing, and evaluating services. However, this policy has been predominately concerned with individual involvements and knowledge rather than established groups and the collective knowledge they can contribute (DoH 1989, DoH 1999). The two case studies in northern and south-eastern England of the mental health SHOs found that demands for service user participation in policy-related activities for government funders potentially sapped the energies of self-help/mutual aid groups (Wilson 1996) as well as SHOs. Furthermore, the participation of service users and self-helpers in the formal services varied –there was evidence that it was not generally accompanied by extensive power sharing but represented some degree of tokenism.

In contrast, in the U.S. mental health policy seemed to be developed independently of SHOs and the system retained the traditional power given to mental health professionals. We found that the basic indifference of the government created an environment where the SHO local chapters could shape their activities somewhat in terms of their philosophy and they developed innovative services tailored to local

needs. However, continued funding for the SHOs was tenuous and problematic in view of the economic downturn and shortfall in state revenues.

Contribution: This research represents a contribution to the literature on self-help/mutual aid and to our knowledge of the self-organizing capacities of persons with mental illness who have been inappropriately stereotyped as incapable of developing nonprofit organizations and serving their peers. The comparative study in two national policy contexts highlights the complex and paradoxical nature of government attention and funding.

The next phase of the pilot study is to interview government officials who fund the SHOs that were involved in our case study. We want to obtain a picture of the government's point of view about what they hope to achieve and why they are funding these distinctive mental health SHOs. We plan to follow up this pilot study with a proposal for a more quantitative study based on the findings of this initial research.

References

- Davidson, L. et al. (1999). Peer Support among Individuals with Severe Mental Illness: A Review of the Evidence. *Clinical Psychology: Science and Practice*, 6, 165-187.
- DoH (1989). NHS & Community Care Act. London: HMSO
- DoH (1999). National Services Framework for Mental Health. London: HMSO
- Jacobson, N. and Curtis, L. (2000). Recovery as Policy in Mental Health Services: Strategies emerging from the States. *Psychiatric Rehabilitation Journal*, 23, 333-341.
- Klausen, K. K.(1995). Et historisk rids over den tredje sektors udvikling i Danmark. In Kurt K. Klausen (Ed.) *Frivillig organisering i Norden*. Bergen: TANO AS.
- Smith, S. R. and M. Lipsky. (1993). *Nonprofits for Hire: the Welfare State in an Age of Contracting*. Cambridge, Mass.: Harvard University Press.
- Wilson, J. (1995). *How to work with self-help groups – guidelines for professionals*. Aldershot: Arena.

Paper Number: PN032027.2

Paper Title: Self-help And Social Advocacy: The Evolving Role of Clubs for Women with Breast Cancer in Croatia

Author(s):

Dr. Ann Dill, Brown University, Providence, RI, USA

Dr. Joanne Coury, University at Buffalo-SUNY, Buffalo, NY, USA

Summary of Research

Self-help clubs for breast cancer survivors thus participate in agendas that have shifted their missions and placed them in the middle of the re-negotiation of public, professional, and private spheres. Based on participant observation and survey data, this paper examines ways in which these clubs adopt advocacy functions, the impact of such activities on their goals of mutual support, and how these groups contribute to community capacity-building.

Description

Self-help health organizations have been active in Croatia for over three decades. Beginning in the 1970s the Cancer League (a socio-political organization with functions similar to the American Cancer Society) established self-help and mutual support groups for people with cancer diagnoses throughout then-Yugoslavia. As has been noted more generally for self-help groups in Eastern Europe (Barath, 1991, Sokolovsky, Sasic, & Pavlekovic, 1991), these groups – termed “clubs” – were closely affiliated with professional service providers who referred patients to them at the time of active treatment. The clubs pushed hard for recognition within the medical community, trying to demonstrate the utility of their work as a psychosocial adjunct to medical rehabilitation.

Since the war of Yugoslav dissolution there has been a decline in the public provision of health care due to state retrenchment of health insurance coverage, to privatization of services, and to the overall decline in the economy. These trends have threatened the viability of self-help health organizations, including clubs for cancer patients, at the same time that medical care has become less accessible and affordable. Changes in the structure of health care reimbursement and the movement of doctors into private practice also appear to have vitiated the availability of physicians willing to refer patients and provide support to self-help groups. Shifts in the health care system towards cost-savings, which might be expected to enhance the groups’ salience, aim at screenings and other preventive activities rather than the supportive functions groups provide. Clubs for cancer patients have lost claims on space in hospitals and clinics as those institutions have closed, become private, or restricted use of rooms to paying renters. Support from the Cancer League has also lessened, restricting club activities.

While in many cases self-help health groups have simply disbanded, clubs for women with breast cancer have remained active throughout Croatia. Their efforts are, moreover, joined with those of other organizations attempting to raise public awareness and money for cancer prevention and treatment. These activities put a public face on what had been a private (if shared) condition, and clubs both seek and require legitimation far beyond that of the medical profession. Affiliations with international associations have had symbolic value as a source of this legitimacy. International affiliation has also provided the basis for the development of an activist network modeling public relations and fund-raising activities on those of European breast cancer advocacy organizations.

Self-help clubs for breast cancer survivors thus participate in agendas that have shifted their missions and placed them in the middle of the re-negotiation of public, professional, and private spheres. Based on participant observation and survey data, this paper examines ways in which these clubs adopt advocacy functions, the impact of such activities on their goals of mutual support, and how these groups contribute to community capacity-building.

References

Barath, A. (1991). “Self-help in Europe 1979-1989. A critical review.” *Health Promotion International*,

6, 73-80.

Sokolovsky, J., Sosic, Z., & Pavlekov, G. (1991). "Self-Help Hypertensive Groups and the Elderly in Yugoslavia." *Journal of Cross-Cultural Gerontology*, 6, 319-30.

Paper Number: PN032027.3

Paper Title: Self-organization of Encampments by People Who Are Homeless: A Three-Country Comparison

Author(s):

Dr. James Mandiberg, University of Wisconsin-Madison, Madison, WI, USA

Dr. Izumi Sakamoto, University of Toronto, Toronto, Ontario, CAN

Summary of Research

This study looks at a unique form of self-help, the indigenous self-organization of homeless encampments in three locations: Portland, Oregon, Toronto, Canada, and Osaka, Japan. It reports on and analyzes four unique aspects: 1) formal organization in the encampments, 2) the transnational sharing of strategy between encampments through public access internet terminals, 3) transnational solidarity between encampments, and 4) new approaches to resolving issues of property rights.

Description

The Issue Addressed:

Self-organized or indigenous encampments of people who are homeless have been constant throughout the history of this country. "Hobo" villages and Great Depression squatters villages are well known examples. Similarly, homeless encampments have also been created in different communities around the U.S. since the 1980s, with prominent examples in Los Angeles, Chicago, and Seattle. This study looks at a new aspect of homeless encampments: 1) more formal organization in the encampments than has existed in the past, e.g., incorporating as nonprofit organizations, 2) the transnational sharing of strategy between encampments through public access internet terminals, 3) transnational solidarity between encampments, and 4) new approaches to resolving issues of property rights. Homeless encampments are seen as an expression of self-help, but not service-focused self-help, rather self-help focused on infrastructure and capacity building within homeless communities.

□ This study focuses on homeless encampments in developed nations, but purposely chooses encampments in three different countries to take advantage of their different cultures, institutional systems, governmental systems, and social welfare systems. Additionally, all three have somewhat different histories of self-help, voluntary action, and social movements. This will permit a richer comparative study, and one that will permit the testing of some organizational theories, e.g., neo-institutional theories of isomorphism, and some theories related to self-organization, e.g., social movement resource mobilization theory.

The State of Knowledge of the Field

Although there has been a great deal of literature on homelessness since the 1980s, much of it is focused upon its causes, the conditions, health, and mental health status of the homeless, and studies of social services. There is some literature on social movements among those who are homeless (Cress & Snow, 1996, 2000; Wright, 1995, 1997, 2000; Wagner & Cohen, 1991), and these focus particularly on homeless social movement organizations. While homeless encampments can be seen through social movement frames, and that is certainly one of the useful ways to view them, there is more than that occurring in the encampment organizations. Cress (1997) begins to look at one of the interesting issues when he explored the effects of nonprofit status on homeless social movements. But in this study, only one of the encampments incorporated as a nonprofit. One thing that this study does is to look at the factors that led to that incorporation, but led the two other encampments to different organizational forms.

An as yet mostly unexplored issue for homeless encampments is their role in civil society infrastructure and capacity building, within the encampments and in the broader homeless community (Wright, 1995). That is, the encampments themselves and their sub-organization, the development of leadership, the development of concrete political and organizational skills, and other issues can be viewed as nascent civil society building activities. That view sees homeless encampments more as expressions of community than the dominant view of them as social movements and social movement organizations.

Approach

This research is based upon a case study (Yin, 1993; 1994) of self-organized homeless encampments in three locations: Portland, Oregon (U.S.A.), Toronto, Canada, and Osaka, Japan. While the three sites were selected somewhat based on opportunity, there were additional criteria suggesting their selection: 1) The three sites started at roughly the same time period, 2) being located in three different countries permitted testing some issues in neo-institutional organizational theory and cultural theory that would be unavailable if they were located in the same country, 3) these three sites have been in active communication with each other, including sharing strategy, yet they evolved in very different ways. The analysis is based upon fieldwork including semi-structured and unstructured interviews of camp residents, supporters, and detractors; observation of the encampments; public records (e.g., city council and provincial deliberations); encampment records (e.g., e-mail communications, articles of incorporation for one of the sites, personal diaries of camp residents); and media reports (e.g., newspaper articles, television reports, video documentaries).

Contribution

□ This makes contributions in several areas. First, much of self-help research looks at self-help efforts that are supported by or even initiated by professionals and other non-indigenous groups. There are, of course, prominent examples where this is not the case, e.g., Alcoholics Anonymous (cite). This study explicitly looks at indigenous self-organization by individuals and groups that, when compared to others, are relatively inexperienced in organization. There is value in looking at what kinds of organizing solutions indigenous groups come up with themselves. Second, the transnational sharing of strategy and solidarity, especially mediated by internet technology, is a new occurrence. The study makes a contribution by taking a first look at this. Third, much of self-help is focused on problem amelioration in individuals, with the support of others. Homeless encampments can be seen as attempts to build infrastructure and capacity in groups not typically seen as having that potential.

Bibliography

- Cress, D.M. (1997). Nonprofit incorporation among movements of the poor: Pathways and consequences for homeless social movement organizations. *The Sociological Quarterly*, 38(2): 343-360.
- Cress, D.M. and Snow, D.A. (2000). The outcomes of homeless mobilization: The influence of organization, disruption, political mediation, and framing. *American Journal of Sociology*, 105(4): 1063-1104.
- Cress, D.M. and Snow, D.A. (1996). Mobilization at the margins: Resources, benefactors, and the viability of homeless social movement organizations. *American Sociological Review*, 61 (6): 1089-1109.
- Wagner, D. and Cohen, M.B. (1991). The power of the people: Homeless protesters in the aftermath of social movement participation. *Social Problems*, 38(4): 543-561.
- Wright, T. (2000). Resisting Homelessness: Global, national, and local solutions. *Contemporary Sociology*, 29 (1): 27-43.
- Wright, T. (1997). *Out of place: homeless mobilizations, subcities, and contested landscapes*. Albany: State University of New York Press.
- Wright, T. (1995). Tranquility city: Self-organization, protest, and collective gains within a Chicago Homeless encampment. In Smith, M. P. (Ed.), *Marginal Spaces*. (pp 37-68). New Brunswick, NJ: Transaction Publishers.

Paper Number: PN032027.4

Paper Title: The Free-Rider Problem in Self- Help Groups for Parents of Children with Rare Diseases: How "Selfishness" is dealt with in Mutual Help Organizations in the Japanese Cultural

Author(s):

Dr. Tomofumi Oka, Sophia University, Kashiwa, JAPAN

Summary of Research

One of the most serious problems confronting group leaders is how to deal with the numerous "free-riders" using their telephone counseling services. This paper discusses Japanese cultural factors that might aggravate the problem, illustrates an organizational dilemma which challenges the leaders, and describes tactics the groups have devised to avoid the problem.

Description

Aims and Relevant Literature

□The "helper-therapy principle," the benefits that self-help group members gain through the process of being engaged in voluntary service, has been recognized by research as being uniquely important (Riessman & Carol 1995). However, the overload and stress of active members of self-help groups has also been reported. (Revenson & Cassel 1991). This research contributes to the study of overburdened leadership from a Japanese cultural perspective.

Methodology and Research Context

□The research is based on ten years' fieldwork on over twenty self-help groups for parents of ill children with intractable diseases. A three session qualitative interview with leaders of twenty-one parent groups led to defining a major factor of overload was their peer counseling service. Six focus group interviews (Krueger, 1994) involving twenty four participants from nineteen groups were held. All interviews were verbatim transcribed and the transcripts analyzed using qualitative data analysis software (QSR Nud*ist6). As a participatory action research (Borkman & Schubert 1994) some representatives of the association conducted "member checks" to solicit feedback from respondents on the researcher's findings. (Schwandt 2001:155).

Findings

□The participants in the focus groups revealed a fundamental organizational dilemma within their mutual help groups. While these groups are supposed to provide "mutual help" among members, in actuality, the members' voluntary help, especially their telephone counseling, is consumed by people who are not members or are passive, non-contributing members. There are too many dependent members or "free-riders" who "presumptuously" use help without making any contribution to the group. To resolve this dilemma, various tactics have been devised. Some leaders attempt to refer callers to those members who are in a similar situation. Others stress their own parenthood, thereby drawing the callers' attention to the fact that their voluntary service is quite different from professionals' medical counseling. And, third, they keep some information about the disease from non-members; for example, they restrict the amount of information on their web pages, implying that those who want a full range of information must join the group.

Discussion

□There are two aspects of the free-rider problem in the parents' groups: one is primarily specific to the groups of parent of children with rare and intractable diseases and the other is the Japanese cultural context.

□Voluntary counseling services are essential to the parent groups because these services are the primary recruitment method for new members. Parents are desperate for information on their child's disease and this information is difficult to obtain because the diseases are so rare. Thus, they must depend on parents' groups. Many want nothing more from the groups than information and avoid actually joining or maintaining only nominal memberships. Some parents avoid joining because it

means accepting the serious health problem of their child which would compromise their profound hope for the child's recovery.

□ Some sociologists have point out that Japanese traditions of mutual help also include "mutual surveillance." (Sugimoto, 1997). There is a "strong...role of mutual monitoring and sanctioning in the Japanese society as a deterrent of free riding."

(Yamagishi 1988:540) However, it is almost impossible for members of parent groups to conduct mutual surveillance because they have very little time together. In the case of non-members, there is virtually nothing to deter them from free riding.

□ In conclusion, voluntary counseling services are essential for recruitment and group viability but can also detract from the groups' viability because the cost to members is crippling. At this point, one of the greatest contributions that professional supporters could make to the development of self-help groups would be to help them provide voluntary services to avoid overburdening their leaders.

□

References

Borkman, T., & Schubert, M. (1994). Participatory Action Research as a Strategy for Studying Self-Help Groups Internationally. In F. Lavoie, T. Borkman, & B. Gidron (Eds.). *Self-Help and Mutual Aid Groups: International and Multicultural Perspectives* (pp. 45-68). New York: Haworth.

Krueger, R. A. (1994). *Focus Groups: A Practical Guide for Applied Research*. Thousand Oaks, CA: Sage.

Revenson, T. A., & Cassel, J. B. (1991). An Exploration of Leadership in a Medical Mutual Help Organization. *American Journal of Community Psychology*, 19(5), 683-698.

Riessman, F., & Carroll, D. (1995). *Redefining Self-Help: Policy and Practice*. San Francisco: Jossey-Bass.

Schwandt, T. A. (2001). *Dictionary of Qualitative Inquiry* (2nd ed.). Thousand Oaks, CA: Sage.

Sugimoto, Y. (1997). *An Introduction to Japanese Society*. Cambridge: Cambridge University Press.

Yamagishi, T. (1988). Exit from the Group as an Individualistic Solution to the Free Rider Problem in the United States and Japan. *Journal of Experimental Social Psychology*, 24, 530-542.

Paper Number: PN032028

Paper Title: Multi-Level Influences on Volunteer Motivation

Author(s):

Dr. Linda Bridges Karr, University of Groningen, Groningen, NETHERLANDS

Description

One crucial aspect of volunteerism is that people seem to be willing to offer more time and effort, if in their eyes their work will produce more socially relevant results. If the effectiveness of volunteer effort could be increased, it is likely that this would draw in more volunteers. The effectiveness of volunteer effort can be affected by the extent to which volunteers are able to realize the goals they pursue through their work.

The realization of goals is affected by numerous factors operating above the individual level. Organizations design systems whereby the goals of volunteers may be matched with those of the organization. Through management activities focused on such processes as recruitment, socialization, and retention, organizations select in volunteers with compatible goals, alter the goals of volunteers to connect better with those of the organization, and select out volunteers whose goals are contrary to those of the organization.

At the societal level, recent years have seen the growth of more and more guidelines and regulations aimed at increasing accountability, but these developments have not taken into account their own impact on such organizations. Third sector studies strongly suggest that the application of more “business-like” practices may actually have a negative effect on the participation and productivity of volunteer workers.

The proposed panel will specifically address issues of volunteer motivation in higher-level (organizational, societal) context. This is an oft-noted but seldom addressed gap in the literature on volunteering. In keeping with the current theme on building theory for the discipline of nonprofit and voluntary action research, the panel will focus on issues related to the development of multi-level theories of volunteer behavior.

The panel includes papers located at various points on the academic-practitioner continuum, with a cross-national perspective. The panel seeks to address three broad questions:

1. In what theoretical framework can we address the impact of organizational and societal-level factors on individual volunteer motivation?
2. How can volunteer motivation be managed within the organizational context?
3. How do large-scale social trends (such as the present push for nonprofit accountability) affect volunteerism at the individual level?

Another key point to be stressed in the panel is the need for academics and practitioners to coordinate their efforts so as to advance theory and enhance practice.

Paper Number: PN032028.1

Paper Title: Can a governmental volunteer policy influence individual volunteer motivation en behavior?

Author(s):

Dr. Lucas C.P.M. Meijs, Erasmus University, Rotterdam, NETHERLANDS

Summary of Research

The paper will address the question of how governmental policies seeking to influence, stimulate and/or support volunteerism and volunteering affect volunteer organizations and the motivations of individual volunteers. It is based upon research from 20 pilot projects in local municipalities and provinces in the Netherlands, following a major national governmental push to encourage local municipalities to develop volunteer policies. The paper will analyze the theoretical link between the goals of government and the motivation of volunteers.

Description

The relation between governmental policies on volunteering and individual volunteers

In many countries governments try to influence and stimulate volunteering and volunteerism. The 2001 International Year of Volunteers has been a major driving force in this. (see also Smith, 2001). In the Netherlands, two different tracks currently are rolled out to urge local governments to take action. The first track is very action-orientated and stimulates local governments to provide active help and support for volunteering. Partly funded by national government, many local governments start volunteer centers. The second track stimulates local governments to retool fully operational volunteer policies in such a way that they secure the efforts of the first track. There are four target areas in which local governments need to improve their policies:

 agenda-setting and vision formulation on why governments should involve themselves with volunteering and how volunteering should develop?

 role of the government in relation to volunteering

 knowledge about volunteering

 participation by volunteers in policy formulation and -execution.

Research question

Concentrating on the first target area there seem to be three broad governmental policy goals (Meijs, 2000):

 Volunteering as a way to improve the quality of life and (career) possibilities of individual volunteers;

 Volunteering as a way to keep services affordable or to improve the quality of these services;

 Volunteering as a way to develop social capital.

These three broad governmental policy goals will be considered within the context of framing theory in order to analyze perceptions volunteers may have regarding their relationships with the organization and with other volunteers in that organization, and the goals they seek to achieve through their work as volunteers (see Lindenberg, 2001; Karr and Meijs, 2002). The paper will make use of three “master frames” (hedonic, instrumental gain, and normative) to represent three broad categories of perceptions and orientations. Some combination of these frames, which vary in their degree of salience, is assumed to characterize any given relationship.

Advertising campaigns are one means of seeking to influence the salience of particular frames. For example, the promotion of volunteerism as a means of improving the employability of longtime unemployed people emphasizes the salience of the instrumental gain frame. Volunteers thus recruited are likely to approach their volunteer work as a targeted means to acquiring social and material resources that can be used to improve their overall state of well-being. Similarly, campaigns promoting volunteerism as a means of cultivating social capital – of forming and maintaining ties that bind individuals to each other and to institutions within a complex society – seek to evoke a normative

frame. Volunteers attracted through such a campaign are likely to approach their work as a means of “doing the right thing” by making a contribution to the overall well-being of the society as a whole.

Relation to literature

The research is aimed at developing theoretical insights into the relation between government and volunteering and can be placed in this debate. The paper can be linked to the question if and how governments can make a difference (Smith, 1998), and to the different governmental third sector regimes as formulated by Salamon, Sokolowski, and Anheier (2000). The paper will also be relevant to the literature on volunteerism, volunteering and volunteer management and volunteer motivation.

Approach

The combined result of the two tracks can be seen as an experiment in more than 350 local municipalities that are exploring both the policy and action aspects of supporting volunteerism in their local communities. Twenty of the municipalities function as pilot studies for the policy development track. These experiments will be followed. The results will be analyzed along with results from a survey on the state of volunteer policy in the Netherlands and in an analysis of almost all projects in the local municipalities. The paper will analyze the reaction of individual volunteers and of organizations that work with volunteers on different governmental policy goals within the different pilot studies.

Contribution to the field

The paper offers insight into 1) the ways that governments want and try to influence volunteering and 2) the reactions of volunteers and organizations using volunteers to these policies. The findings will be of importance to governments but also to business companies running community programs.

Lindenberg, S.M. 2001. Intrinsic motivation in a new light. *Kyklos*. 54:317-342.

Karr, L.B. and L.C.P.M. Meijs. 2002. On my honor, you can count on me: Management strategies and organizational commitment among volunteers. Association for Research on Nonprofit Organizations and Voluntary Action Annual Conference, Montréal, Canada.

Meijs, Lucas, C.P.M. 2000. ‘De economische en maatschappelijke waarde van vrijwilligerswerk’. In: *Goed bestuur. Stichting en vereniging: financieel, fiscaal en juridisch nieuws en advies*. Jrg. 3, Nr. 6, p. 7.

Salamon, Lester M., S. Wojciech Sokolowski, and Helmut K. Anheier. 2000. *Social origins of Civil Societies: An Overview*. The Johns Hopkins University Press, Baltimore.

Smith, Justin Davis. 1998. Making a difference: Can governments influence volunteering? In: *Voluntary Action*, vol 1, nr 1, p 7-20

Smith, Justin Davis. 2001. The inflatable log: volunteering, the state and democracy. In: *Voluntary Action*, vol 3, nr 3, p 13-26

Paper Number: PN032028.2

Paper Title: On the possibility of rewarding A-Z in the pursuit of V: Toward a theory of sustainable volunteerism

Author(s):

Dr. Linda Karr, University of Groningen, Groningen, NETHERLANDS

drs. Jessica M. Steur, University of Groninger, Groningen, Netherlands

Summary of Research

The paper will use sociological framing theory to examine volunteer motivation within an organizational context. This approach allows the consideration of multiple and changing goals, as well as the effects that organizational decisions and practices may have on shaping volunteer motivation within the organization. The theoretical ideas discussed in the paper will be illustrated with survey data collected from over two thousand volunteers representing a national volunteer organization in the Netherlands, and four chapters of a related national volunteer organization in the United States.

Description

I. Problem Statement/Relation to State of Knowledge in the Field

Volunteer work is an important part of keeping the social fabric from ripping into small pieces of individual interest. Participation in volunteer work in the Netherlands and the United States has historically been high in international comparison (Salamon and Sokolowski, 2001). Lately, however, volunteerism has begun to see declines in both countries. The conditions under which participation in volunteer work varies are still not well understood (van de Vliert, Huong, and Levine, in press).

Incentive structures in volunteer organizations

The systems through which organizations reward volunteers (or rather, the systems through which volunteers are rewarded through their work in organizations) are difficult to measure. A crucial aspect of volunteerism is that people seem to be willing to offer more time and effort, if in their eyes their work will produce more socially relevant results. If the effectiveness of volunteer effort could be increased, it is likely that this would draw in more volunteers. The effectiveness of volunteer effort, however, is not easily examined. The difficulties inherent in trying are well in evidence in ongoing discussions of how to measure outcomes rather than simply outputs. Similarly, the rewards a given individual may receive through volunteer work may or may not derive from any specific investment on the part of the organization, but can form an important part of an organization's strategies for recruitment, socialization, and retention.

It is widely known that individuals have many reasons for choosing to volunteer their time and effort. Proposing that volunteerism can serve any of six major functions for individuals, the "functional approach" to volunteer motivation (Clary and Snyder, 1991, 1998) laid an important foundation for the systematic examination of these motivations. Further, they argue that continued participation in volunteer work is dependent upon a match between the volunteer and the organization, based on the likelihood that a volunteer's goals will be met as she contributes her efforts toward the pursuit of the organization's objectives. It is also well established that the motivations leading to the initial decision to volunteer are not the same as those that contribute to sustained involvement in volunteer work. It is therefore important to consider the dynamics of shifting motivations as well as the mechanisms underlying these shifts in the course of sustained volunteer work.

Framing

Monitoring the multiple, dynamic goals of many individuals is a tricky proposition in any organization, and could be particularly troublesome in volunteer organizations. Assuming, however, that all individuals share the universal goal of improving their position (both physically and socially), and that this goal can be pursued through a variety of instrumental means, we can begin to consider the mental orientations – or "frames" – through which individuals define social situations and consider alternatives for action (Lindenberg, 2001). For example, when the maximization of tangible resources guides

behavioral choices, we can speak of a “gain frame.” Similarly, action in a “normative frame” is oriented toward acting appropriately, while that in a “hedonic frame” is oriented toward immediate gratification. At any time, several frames may be active for an individual, although one will be more prominent than all of the others. Frames may also shift in their salience.

Given the proximity of particular frames to an individual’s emotions and fundamental goals, frames may be weaker or stronger relative to other frames, and thus may require differing levels of outside intervention to invoke or maintain (Lindenberg, 2001). Recent research in human resources (Muhlau, 2001; Horgan, in press) shows that the effectiveness of certain organizational practices rests on their ability to invoking and maintaining an appropriate combination of frames. For example, the practice of offering premium salary and benefit packages invokes an instrumental gain frame by encouraging employees to focus on increasing his own material resources, while organization of work into teams encourages a sense of mutual obligation. The latter can be seen as seeking to balance the gain frame by keeping a normative frame salient in the background (Horgan, in press). By becoming aware of the effects that organizational practices may have on the motivational framing of their volunteers, organizations can not only improve their ability to meet their volunteers’ needs, but may also improve their ability to identify and change practices that may encourage mismatches. Empirical investigation of framing in an organizational context is only now beginning to emerge.

II. Approach (data sources)

The proposed paper will include an analysis of data from a questionnaire survey of more than two thousand volunteers in the Netherlands and the United States. Respondents were drawn from among comparable operational positions in two Scouting organizations, which have a history of success in cultivating substantial regular contributions of volunteer time sustained over many years. While ideologically (and, to some extent, operationally) similar, they differ dramatically in both structure and approach to volunteer management.

Among the measures included in the survey were general life goals, overall perception of well-being, perceived rewards of volunteer work, along with perceptions of work in the organizational context, attitudinal organizational commitment, and short- and long-term intent to remain. Additionally included were such behavioral indicators as the number of hours per week volunteered through the organization, tenure in the volunteer position, and training participation.

Using information gathered from documents and from decision-makers within the organizations, the proposed paper will show how structural-historical factors led to basic differences that affected the design of strategies for volunteer recruitment, socialization, and training. It will further show how these factors appear to have shaped the prevalence of frames among volunteers in aggregate, and how they are related at the individual level to both attitudes toward and behaviors within the organization.

III. Contribution to the field

The proposed paper is both socially relevant and scientifically important, and has the potential to be practically useful. The social relevance lies in its potential for assisting practitioners in volunteer organizations to manage their volunteers more effectively. That there is a clear need for such tools is obvious in the increasing demand for nonprofit and volunteer organizations to prove themselves accountable for the resources entrusted to them by the volunteer and philanthropic public. Recent years have seen the growth of more and more guidelines and regulations aimed at increasing accountability, but these developments have not taken into account their own impact on such organizations. The application of more “business-like” practices, however, may actually have a negative effect on the participation and productivity of volunteer workers. The examination of volunteer motivation as a central component of the reward structure in volunteer organizations can lay the foundation for the development of strategies and practices that can take such effects into account.

Key words: volunteerism, volunteer motivation, volunteer management

Literature

Clary, E.G. and Snyder, M. 1991. A functional analysis of altruism and prosocial behavior: The case of volunteerism. *Review of Personality and Social Psychology*. 12:119-148.

Clary, E.G., R.D. Ridge, A.A. Stukas, M. Snyder, J. Copeland, J. Haugen, and P. Miene. 1998. Understanding and assessing the motivations of volunteers: a functional approach. *Journal of Personality and Social Psychology*. 74: 1516-1531.

Karr, L.B. and L.C.P.M. Meijs. On my honor, you can count on me: Management strategies and organizational commitment among volunteers. Association for Research on Nonprofit Organizations and Voluntary Action Annual Conference, Montréal, Canada (November 2002)

Lindenberg, S.M. 2001a. Intrinsic motivation in a new light. *Kyklos*. 54:317-342.

_____. 2001b. Social rationality versus rational egoism. in. J. Turner (ed.) *Handbook of Sociological Theory*. New York: Plenum.

Meijs, L.C.P.M. and E. Hoogstad. 2001. New ways of managing volunteers: Combining membership management and programme management. *Voluntary Action: The Journal of the Institute for Volunteering Research*. 3:41-61.

Mühlau, P. 2000. The Governance of the Employment Relation: A Relational Signaling Perspective. Doctoral Dissertation: Rijksuniversiteit Groningen.

Salamon, L.M. and W. Sokolowski. 2001. Volunteering in cross-national perspective: Evidence from 24 countries. Working Papers of the Johns Hopkins Comparative Nonprofit Sector Project, no. 40. Baltimore: The Johns Hopkins Center for Civil Society Studies.

Vliert, E. van de, X. Huang, and R.V. Levine. (in press). National wealth and thermal climate as predictors of motives for volunteer work.

Paper Number: PN032028.3

Paper Title: The push for short-term volunteering: Trends and consequences

Author(s):

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

Summary of Research

The paper will address the growing trend toward short-term volunteering.

Description

□ The trickle of information on the rising tide of episodic volunteering began in 1989. The National Volunteer Center, with funding from the JC Penney Foundation, (now the Points of Light Foundation) published a study on volunteering. One question asked of non-volunteers was what it would take to get them to volunteer. 79% of the respondents said “a short term assignment.” (National Volunteer Center, 1989) By 1999 43% of all volunteers were serving in episodic or short-term assignments.

(Independent Sector, 2000). Informal reports by directors of volunteer programs across the world describe a growing tide of people who want to volunteer in ways different from what was previously considered the norm. (International Conference on Volunteer Administration, personal reports 1995 – 2001). What happened to volunteering and why?

□ □ Volunteering reflects the society in which it exists. Work life and family life has changed in the last three decades and the change in attitudes toward volunteering seem to reflect larger societal shifts. What shifts in work life, family life, and social engagement have happened to impact this change in the way people volunteer? This paper will examine shifts that were harbingers of a shift in the type of volunteering people are willing and able to do.

The need for research on this topic is minimal, however, there have been some efforts to understand the area of episodic volunteering. One study examines what motivates people to serve episodically and how it impacts their attitudes toward the organization in the short and long run. (Dietz, 1999). In another article the author posits that the allocation of time is a big issue, with people unwilling to commit to long-term single volunteer activities. (Cook, 1994)

This paper begins by outlining the structure of episodic or short-term volunteer assignments and where they can be seen in the nonprofit and voluntary sector. The paper moves on to ascertain whether the move toward shorter assignments is a new phenomena or a growing movement that seems destined to overcome the more conventional format of serving a single organization on a regular schedule for years. Is episodic volunteering really new, according to commonly held definitions, or is it a reflection of other changes in society? And what research questions remain to be explored to aid practitioners in managing this new type of volunteering?

References:

Cook, A.F. (1994). A case for research: Understanding the Characteristics of potential volunteers. The Journal of Volunteer Administration, 12: 1,2, 27-30

Dietz, Lora. (1999), “The Impact of Motivation on Episodic Volunteer Classifications Using the Volunteer Function Inventory.” Master’s Thesis, Arizona State University

Independent Sector. (1999). Giving and Volunteering in the United States., Washington, DC

Macduff, Nancy. (1998) “A Volunteer Taxonomy.” Paper presented at 1998 ARNOVA conference, Walla Walla, WA

Paper Number: PN032029

Paper Title: Advancing Nonprofit Informatics: Advocacy, Civic Participation and Electronic Democracy, Technology and the Nonprofit Sector

Author(s):

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

Description

The nonprofit sector has always had a strong interest in public policy and a robust commitment to civil society (Salamon, 1999; Jenkins, 1987). The development of the Internet has modified some of the tools that can be used to pursue these core functions and has created a number of promising opportunities (such as teledemocracy and e-government) for promoting public participation (Hick & McNutt, 2002; Kim & Layne, 2001; Larsen & Rainie, 2002; Cliff, 2000; McNutt, J.G, Keaney, Crawford, Schubert & Sullivan, 2001; McNutt & Boland, 1999; McNutt, 2000a; 2000b). These developments raise a number of questions for nonprofit scholars: What are these new developments? Are they effective? What are the consequences of using them to promote public participation? Can these new methods be used with traditional nonprofit advocacy techniques?

This panel explores these issues in a stimulating mix of academic and practitioner perspectives. The papers are as follows:

Levels of Electronic Government Development and Citizen Use of the Internet for Public Policy Change looks at the relationship between types of policy change behavior by citizens and types of e-government activity at the state level.

Using the Web to Teach Power Analysis: Identifying Campaign Donors and Elites examines Internet-based research methods for conducting power analysis and establishing linkages among political and economic elites. This type of research is essential for developing social movements and identifying the power resources of opponents.

A Social Movement perspective on the Rise of Nonprofit Service Providers evaluates how nonprofit technology support organizations are created and how the need for these organizations is fashioned by a social movement process toward nonprofit technology.

City Scan: An Experiment in Neighborhood Activism and Technology presents an exciting project designed to use technology to deal with community problems and powerlessness.

These four papers provide discussion of these critical issues from a research perspective, a theoretical perspective and a practice perspective. It will add to the ongoing discussion of the nexus between technology, political participation and the nonprofit sector.

References:

Clift, S. (2000) The E-Democracy E-Book: Democracy is Online 2.0 Publicus available at <http://www.publicus.net>

Hick, S. & McNutt, J. (eds.) (2002). Advocacy and Activism on the Internet: Perspectives from Community Organization and Social Policy. Chicago: Lyceum Press.

Jenkins, J. C. (1987). Non profit organizations and policy advocacy. In Powell, W.W. (ed.). The Nonprofit sector: A Research handbook. New Haven: Yale University Press, pp. 296-320.

Kim, S. & Layne, K. (2001). Making the Connection: E-government and Public Administration Education. Journal of Public Affairs Education, 7,(4), 229-240

Larsen, E. & Rainie, L. (2002). Digital town hall: How officials use the Internet and the civic benefits they cite from dealing with constituents on-line. Washington DC: Pew Internet and American Life Project.

McNutt, J.G, Keaney, W.F., Crawford, P., Schubert, L. & Sullivan, C. (2001). Going On-Line For Children: A National Study Of Electronic Advocacy By Non-Profit Child Advocacy Agencies In The Impact of Information technology on civil society: Working Papers from the Independent Sector's 2001 Spring Research Forum. Washington, DC: Independent Sector.

McNutt, J.G. & Boland, K.M. (1999). Electronic Advocacy by Non-Profit Organizations in Social Welfare Policy. Non-profit and Voluntary Sector Quarterly. 28 (4), 432-451.

McNutt, J.G (2000a). Coming Perspectives in the Development of Electronic Advocacy for Social Policy Practice. Critical Social Work, 1 (1) On-line at <http://core.ecu.edu/socw/csw/>

McNutt, J.G. (2000b). The Internet and Non-Profit Advocacy: Patterns of Web-based On-line Advocacy in Different Organizational Fields. Paper presented at The International Society for Third-Sector Research Biennial Conference The Third Sector: For What and For Whom? Dublin, Ireland - July 5-8, 2000.

Paper Number: PN032029.1

Paper Title: Levels of Electronic Government Development and Citizen Use of the Internet for Public Policy Change.

Author(s):

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

Ms. Katherine Boland, Rowan University, Glassboro, NJ, USA

Summary of Research

Levels of Electronic Government Development and Citizen Use of the Internet for Public Policy Change looks at the relationship between types of policy change behavior by citizens and types of e-government activity at the state level. The paper uses a large scale opinion survey and data from several studies of e-government/e-democracy.

Description

Political participation is a significant component of any conception of civil society or voluntary action. The development of the Internet has changed the dynamic somewhat but has not diminished its critical importance. Many nonprofits have begun to use Internet based advocacy techniques to engender on-line public participation (McNutt & Boland, 1999). At the same time, technology is changing the nature of the governmental institution that the public interacts with. Electronic government and similar efforts (such as electronic democracy and reinventing government) have engendered a number of ways for citizens to become involved with their government. Do these new technologies lead to greater political participation? While there has been research on how advocacy groups relate to e-government (McNutt, Boland and Haskett, 2002), the issue of e-government—e-citizen relationships needs to be further explored within the context of nonprofit theory. While there is considerable fan fair about the potential of e-government to mobilize citizen action, it is less clear that this is happening.

Research questions: The research explores two research questions: (1) Is there a relationship between the level of electronic government activity and the level of citizen political activity via the Internet? (2) Do age, gender and income affect the relationship (if any) between the level of electronic government activity and the level of citizen political activity via the Internet?

Research Methods: This is a cross sectional study using secondary data analysis. The Independent variables are total level of e-government activity and the level of specific types of e-government. Reported political activity over the Internet is the dependent variable. Covariants are age, gender and income of the respondents. Data sources are the PEW-Internet Life On-Line Community Dataset and results from the Taubman Center/Brown University E-Government Study (West, 2001). Regression results suggest that the relationship between level of e-government and some aspects of on-line political participation is exceedingly modest. This casts some doubt about the effect that e-government has on voluntary political action.

References:

McNutt, J.G. & Boland, K.M. (1999). Electronic Advocacy by Non-Profit Organizations in Social Welfare Policy. *Non-profit and Voluntary Sector Quarterly*. 28 (4), 432-451.

McNutt, J.G., Boland, K.M. & Haskett, G. (2002, November). Electronic Government and Electronic Advocacy: An Empirical Exploration of Relationships and Patterns. Presentation at the 31th Annual meeting of the Association of Voluntary Action Scholars, Montreal, Quebec, November 14-16.

West, D.M. (2001). E-government and the transformation of public sector service delivery. Paper prepared for delivery at the 2001 Annual Meeting of the American Political Science Association, San Francisco, CA. August 30-September 2, 2001.

Paper Number: PN032029.2

Paper Title: Using the Web to Teach Power Analysis: Identifying Campaign Donors and Elites

Author(s):

Dr. Donna Hardina, California State University, Fresno, Fresno, CA, USA

Summary of Research

paper describes Internet-based research methods for conducting power analysis and establishing linkages among political and economic elites. This type of research is essential for developing social movements and identifying the power resources of your group's opponents

Description

Using the Web to Teach Power Analysis: Identifying Campaign Donors and Elites

In order to affect policy change, advocates need to build social movements and develop resources such as media coverage, lobbying capability, and powerful interest groups (Hrebenar, 1997; Mullar, 1992). One essential component of social change organizing is to be able to assess the power resources of your opponents. Traditional ways of doing this include personal interviews with community leaders and reviewing media accounts of key individuals who have influenced policy changes (Meenaghan, Washington, & Ryan, 1982.). Using these techniques, advocates could identify power brokers, members of elites, and interest groups who influenced governmental and economic decisions (Mills, 1956). Decision makers could also be identified by conducting research on inter-locking boards of directors or through the identification of economic, familial, or friendship ties that linked some of these powerful decision-makers. Advocates also used records from the Federal Election Commission to identify individuals who made large donations to political campaigns in order to influence specific pieces of information.

□The World Wide Web has largely made these traditional methods of research unnecessary. The Internet has proven to be an effective tool for conducting direct advocacy and advocacy-related background research (Hick & McNutt, 2002). In this paper, the author describes methods used to conduct power analysis on the Internet. Techniques for tracking campaign donations, identifying inter-locking corporate boards, and identifying resources accumulated by various interest groups will be examined. In addition, methods for using this information to examine the strength and influence of social networks as well as linkages among decision-makers and interest groups will be identified (Jasper & Poulsen, 1995; Murty, 1998).

References

Hick, S., & McNutt, J. (2002). *Advocacy, activism, and the Internet*. Chicago: Lyceum.

Hrebenar, R. (1997). *Interest group politics in America* (3rd ed.). Armonk, NY: M.E. Sharpe.

Jasper, J., & Poulsen, J. (1995). Recruiting strangers and friends: Moral shocks and social networks in animal rights and anti-nuclear protests. *Social Problems*, 42, 493-513.

Meenaghan, T., Washington, R., & Ryan R. (1982). *Macro practice in the human services*. New York: Free Press.

Mills, C. W. (1956). *The power elite*. New York: Oxford University Press.

Muller, C (1992). Building social movement theory. In Morris, A., Mueller, C. (Eds.). *Frontiers in social movement theory* (pp. 3-25). New Haven: Yale University.

Murty, S. (1998). Network analysis as a research methodology. In R. MacNair (Ed.). *Research methods*

for community practice (pp. 21-46). New York: Haworth.

Paper Number: PN032029.3

Paper Title: A Social Movement perspective on the Rise of Nonprofit Service Providers

Author(s):

Dr. Deborah M Bey, University of Michigan, School of Social Work, Ann Arbor, MI, USA

Summary of Research

This paper considers the growth of nonprofit technology assistance providers from a social movement perspective. The paper uses interview data to explore the development of these new organizations.

Description

A Social Movement perspective on the Rise of Nonprofit Service Providers

The paper examines how social movements contribute to institutional change and the creation of a new industry. The author attempts to build on the bridging of institutional and social movement perspectives and develop the concept of field frame to study how industries are shaped by the social structures of meanings and resources that underpin and stabilize practices and social organization. Drawing on the case of how the computer industry and the digital divide debate (Norris, 2001; Ebo, 1998) enabled the rise of a new nonprofit industry – the Nonprofit Technology Service Providers (McInerney, 2002). This paper will show that movements can help to transform existing nonprofit practices and enable new kinds of industry development by engaging in efforts that lead to the deinstitutionalization of field frame.

The research utilizes interviews with the founders of nonprofit service providers, nonprofit and technology advocates and nonprofit board members to give an overview of the challenges and rise of this new organizational form.

This research contributes to nonprofit theory by adding to the research base on organizational foundations and the role of social movements in the shaping of the sector. It will also add to our knowledge about the role of technology in the nonprofit sector.

References:

Ebo, B.(ed.) (1998). *The Cyberghetto or Cybertopia: Race, Class, Gender & Marginalization in Cyberspace*. New York: Praeger

McInerney, P.B. (2002). *The Evangelist and the Firm: Models of Technology Assistance to the Nonprofit Sector*. Presentation at the 31th Annual meeting of the Association of Voluntary Action Scholars, Montreal, Quebec, November 14-16.

Norris, P. (2001). *The Digital divide*. New York: Cambridge University Press.

Paper Number: PN032029.4

Paper Title: City Scan: An Experiment in Neighborhood Activism and Technology

Author(s):

Dr. Sean Ghio, Connecticut Policy and Economic Council, Hartford, CT, USA

Summary of Research

This paper discusses the development of City Scan, a nonprofit technology organization that uses technology to solve community problems and advocate.

Description

City Scan: An Experiment in Neighborhood Activism and Technology

Nonprofit organizations have often worked to improve neighborhood conditions and build citizen power (Jenkins, 1987). Technology has created new opportunities to further this process and create civil society at the local level (Schwartz, 1996; Hick & McNutt, 2002).

City Scan works with residents in urban areas to identify, prioritize and resolve neighborhood problems. In four Connecticut cities, it is working with neighborhood groups to identify problems that city government can fix -- abandoned cars, vacant buildings, potholes, graffiti, and litter. It also trains youth or adult volunteers to use handheld computers, digital cameras, and GIS mapping software to inventory these street-level conditions. This information is the basis for a collaborative decision-making process to resolve the problems. City Scan helps define neighborhood priorities, improves communication processes between city agencies and residents, and builds an ongoing accountability system.

Mobile technology is an important aspect of City Scans success. Using the latest PocketPC handheld computers makes the work more exciting for young people and eliminates the tedious paper work and secondary data entry that usually accompanies local mapping and information gathering efforts. Building digital photographs and address information into a database also permits easy mapping of conditions. The combination of visual tools (maps and pictures) makes it much easier to engage citizens in the work than a reliance on spreadsheets and data reports ever could.

The paper will discuss the development of community work within a technologically sophisticated nonprofit organization. Following that, City Scan will be presented as a case study. Implications for nonprofits that would like to adopt such an effort will be provided as will implications for nonprofit scholarship.

References:

Hick, S. & McNutt, J. (eds.) (2002). *Advocacy and Activism on the Internet: Perspectives from Community Organization and Social Policy*. Chicago: Lyceum Press.

Jenkins, J. C. (1987). Non profit organizations and policy advocacy. In Powell, W.W. (ed.). *The Nonprofit sector: A Research handbook*. New Haven: Yale University Press, pp. 296-320.

Schwartz, E. (1996). *NetActivism: How citizens use the Internet*. Sebastopol: O'Reilly.

Paper Number: PN032030

Paper Title: Advancing Nonprofit Informatics: Geographic Information Systems in Nonprofit Teaching, Research and Practice

Author(s):

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

Description

This panel will discuss the implications of a rapidly evolving technology, Geographic Information Systems, for nonprofit scholarship, nonprofit management education and practice. Geographic Information Systems integrate mapping capacity with a range of other analysis tools to allow decision-makers to uncover new dimensions in the data (Hoefer, Hoefer & Tobias, 1994). It has been used in a variety of settings, including marketing, fundraising, program planning, evaluation, education and training and so forth in the public, commercial and nonprofit sectors (Queralt & Witte, 1998; Spade, 1996; Talen, 1998; 2000). In recent years, GIS has become a much more powerful tool as the technology has evolved and new data sources have been developed.

This panel will probe the application of this evolving technology for nonprofit scholarship, education and practice. Three complementary papers explore the implications of Geographic Information Systems technologies for the nonprofit sector.

Community Support Organizations, Regional Social Planning, and GIS provides an examination of the role of Geographic Information Systems technologies for planning agencies in the nonprofit sector. This research looks at how management support organizations are helping nonprofits use the new technology.

The Flow of Philanthropy: Mapping Foundation Funding in Richmond, Virginia This study takes an initial look at the geographic distribution and targets of private and community foundation dollars in metro Richmond, Virginia area in 2002. Building on earlier nonprofit scholarship about regional dynamics in philanthropy, this paper describes a two phased research project with GIS analysis in the final stage.

GIS for Human Service Professionals: Balancing pedagogy and technological training considers some of the issues involved in training future nonprofit professionals to use Geographic Information System technologies in practice.

This panel will provide a stimulating discussion of cutting edge technology applied to the issues and problems faced by the sector. It will add to nonprofit scholarship by (1) creating a focus on the possibilities of GIS technology for research and practice (2) illustrating the applications of GIS in familiar nonprofit settings and (3) examining the possibilities of GIS for nonprofit education.

References:

Hoefer, R.A; Hoefer, R; Tobias, R.A (1994). Geographic information systems and human services. *Journal of Community-Practice*.1(3), 113-28.

Queralt-M; & Witte-A.D (1998). A map for you? Geographic information systems in the social services. *Social Work*.43(5), 455-469.

Spade, M. (1996). Mapping the needs of the poor. *Clearinghouse review*., 138-145.

Talen, E. (1998). Visualizing Fairness: Equity Maps for Planners. *Journal of the American Planning Association*, 64(1), 22-38.

Talen, E. (2000). Bottom-Up GIS: A New Tool for Individual and Group Expression in Participatory Planning. *Journal of the American Planning Association*, 66(3), 279-294.

Tompkins, P. L. and Southward, L. H. (1998). Geographic Information Systems (GIOS): Implications for Promoting Social and Economic Justice Computers in Human Services 15(2/3):209-226.

Paper Number: PN032030.1

Paper Title: Community Support Organizations, Regional Social Planning, and GIS

Author(s):

Marc Schlossberg, University of Michigan, Eugene, OR, USA

Summary of Research

This paper discusses the incorporation of GIS technology into the nonprofit planning and development sector. The paper presents research about the development of nonprofit assistance providers in high technology

Description

Community Support Organizations, Regional Social Planning, and GIS

Nonprofits, especially those focusing on human services, community development, health (physical and mental), education, and the environment have begun to realize several benefits of a spatial analysis of their work. Geographic Information Systems (GIS) allows these organizations to have a geographic understanding of their services, of their clientele, and of emerging geographic areas of need. Other elements leading to the increased awareness and usage of GIS include new software that is relatively easy to use and learn, GIS is relatively inexpensive to acquire and operate, and many recent college graduates of social work, planning, and other academic fields have GIS skills. Despite these positive dimensions of GIS adoption, many nonprofit organizations (especially the majority, smaller organizations) fail to sustain their internal GIS efforts over time or lack the organizational resources to adequately initiate an internal GIS endeavor. Employees of nonprofit organizations that develop GIS skills often find more lucrative GIS jobs elsewhere, organizations that initiate GIS efforts often lack financial and personnel resources to sustain data collection and processing efforts over time, and for many organizations, the initial investment in GIS is simply not a practical option due to funding or personnel constraints.

In response, regional nonprofit service centers have begun to emerge that provide GIS services specifically to the nonprofit sector. This research looks specifically at five of these emerging Nonprofit GIS Support Organizations (NGSO) to understand their structures, strengths, and limitations. These NGSOs will be analyzed in depth in order to explore how they are structured, how they work, what their limitations are, and how they are funded both initially and over time. Each of these organizations has unique organizational structures, funding streams, organizational missions, and relationships among nonprofit organizations and with government agencies, although they share the basic goal to deliver useful GIS services to nonprofit agencies in their regions. Data will be gathered through a combination of methods, including directed interviews with agency centers, interviews with their clients, and content analysis of applicable organizational documents.

The results of this research adds to our understanding of regional social planning models. Moreover, this research adds to a growing interest in the Community Support Organization (CSO) model where a separate, community-based organization facilitates and supports the larger nonprofit community through centralized expertise and by facilitating coordination processes among other nonprofit, government social service, and community development agencies. These GIS Centers represent a potentially sustainable model of GIS service delivery and understanding their structure, capacities, and limitations are important as spatial analyses and map production are increasingly valued by nonprofit organizations and voluntary associations.

This paper will contribute to nonprofit scholarship by illustrating the use of GIS technology in new and emerging nonprofit settings. It will also add to our understanding of the adoption of technology in nonprofit organizations.

Selected References

- Barndt, M. (1998). Public Participation GIS - Barriers to Implementation. *Cartography and Geographic Information Systems*, 25(2), 105-112.
- Connor, J. A., & Kadel-Taras, S. (2000a). The Community Support Organization: Linking Not-for-Profits to Community Impact. *The Not-for-Profit CEO Monthly Letter*, 7, Accessed Electronically (<http://comnet.org/collaboratorycs/paper4.html>) December 2001.
- Connor, J. A., & Kadel-Taras, S. (2000b). Organizing community work to reach solutions [Internet]. PNNOnline. Retrieved 12/18/00, 2000, from the World Wide Web: <http://pnnonline.org/innovations/connor-kadel1215.adp>
- Connor, J. A., Kadel-Taras, S., & Vinokur-Kaplan, D. (1999). The role of nonprofit management support organizations in sustaining community collaborations. *Nonprofit Management & Leadership*, 10(2), 127-136.
- Craig, W., & Elwood, S. (1998). How and Why Community Groups Use Maps and Geographic Information. *Cartography and Geographic Information Systems*, 25(2), 95-104.
- Craig, W. J., Harris, T. M., & Weiner, D. (2002). *Community participation and geographic information systems*. London: Taylor & Francis.
- Elwood, S., & Leitner, H. (1998). GIS and community-based Planning: Exploring the Diversity of Neighborhood Perspectives and Needs. *Cartography and Geographic Information Systems*, 25(2), 77-88.
- Harris, T. (1998). Empowerment, Marginalization and "Community -Integrated" GIS. *Cartography and Geographic Information Systems*, 25(2), 67-76.
- Hoefer, R. A., Hoefer, R., & Tobias, R. A. (1994). Geographic information systems and human services. *Journal of Community-Practice*, 1(3), 113-128.
- Kellogg, W. A. (1999). Community-based Organizations and Neighbourhood Environmental Problem Solving: A Framework for Adoption of Information Technologies. *Journal of Environmental Planning & Management*, 42(4), 445-469.
- Leitner, H., Elwood, S., McMaster, S., & McMaster, R. (2000). Modes of GIS Provision and their Appropriateness for Neighborhood Organizations: Examples from Minneapolis and St. Paul, Minnesota. *URISA Journal*, 12(4), 45-58.
- Mitchell, A. (1998). *Zeroing In: Geographic information systems at work in the community*. Redlands, CA: Environmental Systems Research Institute, Inc.
- Queralt, M., & Witte, A. D. (1998). A Map for You? Geographic Information Systems in the Social Services. *Social Work*, 43(5), 455-469.
- Spade, M. (1996). Mapping the Needs of the Poor. *Clearinghouse Review*, June 1996, 138-145.
- Talen, E. (1998). Visualizing Fairness: Equity Maps for Planners. *Journal of the American Planning Association*, 64(1), 22-38.
- Talen, E. (2000). Bottom-Up GIS: A New Tool for Individual and Group Expression in Participatory Planning. *Journal of the American Planning Association*, 66(3), 279-294.

Paper Number: PN032030.2

Paper Title: The Flow of Philanthropy: Mapping Foundation Funding in Richmond, Virginia

Author(s):

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

Summary of Research

This paper discusses the role of GIS technology in the study of philanthropy flows in a major Southern city.

Description

The Flow of Philanthropy: Mapping Foundation Funding in Richmond, Virginia

The intersection of poverty, wealth and philanthropy is explored in this research. The pilot study is an initial look at the geographic distribution and targets of private and community foundation dollars in metro Richmond, Virginia in 2002. Several factors influence this research initiative, which is conceived as an exploratory first step in a broad, collaborative initiative to improve social problem solving in Richmond, Virginia. The primary purpose of the research is to support and inform the work of both the nonprofit donors and service providers to nurture a healthy living environment. There is unmistakable evidence of escalating income and wealth inequality in the United States (Burtless & Smeeding, 2001; Krugman, 2002). Census data show a rising share of income going to the top 20 percent, especially the top five percent, of families. At the same time, the percentage of Americans who are poor has risen over the past two decades and the devolution of state and federal government has left the public safety net in the hands of the nonprofit sector. Lastly, in the past two years the US economy has continued to decline, meaning reduced earnings on foundation investments. All this has occurred in an environment that mandates a nonprofit sector with increased and improved functions to solve social problems once addressed by government.

Dowie (2001) argues that even though generational wealth transfer in the next 25 to 50 years could easily make organized philanthropy the fastest growing financial sector in the economy, nongovernmental sources cannot come close to compensating for the sums lost through the devolution of state and federal government. Dowie's work points to the importance of philanthropy as both a public policy tool and a means of abating wealth inequality.

Julian Wolpert's analysis of generosity in the U.S. indicates a problem of distribution among philanthropies: "Them that has, gets." Wolpert studied organizations in 85 metropolitan statistical areas and found that support for amenity services, programs intended to enhance the variety and quality of life, exceeded support for social services, programs intended to reduce inequality. Support for amenity services is also greater in places where per capita income is increasing and where the political and cultural ideology is liberal (Wolpert, 1993, pp. 6-7). Wolpert found that nonprofit organizations were tied to their source of contributions by geographic area as well as by the nature of their services: "Nonprofits have become locked in a process of largely providing services and amenities to their own local donors and are not organized to provide more generous support for redistributive services." They have not overcome "the impediments to retargeting support between service sectors and from places of affluence to places of long-term distress" (Wolpert, 1993, 37). The charitable pattern of nonprofits does little to bridge the differences between pockets of affluence and pockets of poverty.

Richmond, Virginia provides a living laboratory in which the findings of Wolpert (1993), Burtless and Smeeding (2001), and Dowie (2001) potentially play out. As in most of the country, the local nonprofit sector has grown tremendously, yet it still has no consistent voice in policy debates. Instead, nonprofit organizations focus almost exclusively on the day-to-day challenges of critical need. Despite the very public tax benefits gained through contributions, many in Richmond's philanthropy community feel grant making should be "donor driven," a sort of consumer choice model with no

accountability to the greater good. Response to each grant request is largely independent of information about other funding and the bigger picture within and among neighborhoods. In response to the donor market, nonprofit services are proposed and designed based on donor preferences and both service and donor decisions are made without data to inform them.

This study will analyze local foundation giving in 2002 to see both geographic patterns and target populations and issues. The information will be a first step in discerning what is not known about the Richmond community, what can be learned by analyzing the patterns and consequences (e.g., social capital) of current funding patterns, and inform donors and service providers about their role in solving social problems.

Approach The primary purpose of the research is to support and inform the work of donors and service providers to nurture a healthy living environment, a purpose that lends itself to a "community based," or "participatory action," research methodology. Action research engages researchers and community leaders "in a collaborative process of critical inquiry into problems of social practice in a learning context" (Argyris et al. 1985:236). Participatory action research adds the dimension of participation of the people for whom the knowledge is being produced and accountability of the researchers to them (Couto, 1987).

Because the research process is conceived first and foremost as participatory (involving all stakeholders) and dynamic, it would be premature to outline a complete and specifically detailed strategy. However, in general, the approach will:

- □ Partner with area foundations to access contributions' data (zip code and program type);
- □ Map, using GIS software, the zip codes to which funds are distributed;
- □ Use GIS to compare fund distribution to other demographic factors (e.g., race, income);
- □ Categorize and quantify contributions by income use (i.e., advocacy, program, capital, operating); and
- □ Categorize and quantify contributions as either amenity services (programs intended to enhance the variety and quality of life) or social services.

The study integrates and responds to the work of Wolpert (1993), Burtless and Smeeding (2001), Dowie (2001) and Krugman (2002) through an analysis of the state of foundation philanthropy in Richmond, Virginia in 2002. As important as expanding knowledge of foundation giving is the contribution the work makes to the community. Examining where dollars go and for what illustrates one of many things the Richmond community does not know and inspires thinking about the many other things it may want to know. Information affords the "haves" a different view of their capacity for changing the lives of the "have nots" in an economic climate that will require the smart use of every resource.

References

Argyris, Chris, Robert Putnam, and Diana McLain Smith. 1985. *Action Science*. San Francisco: Jossey-Bass Publishers.

Burtless, G. & Smeeding, T.M. (2001). The level, trend, and composition of poverty. In S.H. Danziger & R.H. Haveman (Eds.). *Understanding Poverty*. (pp. 27-68). New York: Russell Sage.

Couto, Richard A. (1987). Participatory Research: Methodology and Critique. *Clinical Sociology Review* 5:83-90.

Dowie, M. (2001). *American foundations: An investigative history*. Cambridge, Massachusetts: The MIT Press.

Krugman, P. (2002, October 23). For Richer. *The New York Times Magazine*, 62.

Wolpert, J. (1993). Patterns of generosity in America: Who's holding the safety net? New York: Twentieth Century Fund.

Paper Number: PN032030.3

Paper Title: GIS for Human Service Professionals: Balancing pedagogy and technological training

Author(s):

Ms. Pamala Valera, University of South Carolina, Columbia, SC, USA

Summary of Research

This paper provides a discussion of the issues involved in training nonprofit management students about the uses of Geographic Information Systems technology.

Description

GIS for Human Service Professionals: Balancing pedagogy and technological training

Geographic Information Systems (GIS) are playing an increasing role in the education of planners, engineers, environmentalist and human service professionals, including nonprofit administrators, policy makers, and social workers. ArcUser (2000) indicates that over 500,000 people are using GIS technology. GIS technology allows students and researchers to create their own datasets, understand and analyze spatial geographic relationships, and map characteristics associated with the environment (Parmenter & Burns, 2001).

Research shows that GIS technology is promoted in K-12 settings and this infusion are preparing students to develop "higher order thinking skills" to respond to issues that affect the environment (Parmenter & Burns, 2001; Ramirez & Althouse, 1995; Keiper, 1999). With this in mind, educators can expose students to issues on a global scale while connecting them to a variety of subjects in mathematics, business, language arts, social work, and environmental science, among others. Furthermore, educators and their students have begun to understand the potential benefits and power of GIS technology to examine social and policy problems related to environmental distress (Lewis, 1994; White & Simms, 1993).

While professionals who have GIS skills are in demand, little is known about how to integrate GIS technology in the nonprofit management curriculum. Without balance between the "cutting-edge" technologies in the curriculum, there is a danger that students will get engrossed in software and lose sight of the social and policy conditions affecting the community. It is necessary for educators and nonprofit administrators to maintain a balance between technical training and pedagogy. GIS is an innovative tool, but as technology changes rapidly so will GIS; students and educators will need to learn the structural processes and concepts of GIS technology (Lewis, 1994). This paper provides an overview of GIS, with consideration in developing a curriculum for nonprofit human service professionals. The paper uses an interdisciplinary approach in teaching GIS technology. Emphasis on pedagogy will lay the groundwork for teaching future nonprofit administrators, planners and service providers about GIS.

This paper contributes to nonprofit scholarship by examining the incorporation of advanced technology into education for nonprofit management. It also looks at the role of education in addressing the organizational digital divide.

References:

ArcUser: The Magazine for Esri Software Users. (2000). 3(3), 8-9.

Benhart, J. (2000). An Approach to Teaching Applied GIS: implementation for local organizations. Journal of Geography, 9: 245-252.

Keiper, T.A. (1999). GIS for Elementary Students: An inquiry into a new approach to learning

geography. *Journal of Technology*, 98, 47-59.

Lewis, S. (1994). GIS in the schools: a love affair in the making. *Planning*, 60(4), 19-20.

Parmenter, B., & Burns, M. (2001). GIS in the Classroom. *Learning & Leading with Technology*, 28(7) 7-10.

Ramirez, M., & Althouse, P. (1995). Fresh thinking: GIS in environmental education. *Journal of Geography*, 23(2) 87-91.

White, K.L., & Simms, M. (1993). Geographic Information Systems as an Education Tool. *Journal of Geography*, 92(2), 80-85.

Paper Number: PN032031

Paper Title: Advancing Nonprofit Informatics: Using Technology in Nonprofit Management and Education

Author(s):

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

Description

While it is clear that many nonprofit leaders feel that technology is a critical part of the future of the sector (Beckley, Elliott & Prickett, 1996; Billitteri, 2000; Blau, 2001; Feller, 2001), the adoption and utilization of technology by nonprofit organizations often appears slow and uncertain (Burt & Taylor, 2000). The problem is much more complex than enticing nonprofits to adopt new technologies (McInerney, 2002; Burt & Taylor, 2000; McNutt & Boland, 1999). There are a myriad of social, political and economic forces at work here. The development of an effective nonprofit technology response requires research, education and theory building. This panel will help contribute to that end by providing a stimulating discussion of some of the critical issues affecting nonprofit informatics in the modern world.

There are four interrelated papers in this panel, each illustrating an important contemporary development in nonprofit informatics:

How the post 9/11 world has affected nonprofit organization web presence presents research on the changing nature of nonprofit organizational websites. The study compares content analysis results with the results of an earlier investigation.

Technology framing: How nonprofit organizational and social problems become technical problems looks at the problem of technology incorporation in nonprofits using a frame analysis. The paper uses data from a study of nonprofit technology assistance providers.

The Virtual Nonprofit Organization: Implications for Nonprofit Theory This paper discusses a new development in the nonprofit organizational field—the virtual nonprofit organization. The development of these virtual organizations has serious ramifications for nonprofit theory and the sector as a whole.

Grant Writing CD-ROM Production: Application of Instructional Design Models in Developing Philanthropic Learning Tools looks at the role of technology and informatics in the development on management education for nonprofit executives. Using an instructional design approach, it considers the issues involved in the training of effective practitioners through technology.

This panel should provide a stimulating and provocative discussion of some of the critical issues faced by the nonprofit sector as it considers the role of technology within its mission. The panel contributes to nonprofit scholarship by adding to our knowledge of the role of technology in the sector in several traditional and emergent settings. It also increases our awareness of larger forces that have an impact on the structure and functioning of the sector.

References:

Beckley, R., Elliott, M. A. & Prickett, J. M. (1996). Closing the gap : information technology and the nonprofit sector. *Nonprofit World*, 14 (1), 36-42.

Billitteri, T. J. (2000). Technology and accountability will shape the future of philanthropy. *Chronicle of Philanthropy*, 12 (13 January). 10, 16, 20.

Blau, A. (2001) More than bit players : how information technology will change the ways nonprofits and foundations work and thrive in the information age. New York: Surdna Foundation.

Burt, E. & Taylor, J.A. (2000). Information and communication technologies: Reshaping voluntary organizations? *Nonprofit management and leadership*. 11 (2), 131-143.

Feller, G. (2001). Latest high-tech trends: One giant leap for nonprofits. *Nonprofit World* 19 (1)25-29.

Greene, S.G. (2001). Astride the digital divide: Many charities struggle to make effective use of new technology. *The Chronicle of philanthropy*. [On-line] Retrieved from <http://philanthropy.com/free/articles/v13/i06/06000101.htm> on January 8, 2001

McInerney, P.B. (2002). *The Evangelist and the Firm: Models of Technology Assistance to the Nonprofit Sector*. Presentation at the 31th Annual meeting of the Association of Voluntary Action Scholars, Montreal, Quebec, November 14-16.

Paper Number: PN032031.1

Paper Title: How the post 9/11 world has affected nonprofit organization web presence

Author(s):

Mr. Eric Zimmer, Georgetown University, Washington, DC, USA

Summary of Research

This paper looks at the changing nature of nonprofit websites since 9/11. The research uses a content analysis procedure and compares a pre 9/11 dataset with a recent dataset.

Description

How the post 9/11 world has affected nonprofit organization web presence

During the Internet boom, concerns arose regarding whether or not the diffusion of Internet technologies were occurring in such a way as to divide society. Those well versed in this phenomenon called it the Digital Divide. While its presence in the mindset of some policymakers may have had more to do with the alliterative nature of the phrase than the more substantive concerns that under-girded it, many scholars and popular commentators wrote about this concern over several years. As with all successful innovation diffusions, the first individual adopters of these new technologies had certain characteristics, including greater wealth and education. In the third sector there were similar adoption patterns. Early adopters of the Internet tended to be organizations with greater wealth, size, and technological investment.

While many argue that the divide has been closed in regards to access to the Internet (Compaine 2001), others argue that issues around the divide have shifted to secondary levels of usage and measurement such as bandwidth (Zimmer 2003). One secondary divide suggested centers on the proper strategy and implementation for web sites. In earlier work I presented the then state of affairs for web implementation by nonprofit organizations. In 2000, for example, 66% of nonprofit organizations had websites and nearly 20% had e-commerce or e-philanthropy capacities. Since 2000, however, much has happened in our economy and in the world. The burning issues of Internet development have been sidelined by the much greater issues of the post 9/11 world. As funding for nonprofit organizations has dropped over the last 18 months and organizations have significant fundraising worries, what are they doing with their websites? Are they using them effectively? Are they using them for fundraising? Do they still even maintain them?

Following up on that earlier study, I have revisited the web presence of over 900 nonprofit organizations three years later. I ask what the organizations currently do on their websites and how well they do it. Are they properly maintained and updated? Do they still see these sites as significant to their missions (if they even did in 2000). Is it still the case that larger and more technologically astute organizations are more likely to have a web presence and does this emphasis translate into an effective site? Using definitions from web design literature and content analysis of these organizations' sites as well as interviews at select organizations, I will present the current state of the nonprofit organization and its web-presence. Further analysis will develop out of the data collected.

This paper advances nonprofit scholarship by examining the determinants of adoption of sophisticated technology by nonprofits. It also provides a critical longitudinal examination of the evolution of these technologies.

References:

Compaine, B. M., Ed. (2001). *The Digital Divide: Facing a crisis or creating a myth?* Cambridge, MA, MIT.

□

Zimmer, E. A. (2003). "Understanding a Secondary Digital Divide: Nonprofit Organizations and Internet Bandwidth Connectivity." *Trends in Communication* 11(1): 79-92.

Paper Number: PN032031.2

Paper Title: Technology framing: How nonprofit organizational and social problems become technical problems

Author(s):

Mr. Paul-Brien McInerney, Columbia University, Astoria, NY, USA

Summary of Research

The paper reports research examining the relationship between organizational problems and technology problems.

Description

Technology framing: How nonprofit organizational and social problems become technical problems

Leaders of the nonprofit sector often identify the lack of technology used by nonprofit organizations as a problem (Greene, 2001; Blau, 2001). It is often unclear if the problem is technology or other aspects of the organization.

Frames are useful devices. They delineate the boundaries between what is important and what is not. They also focus our attention toward a representation of certain reality. This empirical study of nonprofit technology assistance providers (NTAPs) demonstrates how organizational problems are translated into technological problems through the framing process. The framing process entails the identification and problematization of a nonprofit's organizational problems, showing them as technical in nature. The NTAP can then present itself as the solution to such problems. The author argues that the framing process is a key stage in how nonprofits create markets for their services, the first in a sequence of translation. By framing problems, nonprofits create and disseminate representations of reality against which they may align themselves as solutions. The concern lies in the degree to which organizational and social problems can be addressed with technological solutions.

The paper will contribute to nonprofit scholarship by adding to our understanding of the process of problem definition in nonprofit management. It will also facilitate our understanding of the interaction between organizations in the adoption of nonprofit technology.

References

Blau, A. (2001) More than bit players : how information technology will change the ways nonprofits and foundations work and thrive in the information age. New York: Surdna Foundation.

Greene, S.G. (2001). Astride the digital divide: Many charities struggle to make effective use of new technology. The Chronicle of philanthropy. [On-line] Retrived from <http://philanthropy.com/free/articles/v13/i06/06000101.htm> on January 8, 2001

Paper Number: PN032031.3

Paper Title: The Virtual Nonprofit Organization: Implications for Nonprofit Theory

Author(s):

Dr. Goutham Menon, University of South Carolina, Columbia, SC, USA

Dr. Julie Miller-Cribbs, University of South Carolina, Columbia, SC, USA

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

Summary of Research

This paper discusses the implications of emerging virtual organizational forms within the nonprofit sector. The issues are reviewed and a model, based on Lohmann's Nonprofit Commons argument is presented.

Description

The development of the virtual organization represents a critical juncture in the development of modern organizations. These are organizations that have a small internal staff and outsource many of their functions to other organizations. These organizations have the ability to reorganize quickly to meet new environmental threats. While there are advantages in terms of responsiveness and competitive ability, virtual organizations require new management approaches and rely heavily on Information and Communication Technologies. Virtual organizations are most prevalent in the commercial sector (Kliendl, 2001), but can also be found in the public sector (Fountain, 2001) and increasingly in the nonprofit sector. Perhaps the best known virtual nonprofit organization is the virtual interest group Move On.

This paper explores the phenomenon of virtual organizations in the nonprofit sector from the perspective of nonprofit theory. The development of virtual organizations has implications for management, the relationship between the sector and community and the role of technology in the sector. Using primarily Lohmann's (1992) Theory of the Nonprofit Commons, the paper examines the prospects for virtual nonprofits in the future.

The paper contributes to nonprofit scholarship by integrating the emergent virtual organization into accepted theoretical frames on the structure and functioning of the sector. It will also set the stage for future research on this phenomenon.

References:

Fountain, J (2001). Building the digital state. Washington, DC: Brookings.

Kliendl, B.A. (2001). E-Marketing: Capitalizing on the technology. Cincinnati, OH: Southwest Publishing.

Lohmann, R. (1992). The Commons: New Perspectives on Nonprofit Organizations and Voluntary Action. San Francisco: Jossey Bass

Paper Number: PN032031.4

Paper Title: Grant Writing CD-ROM Production: Application of Instructional Design Models in Developing Philanthropic Learning Tools

Author(s):

Dr. William Brescia, University of Arkansas, Fayetteville, AR, USA

Ms. Rebecca Martindale, Univ of Arkansas, College of Education, Fayetteville, AR, USA

Summary of Research

This paper reviews a process for developing practice skills in nonprofit management education using technology. The paper develops guidelines for nonprofit educators who wish to add technology to their courses.

Description

Grant Writing CD-ROM Production: Application of Instructional Design Models in Developing Philanthropic Learning Tools

Instructional design is a process of solving instructional problems through the use of analysis, which examines the learning environment, learners, tools, methodologies, and technologies available. Students of instructional design use theory from various disciplines such as psychology, education, technology, and communications to develop the skills required to assess and create environments conducive to learning (Seels & Glasgow, 1998).

Grant Writing: Grant writing is an essential element needed to provide philanthropic organizations the capital required for projects that advance the organizations' missions and goals for their respective communities. In some instances the funds provided by grants allow these organizations to provide services on a larger scale than they would be able to accomplish alone (Carlson, 2002).

Theory to Practice: The process of developing instructional design models using current learning theories is explored here (Reigeluth, 1983). The learning theory used here incorporated elements of behaviorist, cognitivist, and situation learning models (Driscoll, 1999). Once created, the design model was put into practice by developing instruction to accommodate learning in a Grant Writing course. The model developed here was a combination of the ADDIE mode (Analysis, Design, Development, Implementation, & Evaluation) (Hodell, 2000), and various aspects of the PMBOK (Project Management Body of Knowledge) principles employed by the Project Management Institute (PMI, 2003).

In conjunction with the Grant Writing in Instructional Technology course offered at the University of Arkansas, the design model was used to develop a self-paced CD-ROM that assists learners with the grant writing process. Elements incorporated into the instruction include: Requests for Proposals, Developing Proposal Ideas, Funding Sources (Private & Public), Creating Needs Statements/Analysis, Developing Methods, Preparing Budgets, and Writing Goals & Objectives. The tutorial sections consist of readings on these topics, a terminology glossary, a database of funding sources with abstracts to each and links to URLs, and an interactive writing tool that allows the learner to actually develop and print a grant proposal.

As a result of implementing this design model, novice and expert learners will be able to use an interactive tool that supports the grant writing process, and realize the results of their efforts in the form of a completed proposal.

This paper will review the process of development, develop practice guidelines and discuss the implications of the model for nonprofit management education. It will contribute to nonprofit scholarship by examining the integration of technology into nonprofit management education programs.

References:

Carlson, M. (2002). *Winning grants step by step*. (2nd ed.). San Francisco: Jossey-Bass.

Driscoll, M.P. (1999). *Psychology of learning for instruction* (2nd Ed.). Boston: Allyn & Bacon

Hodell, H. (2000). *ISD from the ground up*. Alexandria, VA: ASTD

Peterson, S. (2001). Grantwriter's Internet companion. Thousand Oaks, CA: Corwin Press, Inc.

Project Management Institute, (n.d.). Retrieved March, 10, 2003, from
<http://www.pmi.org/info/default.asp>

Reigeluth, B. (1983). Instructional design theories and models: An overview of their current status. Hillsdale, NJ: Erlbaum.

Seels B, and Glasgow Z (1998). Making instructional design decisions. New Jersey: Prentice-Hall, Inc.

Paper Number: PN032032

Paper Title: New Theory for Governance: Relationship, Skill, and Values-Based Leadership

Author(s):

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

Description

□ Nonprofit leaders in governance roles are constantly challenged to keep their organizations reliable and accountable (Hannan & Freeman, 1984), if they are to remain viable. This panel's members are among those who contend that recent societal developments have heightened the challenges facing nonprofits, exposing weaknesses in contemporary governance practices. The current search for alternative governance strategies, as pursued by the Hauser Center and BoardSource (Green, 2002; Saidel, 2002) is a reflection of current inadequacies. These studies have revealed an amazing lack of variation in how governance is carried out in the sector. Meanwhile, the historical dearth of rigorous empirical work on nonprofit governance means that we lack substantiated theories to guide the development of alternative governance processes.

□ Current prescriptions for practice deserve to be challenged and new theory, based on emerging paradigms of social and organizational functioning, proposed and explored through systematic field studies. The panel's members have engaged in such research, probing the actual experiences, intentions, practices and interpretations of volunteer and staff leaders in governance situations. The panelists are themselves successful practitioners who hold nonprofit doctoral fellowships and are engaged in rigorous research related to their practice and experience. Their aim is to use analyses of leadership realities to develop new concepts for nonprofit governance. Based on ethnographic and structured qualitative studies, their findings and interpretations point to dimensions that contrast with current prescriptions. These dimensions include:

- a. affiliative ties and the development of social capital among governance leaders;
- b. the mobilization and application of skills possessed by board members;
- c. the situated (Lave & Wenger, 1991) and reciprocal learning of volunteer and staff leaders;
- d. reliance upon values and beliefs of stewardship (Davis, Schoorman, & Donaldson, 1997) over organizational ownership; and
- e. emphasis on advisory over monitoring roles.

Broadly speaking, these dimensions are consistent with a relational approach to organizational management (Fletcher, 1998).

These concepts are not without difficulty. Problems of agency and self-interest, and of failure of board members to adequately monitor top staff leadership (Golden-Biddle & Rao, 1997), must be reconciled with theories of mutuality, learning, and partnership. The panel intends that its reports of research and proposals of new theory will provoke discussion on these issues.

(Note: Citations may be found in the reference lists of the individual papers' abstracts.)

Paper Number: PN032032.1

Paper Title: The Role of Social Capital in Nonprofit Boards

Author(s):

Ms. Susan Williams, Dowling College, St. James, NY, USA

Summary of Research

□The structure of this study is ethnographic, involving the observation of a hospital board during one month of board activity and a series of related interviews. By observing and recording interactions during times when the board functioned well and poorly, and inquiring into the quality of affiliative ties amongst board members during these times, the study analyzes the ways that social capital impacts on this board's effectiveness.

Description

□There is a growing concern over the effectiveness of nonprofit boards of trustees, which are responsible for the sustainability of their institutions. The problem is so widespread that the Hauser Center for Nonprofit Organizations at Harvard University has joined with BoardSource in a research project to explore alternative governance strategies (Green, 2002). The problem, although as important as the Enron debacle, cannot be measured in immediate dollars. Failure of the board of directors of Enron created a worldwide financial disaster. The potential failure of nonprofit boards of trustees will be measured in reduced access to human services such as education and health care and the gradual erosion of the quality of life.

□The over-arching problem is how to make nonprofit boards more effective. There are numerous methods and theories to accomplish this goal. "How to" books and lists of strategies are readily available. One element that has been overlooked concerns the nature of relationships among the members of the board of trustees. That element is social capital. Social capital refers to connections among individuals, social networks and the norms of reciprocity and trustworthiness that arise for them (Putnam, 2000). As it is argued that a high level of social capital strengthens organizational effectiveness (Prusak and Cohen, 2001), an investment in social capital can be expected to increase the effectiveness of nonprofit boards of trustees.

□The structure of this study is ethnographic, involving the observation of a hospital board during one month of board activity and a series of related interviews. By observing and recording interactions during times when the board functioned well and poorly, and inquiring into the quality of social capital amongst board members during these times, the study analyzes the ways that social capital impacts on this board's effectiveness.

Selected References

Carver, John, *Boards that make a Difference: A New Design for Leadership in Nonprofit and Public Organizations*. San Francisco: Jossey-Bass Publications, 1990.

Drucker, Peter F, *Managing the Non-Profit Organization*. New York: HarperCollins Publishers, 1990

Emerson, Robert M., Rachel I. Fretz and Linda L. Shaw, *Writing Ethnographic Fieldnotes*. Chicago: The University of Chicago Press, 1995.

Golden-Biddle, Karen and Rao, Hayagreeva. "Breaches in the Boardroom: Organizational Identity and Conflicts of Commitment in a Nonprofit Organization." *Organization Science* 8.6 (Nov/Dec 1997).

Granovetter, MS. "The Strength of Weak Ties". *American Journal of Sociology*, 78, (1973) 1360-1380.

Green, Florence L. "Broken Boards: Why They're Broken and How to Fix Them" California Association of Nonprofits Newsletter (November/December 2002). <http://www.canonprofits.org>

Light, Mark. The Strategic Board. New York: John Wiley & Sons, 2001.

Prusak, Laurence and Cohen, Don. "How to Invest in Social Capital." Harvard Business Review, 79:6, 86-93, 2001

Putnam, Robert D. Bowling Alone, The Collapse and Revival of American Community, Simon & Schuster, New York 2000

Robinson, Maureen K. Nonprofit Boards That Work. New York: John Wiley & Sons, 2001.

Shriner, Robert D. "Can a Single Board Member Wield Too Much Power."
<http://www.nonprofits.org/npofaq/03/03.html>

Tsai, W., and Ghoshal, S. "Social Capital and Value Creation: The role of intrafirm networks". Academy of Management Journal, 41, 464-476 (1998).

Paper Number: PN032032.2

Paper Title: Nonprofit Management: A New Model of Board Partnership and Activism

Author(s):

Joseph Mandato, Case Western Reserve University, Atherton, CA, USA

Summary of Research

This exploratory study's findings indicate management practices that seem to counter those normally prescribed by 'policy governance' advocates and that may merit consideration in the development of an alternative governance model. Findings point to the desirability of board member activism in organizational issues and operations, and a partnership of board and top executives for solving challenging problems.

Description

Seventy percent of American households contribute in excess of \$700 billion dollars to independent sector organizations, which number more than one million (The New Nonprofit Almanac In Brief, 2001). Over the past twenty-four months, however, this sector has been the subject of intense and unprecedented scrutiny and criticism for its questionable management, lack of accountability and internal controls. Increasingly, donors are asking questions relative to an expected 'social return on their investment,' a term that describes their donation and questions how their money is being spent. There are also growing concerns and questions asking 'where was the board?' Examples include the American Red Cross, various chapters of the United Way, Adelphi University and others. In this research, an evaluation is made of a popular and well-accepted governance model called 'policy governance' (Carver, 1990; Nobbie & Brudney, 2002), contrasting it with an alternative model that advocates the consideration of more entrepreneurial approaches to board member involvement. Variations are examined to determine if such a new management and governance model might be an appropriate response to the growing demand for more effective independent sector leadership.

The methodology for this research consisted of a review of the literature, which was found to be highly prescriptive, and a series of ten structured interviews of five nonprofit executive directors and five senior volunteers engaged in extensive nonprofit work as board members or advisors and consultants to nonprofit organizations. The mean nonprofit experience of interviewees exceeded five years. The interviews were recorded, transcribed and thematically coded. Additionally, each interviewee was asked to complete a questionnaire identifying governance practices that they experienced in well managed and less well managed nonprofit organizations. Each participant also completed a survey instrument which asked them to indicate governance practices they would prefer to see in an organization with which they are affiliated.

This exploratory study's findings indicate management practices that seem to counter those normally prescribed by 'policy governance' advocates and that may merit consideration in the development of an alternative governance model. Findings point to the desirability of board member activism in organizational issues and operations, and a partnership of board and top executives for solving challenging problems.

Bibliography

Carver, John. Boards That Make a Difference. San Francisco: Jossey-Bass Publishers, 1990.

Carver, John and Miriam Mayhew Carver. Reinventing Your Board. San Francisco: Jossey-Bass Publishers, 1997.

Nobbie, Patricia Dautel and Jeffrey L. Brudney. "Testing the Implementation, Board Performance and Organizational Effectiveness of the Policy Governance Model in Nonprofit Boards of Directors."

Presentation ARNOVA 31st Annual Conference. Montral, Quebec, Canada. 14-16 Nov. 2002.

The New Nonprofit Almanac In Brief. Washington, DC. Independent Sector, 2001.

Paper Number: PN032032.3

Paper Title: Who Owns a Nonprofit? Leaders' Values and their Effects

Author(s):

Ms. Barbara Clemenson, The City Mission, Case Western Reserve University, Cleveland, OH, USA

Summary of Research

This paper examines leaders' attitudes towards their organizations, their personal values and goals, and the orientations they have towards people. We will try to gain some insight into the following questions: What attitude constellations make up ownership vs. stewardship values? How do leaders' personal values, goals and orientation towards people affect how they manage their organizations? How do organizations' stakeholders perceive various leaders, and what effects do those leaders' values have on their stakeholders?

Description

Nonprofit social service organizations exist so that private persons and parties might serve together to meet public needs. So who owns a nonprofit, the private persons who serve, the clients who are specifically served, or the public, the overall beneficiary of the community's improved quality of life? And how are each stakeholder's interests represented and protected? There are two aspects to these questions: Systemic and personal.

Systemically, business owners insure accountability by electing Boards of Directors, who in turn hire executives as their agents to manage the businesses on their behalf. In the public sector, citizen-owners elect officials to handle their common resources in their best interest. In both cases, the goals of the owners and of the managing agents often differ, so their relationships are to some degree adversarial, fraught with the problems rooted in the principal/agent dilemma. However nonprofit organizations have no "owners" and no official means, outside of general state and Internal Revenue Service oversight, to be answerable to the public. Rather their Boards of Trustees represent society and assume legal and fiduciary responsibility for their organizations, hiring executives to manage on their behalf. Ideally, Boards and executives have the same goals and work in cooperative rather than adversarial relationships. This suggests that the principal/agent theory of management, which dominates in nonprofit board literature, might be misapplied to these organizations, systemically fostering adversarial rather than cooperative atmospheres and thereby contributing to the non-utilization of the full talents of all leadership partners.

As important as systems are to providing a means of accountability and management, though, it is ultimately leaders' values that determine whether organizations will fulfill their purposes not only with integrity, but also with effectiveness and efficiency resulting from cooperation rather than competition and conflict. This is where the very strength of nonprofits often becomes their greatest weakness. Typically, passionate, sacrificing people found nonprofits, and they come to see themselves as owning the organizations. And, because of the power of leaders' values (Schein, 1992), this culture of leader ownership persists after the founders leave and percolates to workers and volunteers throughout the agency, stifling creativity and full participation. Yet most individuals in nonprofits participate because they believe in the organizations' missions and have a common desire to see them succeed. A contrast to the leader ownership model is that of stewardship, wherein each member of the organization, whatever their level, feels a responsibility to serve with others to meet needs. Leaders view themselves as stewards of their missions and the organization's physical, financial and human resources, working in partnership with stakeholders.

In this paper we examine leaders' attitudes towards their organizations, their personal values and goals, and the orientations they have towards people. Using both an ethnographic examination of one organization claiming the value of stewardship, as well as a qualitative examination of several different types of organizations and their leaders, we strive to gain some insight into the following questions:

What attitude constellations make up ownership vs. stewardship values?

How do leaders' personal values, goals and orientation towards people affect how they manage their organizations?

How do organizations' stakeholders perceive various leaders, and what effects do those leaders' values have on their stakeholders?

Selected Bibliography

Bennis, W. (1999). The end of leadership: Exemplary leadership is impossible without full inclusion, initiatives, and cooperation of followers. *Organizational Dynamics*, 28, 71-79.

Cardona, P. (2000). Other-focused leadership. *The Leadership & Organization Development Journal*, 21, 201-206.

Davis, J. H., Schoorman, F. D. & Donaldson, L. (1997). Toward a stewardship theory of management. *Academy of Management Review*, 22, 20-47.

Fairholm, G. W. (1996). Spiritual leadership: Fulfilling whole-self needs at work. *Leadership & Organization Development Journal*, 17, 11-17.

Greenleaf, R. K. (1991, originally published 1970.) *The Servant as Leader*. Indianapolis: The Robert K. Greenleaf Center.

Jeavons, T. H. (1994). *When the bottom line is faithfulness: Management of Christian service organizations*. Bloomington: Indiana University Press.

Jung, D. & Avolio, B. J. (2000). Opening the black box: An experimental investigation of the mediating effects of trust and value congruence on transformation and transactional leadership. *Journal of Organizational Behavior*, 21, 949-964.

Lloyd, B. (1996). A new approach to leadership. *Leadership & Organization Development Journal*, 17, 29-32.

Novak, M. (1996). *Business as a calling: Work and the examined life*. New York: The Free Press.

Schein, E. H. (1992). *Organizational culture and leadership*. (2nd ed.) San Francisco: Jossey-Bass.

Paper Number: PN032032.4

Paper Title: Toward an Alternative Theory of Nonprofit Governance and Leadership

Author(s):

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

Mr. J. Bart Morrison, The Forum of RAGS, Cape Elizabeth, ME, USA

Mr. Donald Zeilstra, Ketchum, Inc., Case Western Reserve University, East Grand Rapids, MI, USA

Summary of Research

□Based on two multi-year research programs, we argue that the effectiveness of nonprofit governance resides in practices that go well beyond those of the extant models of policy governance (Carver, 1997) and board/volunteer leadership development. The two studies produced findings that depict effective governance as residing in the formation and maintenance of partnerships and knowledge-producing relationships. These partnerships require a sufficient equality of status between volunteer and professional with regard to relevant knowledge and skills that the two can govern through joint identification of opportunities and problems and joint planning.

Description

□Based on two multi-year research programs, we argue that the effectiveness of nonprofit governance resides in practices that go well beyond those of the extant models of policy governance (Carver, 1997) and board/volunteer leadership development. The first research program utilized ethnographic methods to intensively examine the interactions, relationships and planning strategies of two board president-executive director pairs as they struggled to overcome significant challenges facing their organizations. The second research program utilized both qualitative and quantitative methods to probe the practices of volunteer leaders and their consultant professionals in major capital campaigns and examine the effect of these on campaign success. The two studies produced findings that depict effective governance as residing in the formation and maintenance of partnerships and knowledge-producing relationships. These partnerships respect the knowledge and skills that volunteer leaders bring to governance situations. They require a sufficient equality of status between volunteer and professional with regard to relevant knowledge and skills that the two can govern through joint identification of opportunities and problems, and joint planning. The relationships must be such that a special type of situated learning (Lave & Wenger, 1991), termed reciprocal learning, occurs between the parties. Each party contributes knowledge and skill to the discussions, guiding the production of action. Through reciprocal learning and the joint generation and analysis of action, the two parties govern by producing strategically-rational plans, publicly legitimized action, and enhanced organizational competence.

□The above concepts can be synthesized into a governance model that stresses advisory roles for board members. The model can be challenged with regard to issues of oversight and monitoring, since close relationships of board members with executives have been found to result in lax oversight of self-interested behavior (Golden-Biddle & Rao, 1997). Concern with such phenomena may underlie board over-reliance on separation of roles and responsibilities, inhibiting the development of board-professional relationships and practices that pool and create knowledge to utilize on the organization's behalf.

Selected References

Carver, J. 1997. Boards that make a difference: A new design for leadership in public and nonprofit organizations. San Francisco: Jossey-Bass.

Fletcher, J.K. 1998. Relational practice: A feminist reconstruction of work. *Journal of Management Inquiry*, 7, 2, 163-186.

Golden-Biddle, K. and Rao, H.V. 1997. Breaches in the boardroom: Organizational identity and conflicts

of commitment in a non-profit organization. *Organization Science*, Vol. 8 #6.

Hannan, M.T. & Freeman, J. 1984. Structural inertia and organizational change. *American Journal of Sociology*, 49: 149-164.

Hosking, D.M., Dachler, H.P., & Gergen, K.J. 1995. *Management and organization: Relational alternatives to individualism*. Aldershot, UK: Avebury.

Karl, B.D. 1998. Volunteers and professionals: Many histories, many meanings. Powell, W.W. & Clemens, E.S. (ed.). *Private action and the public good*, 245-257.

Lave, J. 1993. The practice of learning. In S. Chaiklin & J. Lave (Eds.), *Understanding practice: Perspectives on activity and context* (p.3-32). Cambridge, United Kingdom, Cambridge University Press.

Lave, J. & Wenger, E. 1991. *Situated learning: Legitimate peripheral participation*. Cambridge, United Kingdom: Cambridge University Press.

Pearce, J.L. 1993. *Volunteers: The organizational behavior of unpaid workers*. London and New York: Routledge.

Saidel, J.R. 2002. Governance futures, discovery: A dialogue on nonconventional governance practices. 31st Annual Conference, Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Fall, 2002.

Seeley, J.R., et al. 1957. *Community chest: A case study in philanthropy*. Indianapolis: Community Surveys, Inc. University of Toronto Press.

Sills, D.L. 1957. *The volunteers: Means and ends in a national organization*. Glencoe, IL: The Free Press.

Paper Number: PN032033

Paper Title: Capacity Building, Community Change and Accountability

Author(s):

Dr. Max Stephenson, Jr., Virginia Tech, Blacksburg, VA, USA

Description

This panel provides a variety of perspectives on the role of nonprofit and nongovernmental organizations engaged in broad based strategies to secure community change and development. Two essays address different dimensions of one Land Grant University's efforts to intervene to catalyze economic and social change in a geographic region suffering long-term economic decline by parlaying nonprofit action into larger scale social and cultural change. The first of these outlines and evaluates the structure and strategies of the Land Grant's effort and the role that nonprofit institutions have played in community building initiatives within it. A second paper suggests how information management technology has been used self-consciously and deliberately as a tool to catalyze community-based change across organizations in all three sectors. The final essay for the panel examines the relationship between capacity building initiatives in NGO's and non-profits and the design of suitable accountability systems and structures. A discussant will explore what these papers reveal in light of the literature on the role of capacity building and nonprofits in community building and development efforts as well as for University based interventions to undertake such initiatives.

Paper Number: PN032033.1

Paper Title: Capacity Building and Accountability in Nonprofits

Author(s):

Professor Alnoor Ebrahim, Virginia Tech, Alexandria, VA, USA

Summary of Research

The purpose of this paper is to provide a framework for thinking about the linkages between capacity building and accountability in nonprofit and non-governmental organizations. How are capacity and accountability related? Is it possible to build capacity for improving organizational accountability? Do some forms of capacity building lead to less accountability than others?

Description

My goals in this paper are threefold. First, I review current approaches to capacity building in nonprofits both in the context of the United States and in the global "South". Second, I analyze examples of capacity building in order to identify their impacts on organizational behavior, with special attention to their long term consequences for inter- and intra-organizational accountability. For instance, what sorts of accountability are enhanced by improved capacity to report finances, to measure outcomes, and to devise strategic plans? What kinds of accountability are served by improving the analytical capacities of nonprofits? How do the short-term capacity needs of nonprofits differ from long-term needs and accountability demands? Finally, I attempt to synthesize the case examples into a framework that links a typology of capacity building efforts to a typology of accountabilities.

Sample References

De Vita, C. J., & Fleming, C. (2001). *Building Capacity in Nonprofit Organizations*. Washington, D.C.: The Urban Institute.

Fowler, A. (1997). *Striking a Balance: A Guide to Enhancing the Effectiveness of Non-Governmental Organizations in International Development*. London: Earthscan.

Fukuda-Parr, S., Lopes, C., & Malik, K. (Eds.). (2002). *Capacity for Development: New Solutions to Old Problems*. London and Sterling, VA: Earthscan Publications and United Nations Development Program.

McKinsey & Company. (2001). *Effective Capacity Building in Nonprofit Organizations*. Reston, VA: Venture Philanthropy Partners.

Smillie, I. (Ed.). (2001). *Patronage or Partnership: Local Capacity Building in Humanitarian Crises*. Bloomfield, CT: Kumarian Press.

Paper Number: PN032033.2

Paper Title: Information Technology, Capacity Building and Community Development

Author(s):

Dr. Anne H. Moore, Virginia Tech, Blacksburg, VA, USA

Summary of Research

Virginia Tech has partnered with municipal governments, private business, K12 and higher education institutions, and a local foundation in the Dan River region of Southside Virginia to turn a community's imagination toward transforming its distressed economy from one based on textiles and tobacco to one based on network economy initiatives. This presentation will outline modern engagement strategies that could serve as proof-of-concept for transformational activities and lead to models for complex partnerships in organizational and community learning.

Description

Presentation Outline and Proposed Paper:

Statement of the Problem or Issue: Traditional development strategies are insufficient to overcome the structural problems evident in Southside Virginia, where the economy has been dependent on textiles, furniture, and tobacco. The severe economic downturns in these industries and the associated migration of jobs offshore as well as the lack of interstate roadways have directly contributed to the inability of these rural communities to compete on a statewide and national level. Education has not been a necessary condition for employment in the region's industries so has not historically been valued. As a result, nearly half of the adult population has only a high school diploma and a fifth have no more than an eighth grade education. At the invitation of the region's leadership, Virginia Tech agreed to serve as partner and change agent in the region's transformation.

Virginia Tech is partnering with the region to facilitate deployment of an advanced network infrastructure and to enable work on multiple fronts aimed at increasing educational opportunities and attainment in areas particularly critical to network economy employment. In the advanced networking arena, Virginia Tech is serving as a catalyst to bring an infrastructure to the region that will allow it to leapfrog ahead of other communities and alter the economics of access to advanced Internet and communications services. This infrastructure, based on optical Ethernet and high bandwidth wireless technologies, is being deployed through public/private partnerships.

In addition, Virginia Tech is facilitating the development of human infrastructure in the region in several ways. For example, the university's nationally recognized Faculty Development Institute is being tailored to address technology integration needs for teachers in the K12 schools as well as for faculty in local higher education institutions. A partnership with Academic Systems Corporation is providing math and English courseware through the region's network infrastructure on a community-wide basis to improve core literacy skills. Youth development programs provide disadvantaged youth a summer residential computer camp experience at Virginia Tech, and bring technology clubs to youth in the region. A new magnet high school opened in September 2002 with a curriculum focused on information technology, biotechnology, and aerospace that continues to be developed cooperatively by the Danville Public Schools, Virginia Tech, and NASA.

Importance or relevance to other institutions: The Dan River Region is not unlike many others across the country where economic dependency on manufacturing and agriculture has significantly eroded community viability and where the infrastructure and people are poorly equipped to embrace a new economy. Land-grant and other institutions of higher education have long histories of community outreach activities. The Kellogg Commission has called for these institutions to migrate their activities from one-way outreach to two-way engagement partnerships with communities. Virginia Tech is working to build an engagement model for the 21st century. Most of the specific strategies discussed

during the presentation are intended to be proof-of-concept initiatives that might suggest models useful in other communities.

Lessons Learned Regarding the Relationship to Community Building and Capacity Development

Transformational learning at an individual, organizational or community level is difficult and rarely occurs (except by coercion) unless desired, indeed invited, by the learner(s).

Community change may be motivated by external factors, but rarely occurs unless there are enough citizens inside of the community who want change, are willing to work for it personally and who know how to secure or leverage the resources required for change.

Transformational change implies that much teaching and learning will occur for change to take place. Using approaches to teaching that are appropriate to a community's learning styles are critical; and the literature on constructivist, experiential, service-learning and organizational learning suggest viable options for engaging in community-based activities.

Modern technologies are only tools, however powerful, pervasive or necessary for modern commerce they may be. Developing human relationships that are focused on change, developing human capital that responds to new challenges, developing new and sustained alliances that may cross traditional community boundaries and other kinds of relational activities are at the heart of community change. The technology, if thoughtfully employed, can serve as intervention implements and motivational objects on behalf of social, economic and political change.

Every community is unique, having its own cultures, histories, identifying characteristics and idiosyncracies. Despite the uniqueness of a particular place, modern advances in transportation and communications have created an environment that requires change agents and civic activists alike to pay special attention to multiple contexts of change. These political, social and economic contexts extend far beyond a particular community, yet must figure in visible ways in meeting immediate and long-term goals for change.

A vision of the change desired is essential, as is the constant communication of it.

Sample References

Harry C. Boyte. "Information-Age Populism: Higher Education as a Civic Learning Organization." Monograph of the Council on Public Policy Education. 2002.

Harry C. Boyte. "Public Engagement in a Civic Mission." Case Study of the Council on Public Policy Education. 2000.

Clayton M. Christensen. The Innovator's Dilemma. HarperBusiness. 2000.

Diane L.outu. "Edgar Schein: The Anxiety of Learning." Harvard Business Review. Vol. 80, No. 2, March 2002, pp. 100-106.

Larry Hirschhorn and Linda May. "The Campaign Approach to Change." Change. Vol. 32, No. 3, May/June 2000, pp. 31-37.

John Kotter. Leading Change. Harvard Business School Press. 1996.

Scott Landon. The Civic Mission of Higher Education. A Report from the Workshop on Higher Education and Public Life. Kettering Foundation. June 2001.

David Mathews. "Creating More Public Space in Higher Education." Essay of the Council on Public Policy Education. 2002.

Alvin Toffler. The Adaptive Organization. McGraw-Hill, 1985.

Margaret Wheatley. Leadership and the New Science. 2nd Ed. Berrett-Koehler. 1999.

Paper Number: PN032033.3

Paper Title: Strategies, Structures and Community Building

Author(s):

Professor Max O. Stephenson, Jr., Virginia Tech, Blacksburg, VA, USA

Summary of Research

This research reviews the relevant literature on community capacity building, suggests how the principal findings of that literature have been employed to forge a major Land Grant institution's community building intervention in an economically distressed region in Virginia and outlines the lessons learned from this case to date for our knowledge of the relative efficacy of specific strategies and structures of community intervention to secure social and economic change.

Description

Strategies, Structures and Community Building

This paper undertakes three interrelated tasks. First, it briefly surveys the literature on forms of intervention via nonprofit and nongovernmental organizations to build community capacity and develops a summary typology to suggest what we know and why concerning the design and relative efficacy of intervention types. Secondly, it outlines how that knowledge has been used to inform a high stakes broad-scale community building intervention launched by Virginia Tech to assist the economically declining Southside communities of the Commonwealth of Virginia. Last, it profiles what has been learned from that intervention thus far in light of the literature and the tentative structure of interventions typology.

Sample Reference

Peter Evans. "Government Action, Social Capital and Development: Reviewing the Evidence on Synergy."

World Development. 1119-1132, 1996.s

Pennie G. Foster et.al. "Building Collaborative Capacity in Community Coalitions: A Review and Integrative Framework. American Journal of Community Psychology. Volume 29 (2), 2001.

Vaughn L. Grisham. "Tupelo: The Evolution of Community Life. (Dayton, Ohio: Kettering Foundation Press, 1990).

Marc Lindenberg. "Are we at the Cutting Edge or the Blunt Edge? Improving NGO Organizational Performance with Private and Public Sector Strategic Management Frameworks." Nonprofit management and Leadership. Volume 11(3), Spring, 2001.

Michael J. Rich, Michael W. Giles and Emily Stern. "Collaborating to Reduce Poverty: Views from City Halls and Community Based Organizations." Urban Affairs Review. Volume 37 (2), November 2001.

Stephen Ristau. "Building Organizational Capacity in Outcomes Evaluation: A Successful State Association Model." Families in Society: The Journal of Contemporary Human Services. Volume 82 (6), 2001.

Joe Sumners et. al. "Building Community: Can Civil Society be Strengthened?" (Dayton, Ohio: The Kettering Foundation Press, 2002).

Venture Philanthropy Partners. "Effective Capacity Building in NonProfit Organizations" (Reston, Virginia: 2001. (Prepared by McKinsey and Company).

Paper Number: PN032034

Paper Title: Nonprofit Management Education: Beyond the Best Place Debate

Author(s):

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

Description

Since the initial conference on nonprofit management education in 1986, a variety of perspectives on the "best place" to educate nonprofit managers within university-based programs have been proposed and debated. Over 110 colleges and universities now offer a concentration in the management of nonprofit organizations. This panel focuses on the most up-to-date research in the field of nonprofit management education, with a focus on outcomes assessment. What have we learned since the initial conference?

Paper Number: PN032034.1

Paper Title: Updating Nonprofit Management Curricula for the 21st Century: A Case Study of the Curriculum Revision Project at the University of San Francisco

Author(s):

Ms. Kathleen Fletcher, University of San Francisco, San Anselmo, CA, USA

Summary of Research

This paper reports on the process and results of a project involving redesign of the University of San Francisco's nonprofit management curricula in light of 21st century trends and current needs of nonprofit managers. The project provides an example of an inclusive curriculum revision process that involved nonprofit management educators from both academic and training institutions and resulted in better communication and cooperation between these two groups.

Description

The University of San Francisco (USF) has been offering nonprofit management education since 1983. Its Master of Nonprofit Administration (MNA) program was the first master's degree program anywhere that concentrated on nonprofit management only rather than offering an emphasis within another graduate degree. The original coursework in the degree program was developed by analyzing the work of the nonprofit manager and developing courses that addressed the most common management responsibilities in nonprofit organizations, such as fundraising, human resources management, financial management, and strategic planning. Coursework focusing on the history and current role of the nonprofit sector in society and on general principles of management and organizational behavior provided underlying grounding and theory.

□ Over the 20 years of the MNA program, the content of individual courses was revised to reflect changes in theory and practice, but the overall outline of the program remained fairly static. This fact prompted the director of the Institute for Nonprofit Organization Management at USF to decide that the time had come to take a closer look at the MNA curriculum in light of current and projected trends in the nonprofit sector. With funding from the Packard Foundation and The California Endowment, the Institute was able to launch its Curriculum Revision Project in the fall of 2002. The goal of the project is to review and revise the nonprofit management curriculum at USF and train faculty to deliver it.

□ The paper for the 2003 ARNOVA conference will report on the Curriculum Revision Project and its results. At the time of this proposal (March 2003), the first steps of the project have been completed. The Institute used a regional strategy in gathering data through interviews with knowledge experts in nonprofit management education from (a) university programs in the Bay Area, (b) management support organizations that offer training and consulting in nonprofit management in the Bay Area and Sacramento, and (c) foundations that support nonprofit management education. Interviewees were asked questions about the skill and knowledge areas needed by nonprofit managers in the 21st century, current trends in the nonprofit sector, and the different roles of academic and training institutions in fulfilling nonprofit managers' educational needs.

Results of the interviews were compiled into a working paper (Fletcher, 2003) that became the basis of a half-day conference at USF to which all those interviewed were invited. Conference participants identified the most important challenges and opportunities faced by nonprofit management educators in the 21st century, discussed the implications of the findings of the working paper for their own institutions, and addressed the issue of how academic and training institutions might collaborate to provide a continuum of nonprofit management education in the local area. A major goal of the conference was to begin developing a community of nonprofit management educators in the Bay Area and strengthen communication among providers of nonprofit management education at all levels.

Future steps in the Curriculum Revision Project will all be completed by the end of July 2003, and results will be fully reported in the paper to be delivered at the ARNOVA conference. These steps

include (a) evaluating current USF nonprofit management curricula for adequacy in addressing identified needs and trends, (b) developing new curricula for USF degree and certificate programs, (c) developing learning outcomes for students in each course area, (d) identifying lead faculty members in each course area and commissioning them to develop model syllabi, (e) developing teams of faculty for teaching in each course area, and (f) holding a conference for faculty support and training. The major end product of the project will be an up-to-date curriculum addressing the educational needs of 21st century nonprofit managers. Another desired outcome will be the development of a community of nonprofit management educators in the Bay Area and increased communication and collaboration among them.

Relation to Literature

Despite the growth of nonprofit management education in the last 20 years, there is very little published literature on the field, and nothing was found that relates directly to the process or products of the Curriculum Revision Project. A review of the contents of the two primary U.S. nonprofit management journals (*Nonprofit Management and Leadership* and *Nonprofit and Voluntary Sector Quarterly*) since 1988 showed that fewer than 10 of the hundreds of articles relate directly to the education of nonprofit managers. Two edited books of papers presented at a 1986 and a 1996 conference on nonprofit management education remain the primary resources in the field (O'Neill & Fletcher, 1998; O'Neill & Young, 1988). This paper, therefore, will add to available resources in a field where literature is scarce.

There is considerable documentation in recent literature of the trends that were identified as most important for nonprofit managers in the 21st century by interviewees in the first step of the project. These trends include mergers/collaboration, importance of technology, accountability/evaluation/ethics, entrepreneurial skills/earned income, diversity, and public policy/advocacy. A recent search of relevant databases uncovered 22 published articles on diversity in the nonprofit sector, 16 articles on earned income and entrepreneurship, 28 articles on evaluation/accountability/ethics, and 15 articles on public policy/advocacy. Three-quarters of these articles were published after 1998. A soon-to-be-completed search for articles on mergers/collaborations and technology is likely to produce similar findings. These results confirm the importance of trends identified in the interviews and reinforce the Institute's plan to emphasize these trends in designing new nonprofit management curricula at USF.

Contribution to the Field

□The Curriculum Revision Project at USF provides a model for other academic programs dealing with the need to update their nonprofit management curricula in light of 21st century trends and current educational needs of nonprofit managers. Project activities will provide examples for other programs of gathering information, designing new coursework, and training faculty. The project also provides an example of a regional strategy involving nonprofit management educators from both academic and training institutions in defining current nonprofit sector trends and skill areas. It is expected that this regional strategy will result in continued communication among nonprofit management educators in the Bay Area and could lead to collaboration among them. Results of the project and lessons learned from its implementation will help others profit from USF's experience in their own curriculum revision and community building efforts.

References

Fletcher, K. (2003). Report on interviews for the curriculum revision project. Working paper. Institute for Nonprofit Organization Management, University of San Francisco.

O'Neill, M., & Fletcher, K. (Eds.). (1998). *Nonprofit management education: U.S. and world perspectives*. Westport, CT: Praeger Publishers.

O'Neill, M., & Young, D.R. (Eds.). (1988). *Educating managers of nonprofit organizations*. New York: Praeger Publishers.

Paper Number: PN032034.2

Paper Title: E-Learning Application in A Management Education Curriculum: Can We Blend the Old with the New?

Author(s):

Dr. Philip Nufrio, Long Island University, Brookville, NY, USA

Summary of Research

This paper presents both issues and applications in the development of a long distance or an E-Learning curriculum in Public and Non Profit Administration. It documents a more than five-year attempt by the author to develop and apply the use of long distance teaching technologies within an MPA/Non Profit curriculum.

Description

This paper presents both issues and applications in the development of a long distance or an E-Learning curriculum in Public and Non Profit Administration. It documents a more than five-year attempt by the author to develop and apply the use of long distance teaching technologies within an MPA/Non Profit curriculum.

The paper illustrates the characteristics and shortcomings of E-Learning offered on such platforms as Blackboard or WebCT. A local E-Learning experiment used by the author is described. The author shows how the use of synchronous communication can blend the strengths of the traditional "live" classroom with the strengths of high technology in teaching.

The paper also addresses many of the technological and behavioral challenges facing E-Learning in the future. One such challenge is that many of the E-Learning servers address only a small portion of the real-time interactive communication needs of faculty and student. The author argues that colleges and universities must find ways to build comprehensive and flexible platforms to enable real-time interactive communication between faculty and student. Until such solutions are found we may never find the right "mix" and move E-Learning to where it needs to be in higher education.

Paper Number: PN032034.3

Paper Title: One for All?: Evolving Curricula in Nonprofit Management Education

Author(s):

Dr. Mark Wilson, Michigan State University, East Lansing, MI, USA

Dr. R. Sam Larson, University of Oregon, Eugene, OR, USA

Summary of Research

Recognizing that the student voice is often missing from debates about academic program development, this paper concludes our study of nonprofit management students at six universities in the United States. Surveying those enrolled in nonprofit management programs, and investigating the curricular issues raised by their experience, offers insights into the evolution of nonprofit programs and curricula.

Description

As nonprofit management expands as a content area for higher education, the worlds of the academy and practice engage in a conversation about the best way to prepare nonprofit managers for the turbulence and volatility of their profession. Nonprofit management courses can be incorporated into a wide range of graduate and certificate programs, such as master's degrees in nonprofit organizations (MNO), public administration (MPA), business administration (MBA), social work (MSW) and law (JD).

The wide range of options for the location of nonprofit management programming has given rise to the 'best place' debate, which directs attention to where nonprofit management is best situated within the academy. Recognizing that the student voice is often missing from debates about academic program development, this paper concludes our study of nonprofit management students at six universities in the United States. Surveying those enrolled in nonprofit management programs, and investigating the curricular issues raised by their experience, offers insights into the evolution of nonprofit programs and curricula. Nonprofit management curriculum is not a fixed, stable body of knowledge nor is it necessarily a logical outcome of nonprofit management studies. Rather, curriculum is a social and cultural construction and "may be seen as that part of the cultural life of an academic organization in which faculty, administrators and students construct and revise their understandings and in which they negotiate about what counts as valid knowledge in particular historical and social settings " (Gumport, 1988, 50). We anticipate that the negotiations will continue for years to come.

Gumport, P. "Curricula as signpost of cultural change." Review of higher education 12, no. 1 1988 49-61

Paper Number: PN032034.4

Paper Title: Innovations in Capacity Building: An Executive Education Institute Model

Author(s):

Dr. Kathy Kretman, Georgetown University, Washington, DC, USA

Erica Greeley, Georgetown University, Washington, DC, USA

Summary of Research

We are experimenting with a new model of nonprofit executive education that involves a partnership between a funder and a university to build capacity in the nonprofits supported by the foundation. The university holds a residential Institute where an executive director, board member, and senior staff member from each nonprofit attend skill-building seminars and work together to create a plan that addresses a specific organizational issue. Following the Institute, cohort groups of organizations meet annually to share their progress. This paper discusses this model and the various benefits to the funder, university, and participating organizations.

Description

The Issue

Developing sustainable and effective capacity building programs for nonprofits and their leaders.

The Approach

We are experimenting with a new model of nonprofit executive education that involves a partnership between a funder (The Jessie Ball duPont Fund) and a university (Georgetown University) to build capacity in the nonprofits supported by the foundation. The paper will be based on our experience and lessons learned from delivering five executive education institutes to 150 participants representing 50 organizations.

The Institute is an intensive four-day residential program attended by organizational teams. Each organization must bring its executive director, a board member, and a senior staff member and is required to arrive at the Institute with a brief written description of a particular organizational issue that they wish to address during the four days. In addition to attending seminars taught by nationally recognized experts, participants meet within their organizational team to develop a plan that addresses their chosen issue. These plans are reviewed by designated faculty coaches and presented for critical review by all participants at a peer clinic on the final day of the Institute. Developing an evaluation mechanism is one of the requirements of the plans.

Organizations participating in the Institute are a diverse a group ranging from very large, well-endowed institutions to small, volunteer-led organizations. Each Institute is customized to meet the specialized needs of the participant organizations and encourages groups to learn from each other. A stated priority of the Institute is to promote a better understanding of the large nonprofit sector, leadership roles within the sector, and tools for developing strategic partnerships locally and nationally.

Alumni Meetings are held annually to reinforce and build on the work done in the Institutes. Alumni teams meet with their respective Institute cohort groups and share their progress on their management plans created at the Institute. All the groups are then brought together for a professional development session that is based on a survey of participant needs.

Relationship and Contribution to Knowledge in the Field

The benefits of this model are promising and may be replicable. The opportunity for three members of

an organization to learn and plan together promotes their collective ability to create needed organizational change and is also an effective tool for individual professional development. In addition, the emphasis on peer-learning and collaboration has lead the Institute alumni to develop a network among themselves to share information on best practices, from capital campaigns to board development, to collaborative community initiatives.

The foundation and university partners are benefiting in important ways, as well. This model is allowing the funder to contribute to the capacity of its grantees; to the university's ability to provide executive education training that meets the needs of diverse nonprofit organizations and their leaders; and to the broader field of nonprofit education. The model is also providing the university with the ability to follow the institute participants over time to assess the impact of the training on their organizations; develop of new executive education curriculum and training models based on the participants' experiences; and contribute to the theory and practice of nonprofit executive education.

The benefits listed here and the impact of the Institutes are being tracked by an independent contractor.

Paper Number: PN032035

Paper Title: Nonprofit Management Education: Current Approaches and Future Directions

Author(s):

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

Description

Over 240 colleges and universities offer a variety of education and training programs in the management of nonprofit organizations. These papers examine the current approaches to education in the field and make suggestions for changes that will reflect future directions in management. How might we modify our programs to meet the changing needs of nonprofit managers?

Paper Number: PN032035.1

Paper Title: The Role and Scope of Accountability, Ethics, and Evaluation Inclusion

Author(s):

Dr. Angela Bies, Texas A&M University, College Station, TX, USA

Dr. Amy Brimer, Texas A & M University, College Station, TX, USA

Summary of Research

This paper explores how nonprofit ethics, accountability, and evaluation topics are currently being addressed in the curricula of some 80-100 US university settings. The study relies on document analysis of a comprehensive range of syllabi from graduate courses in nonprofit management education and a survey of faculty of graduate nonprofit management education programs. Findings are also explored in the broader context of current prominent nonprofit management education approaches and in light of suggested training needs of and normatively driven demands on nonprofit managers in the arena of ethics, accountability and evaluation.

Description

In the private, public, and nonprofit sectors, education and training are frequently tied to addressing organizational effectiveness, accountability, and performance concerns. In the nonprofit context, such learning is thought to be vital because of the increasing role that nonprofits are playing in terms of formal and informal education, the delivery of essential social services, and policy advocacy (Gordenker & Weiss, 1996). Driven in part by an acknowledgement of the increasing role of nonprofits in social development (Yadama, 1997; Brinkerhoff & Coston, 1999) and social capital formation (Coleman, 1990; Putnam, 1993; Ashman et al, 1998), the education and training initiatives aimed at the human resource and management development of nonprofits are linked to economic, political, and social welfare. Concomitant to recognizing the increasingly important roles of nonprofits is the appreciation of the training and learning needs of nonprofit managers (Hulme, 1994; Fowler, 1997). As the scope and influence of US nonprofit organizations have increased rapidly in recent decades so has demand for professional, graduate level training in nonprofit management education. At the same time, as the environments of NPOs have become increasingly complex, concern over nonprofit ethics, accountability, and evaluation has increased.

This study builds on the work of Mirabella & Wish (1999, 2001) and Wish & Mirabella (2000) related to trends in graduate nonprofit management education by exploring how nonprofit ethics, accountability, and evaluation topics are currently being addressed in the curricula of some 80-100 US university settings. The study relies on document analysis of syllabi from a comprehensive range of graduate courses in nonprofit management education graduate programs and a survey of faculty of graduate nonprofit management education programs. Findings are also explored in the broader context of current prominent nonprofit management education approaches and in light of suggested training needs of and normatively driven demands on nonprofit managers in the arena of ethics, accountability and evaluation.

Representative Bibliography

Ashman, D., Brown, D., & Zwick, E. (1998). The strength of strong and weak ties. *Nonprofit Management & Leadership*, 9(2), 153-171.

Berman, E. M. (1999). "Professionalism Among Public and Nonprofit Manager: A Comparison." *American Review of Public Administration* 29(2): 149-166.

□

Bowman, J. S. (1998). "The Lost World of Public Administration Education: Rediscovering the Meaning of Professionalism." *Journal of Public Affairs Education* 4(1): 27-31.

□

Dolan, D. A. (2002). "Training Needs of Administrators in the Nonprofit Sector: What Are They and

How Should We Address Them?" *Nonprofit Management and Leadership* 12(3): 277-292.

□

Eisenberb, P. (1997). "A Crisis in the Nonprofit Sector." *National Civic Review* 86(4).

□

Hejka-Ekins, A. (1998). "Teaching Ethics Across the Public Administration Curriculum." *Journal of Public Affairs Education* 4(1): 45-50.

□

Jurkiewicz, C. L. a. T. K. M., Jr. (1998). "The Influence of Ethical Reasoning on Leader Effectiveness: An Empirical Study of Nonprofit Executives." *Nonprofit Management and Leadership* 9(2): 173-186.

□

Katsioloudes, M. I. and V. Tischio (2001). "Critical thinking in nonprofit management education." *Human Systems Management* 20(1): 11.

□

Light, P. C. (1999). *The New Public Service*. Washington, D.C., Brookings Institution Press.

□

Mirabella, R. M. a. N. B. Wish. (1999). "Educational Impact of Graduate Nonprofit Degree Programs: Perspectives of Multiple Stakeholders." *Nonprofit Management and Leadership* 9(3): 329-343.

□

Mirabella, R. M. a. N. B. Wish. (2001). "University-Based Educational Programs in the Management of Nonprofit Organizations: An Updated Census of U.S. Programs." *Public Performance and Management Review* 25(1): 30-41.

□

O'Neill, M. (1992). "Ethical Dimensions of Nonprofit Administration." *Nonprofit Management and Leadership* 3(2): 199-213.

□

O'Neill, M. a. K. F., Ed. (1998). *Nonprofit Management Education: U.S. and World Perspectives*. Westport, CT, Praeger.

□

Paton, R. and J. Mordaunt (2001). "Nonprofit Management Education: International Trends and Issues." *Public Performance and Management Review* 25(1): 57-73.

□

Pickus, N. M. (2002). "Rethinking the Role of Ethics in Public Affairs Education." *Journal of Public Affairs Education* 8(1): 9-23.

□

Wish, N. B. and R. M. Mirabella. (1998). "Curricular Variations in Nonprofit Management Graduate Programs." *Nonprofit Management and Leadership* 9(1): 99-109.

□

Yadama, G. N. (1997). *Tales from the field: Observations on the impact of nongovernmental organizations*. *International Social Work*, 40, 145-162.

Young, D. R. (1999). "Nonprofit Management Studies in the United States: Current Developments and Future Prospects." *Journal of Public Affairs Education* 5(1): 13-23.

□

Paper Number: PN032035.2

Paper Title: A University-Based, Community-Serving Model for Educating Nonprofit Practitioners at the Axelson Center for Nonprofit Management at North Park University

Author(s):

Dr. Melissa Moriss-Olson, North Park University, Chicago, IL, USA

Summary of Research

The author reports on the model developed at The Axelson Center for Nonprofit Management for educating and serving Chicago-area nonprofit practitioners. From defining the initial market(s) to conducting market feasibility studies to articulating programmatic goals, this historical overview will provide an example of one approach to nonprofit management education in the 21st Century.

Description

The Axelson Center for Nonprofit Management at North Park University was established in 1999. Since its inception in 1891, the University's mission has involved "preparing men and women for lives of service." The establishment of the Axelson Center was viewed as a logical extension of this missional focus. From the beginning, the Center has relied heavily on the involvement of nonprofit community leaders in the development of its various programs. A highly engaged, 30-member advisory board provides ongoing input on the Center's strategy and members are involved in different aspects of strategy implementation. Advisory board members are involved in planning the annual Symposium, in serving as adjunct faculty and guest lecturers, in providing internship placements and employment opportunities, and assisting with the Center's annual evaluation process. In addition to spanning the boundary between the community and the University, the Center serves in a boundary-spanning role in other important ways. Through the establishment of an interdisciplinary undergraduate certificate program in nonprofit leadership studies, the Center has provided a more intentional educational focus for the University's already existing and highly enrolled service learning program. Through the establishment of graduate level certificates in nonprofit management and a masters of management in nonprofit administration degree program (which are offered through the University's School of Business and Nonprofit Management), the Center has established linkages between all of the academic departments that are involved in educating men and women for nonprofit careers. For example, the masters degree program allows for "specialization clusters" in a number of different areas including church management, community development, healthcare management, organizational development, and fundraising management. In this way, the Center is able to bring together in a more concerted and well-organized fashion, all of the University resources that are currently engaged in nonprofit management education. Finally, because the Center operates as an extension of the President's Office in a University-wide serving capacity, it has the ability to bring to bear a wide array of University resources in support of the Center's programs. For example, faculty from across the University are involved in the Center's annual Symposium which now brings more than 500 nonprofit practitioners to the campus each year. As a church-owned University that is affiliated with a denomination that owns and operates a substantial healthcare facility network and national summer campus program, the Center has also been able to develop educational programs to serve the unique management needs of these church-based entities.

Paper Number: PN032035.3

Paper Title: An Alternative to Traditional Degree Programs: Custom Designed Programming for Nonprofit Managers

Author(s):

Dr. Robert Sheehan, Jr., University of Maryland, College Park, MD, USA

Summary of Research

Rather than focusing on providing traditional academic degrees or offering “open enrollment” continuing education type programs, the Academy has chosen to provide custom designed programs to meet the specific needs of various nonprofit clients. The trade-offs of taking this approach will be discussed.

Description

The mission of the Academy of Leadership at the University of Maryland, College Park is to “promote leadership knowledge and practices that empower all those who strive for a just, equitable and thriving society, with special attention to groups historically underrepresented in leadership.” We are a leadership “think tank,” committed to staying on the forefront of the best ideas in leadership. And we provide custom-designed leadership development programs for organizations based on these cutting-edge leadership ideas. Given our mission, we place special attention on our work with nonprofit organizations.

Rather than focusing on providing traditional academic degrees or offering “open enrollment” continuing education type programs, the Academy has chosen to provide custom designed programs to meet the specific needs of various nonprofit clients. The trade-offs of taking this approach will be discussed during this panel presentation (e.g., cost versus meeting specific needs). And, examples of some of the programs we are now engaged in will be discussed. Some examples include:

*A family foundation in Baltimore has retained us to design and implement an intensive, one year leadership program for a select group of nonprofit CEOs which includes programming and executive coaching.

*We are designing a special conference for a national nonprofit on executive leadership succession issues

*We are working on a project in collaboration with the Maryland Association of Nonprofit Organizations, funded by the Morino Institute, to explore the feasibility of designing a specialized executive leadership program for Chief Operating Officers of nonprofits. This is a direct outgrowth of the Venture Philanthropy Partners capacity building report from a couple of years ago.

Paper Number: PN032035.4

Paper Title: Creating an Interdisciplinary Minor in the Large, Land Grant University

Author(s):

Dr Elizabeth Bolton, University of Florida, Gainesville, FL, USA

Dr. Marc T. Smith, University of Florida, Gainesville, FL, USA

Summary of Research

This paper documents the experience at the University of Florida in creating an interdisciplinary minor. The departmental home, supporting role of administrative champions, resource questions, and the role of interdisciplinary centers are among issues that will be explored. The effort at the University of Florida will be placed in context by also examining undergraduate programs focused on nonprofits at other land grant universities.

Description

The American Humanics program requires a range of competencies that, within a large university, are found scattered across a range of colleges and departments. Similarly, students with an interest in careers with nonprofit organizations focused on youth and human services are pursuing majors in a number of disciplines. Creating a program that responds to the needs of these students logically involves creating a campus-wide initiative. However, a number of institutional and budgetary barriers constrain the potential of campus-wide approaches within a large, land grant university. These include:

- Courses that, while covering the components of the competencies, are too specialized or require prerequisites, limiting their usefulness in the program.
- The natural tendency to protect the department and discipline, and questions of assigning time and credit to faculty participating in an interdisciplinary initiative.
- Resource issues and specifically the assigning of resources to the administration of an interdisciplinary program, and turf issues relating to the home of a program
- In a period of budget retrenchment, resistance to new programs

Despite interest in the American Humanics program for several years, the University of Florida had been unable to launch the program. However, next Fall the program will begin with the Department of Family, Youth and Community Sciences in the College of Agriculture coordinating a university wide undergraduate minor in Organizational Leadership for Nonprofits. The interdisciplinary nature of this minor is unique within large land grant institutions. The development of the minor and its various components, stages and implementation represents a model that might be replicated in other large universities.

This paper documents the experience at the University of Florida in creating an interdisciplinary minor. The departmental home, supporting role of administrative champions, resource questions, and the role of interdisciplinary centers are among issues that will be explored. The effort at the University of Florida will be placed in context by also examining undergraduate programs focused on nonprofits at other land grant universities.

Paper Number: PN032036

Paper Title: Social Movement Dynamics: Institutions, Networks, Voices and Values

Author(s):

Ms. Susan Eagan, Mandel Center for Nonprofit Organizations, Case Western Reserve University, Cleveland, OH, USA

Description

□An important function of the nonprofit sector is its role in providing space and opportunity for the voices of new social movements. Through its openness to any group that wishes to organize and makes its voice heard, the sector provides a home for protest and dialogue. From a critical theory perspective, alternative voices should be able to find institutional advocates. For these voices to be effective, they require an institutional home. However, institutional presence alone is no guarantee of effective voice, with McAdam (2002) calling for study of meso-level dynamics. The dynamics of contention, and the strategies and beliefs of the contending parties, require examination if we are to gain further understanding of institutionally-produced social change. Given the growth and maturation of the nonprofit sector, especially in the United States, does it still support new and radical voices? How do individuals and institutions in the sector go about promoting changes in values and beliefs held by key segments of society?

The panelists, who hold nonprofit doctoral fellowships and are actively involved as practitioners in the arenas that they are studying, have utilized ethnographic methods to examine the voices, meanings and strategies of activists in three nascent-stage movements. These studies extend the application of movement theory to instances of rapidly occurring collective action. One movement resides at the community level in the United States, one at the national level, and one at the international level. The first, community-level movement, studied by Kwardua Vanderpuye, concerns the advocacy of social change philanthropy and associated attempts to shift control over the funds for community capacity building from funders to local parties. The voices in support of venture philanthropy are multiple and have no single institutional home, creating a challenge for effective collective action.

The second, national movement is examined by Teresa Schmid and involves the attempt to engender increased responsibility in corporate governance following recent financial scandals in business organizations. The focus of this second study is the interaction of the Securities and Exchange Commission, the home of the movement's voice, and members of the American Bar Association. The study's analysis concentrates on networks and concerns the face-to-face and technology-mediated forums and processes of dialogue by which representatives of these two institutions interpret and implement new law, the Sarbanes-Oxley Act. Following Rochon's approach (1998), the research assesses impact on lawyers' values.

The third, international-level study concerns the challenge by the Brazilian-based World Social Forum, an institution less than four years' old, to prevailing concepts and institutions of global capitalism. It is an example of rapidly-moving "globalization from below" (Falk, 2000). The research probes the understandings of WSF members assembled for its most recent annual meeting, their framing of the movement's mission, and their mobilization strategies.

Taken together, these studies offer insight into the dynamics of institutional action designed to produce rapid social change.

Falk, R. 1999. *Predatory Globalization: A Critique*. Cambridge: Polity Press.

McAdam, D. 2002. *Beyond structural analysis: Toward a more dynamic understanding of social movements*. Forthcoming in M. Diani and D. McAdam (eds.), *Social Movement Analysis: The Network Perspective*. Oxford Press.

Rochon, T.R. 1998. *Culture Moves: Ideas, Activism, and Changing Values*. Princeton University Press.

Paper Number: PN032036.1

Paper Title: The Enron Legacy as Social Movement: The SEC and American Bar Association

Author(s):

Ms. Teresa Schmid, Case Western Reserve University, Westchester, CA, USA

Summary of Research

This study extends the discussion of the role of networks in social and political movements by focusing on the processes by which institutions (e.g. the Securities and Exchange Commission, law firms, and bar associations) can rapidly initiate social movement dynamics by using a combination of technology and personal interaction. The study informs institutional action for introducing rapid cultural change during times of crisis.

Description

This paper examines cultural change driven by the recent economic debacle of the Enron Corporation and the response of certain critical communities, the Securities and Exchange Commission and the American legal community. I use ethnographic methods to demonstrate that the key players and institutions engaged in movement activity to effect rapid and far-reaching cultural change in response to a national economic crisis.

In contrast to other social and political movements that required years, sometimes decades, of activism to achieve even threshold political goals, the United States Congress acted with extraordinary speed to respond to the economic crisis represented by the collapse of the Enron corporation. The result was passage of the Sarbanes-Oxley Act, which went into effect on July 30, 2002. The Act called for sweeping changes of corporate governance for publicly traded companies. It also re-scripted the professional roles of key personnel serving those companies, including directors, managers, accountants, and attorneys. Within a breathtaking seven months, Congress articulated and gave legal expression to a cultural change of astounding proportions. For investors in publicly traded companies, Congress effectively suspended the law of caveat emptor ("let the buyer beware"), a principle of free market economy already ancient when Adam Smith published *The Wealth of Nations* in 1776. With the stroke of a pen, responsibility for ensuring informed investment decisions was transferred from the buyers to the sellers. The agency charged with responsibility for disseminating and enforcing this value and the new model of corporate governance it required was the understaffed, underfunded, underpaid, overworked, and politically challenged Securities and Exchange Commission.

This paper explores the question of whether the Commission, acting upon legislation passed hastily under the pressure of a perceived economic crisis, can successfully transfer the Act's new corporate values to corporate lawyers, whose cooperation is critical to the desired outcome, and through them infuse those values into corporate organizations. The analysis relies upon Rochon's (1998) approach for evaluating the impact of social and political movements by tracing the progress of a specific cultural change, in this case a change in the attorney's role from protector of the corporate client to protector of the investing public. I assessed the diffusion of this particular value within two groups that Rochon would describe as "critical communities," i.e. the Commission and the national legal community, as represented by the American Bar Association. The focus is on the Commission's interaction with the practicing bar between November 6, 2002, and January 31, 2003, during which time the Commission conducted the rulemaking process for regulating the conduct of attorneys under the Act. The analysis relies upon an interpretive approach (LeCompte and Schensul, 1999), in which I was informed by my personal experience as an attorney and former regulator of attorney conduct. I collected data through fieldnotes, audio-recordings and extended notes of proceedings and conferences. Methods included observation by real-time video or audio webcast of two public hearings and a roundtable held by the Commission; an audiorecorded debate between a Commission representative and a panel of attorneys; and in-person observation of a three-day conference involving Commission leaders and nationally prominent lawyers in fifteen separate panel discussions. Secondary materials giving context to the

observations included reports by the Enron Corporation, the American Bar Association, the Commission, and the Office of Management and Budget. Materials were coded for specific issues relating to the attorney-client relationship, which was at the ethical and cultural center of the discourse.

This study extends the discussion of the role of networks in social and political movements by focusing on the processes by which institutions (e.g. the Securities and Exchange Commission, law firms, and bar associations) can rapidly initiate social movement dynamics by using a combination of technology and personal interaction. The study informs institutional action for introducing rapid cultural change during times of crisis.

Selected References

Byrne, J.A.; Lavelle, L; Byrnes, N; Vickers, M; & Borrus, A. (May 6, 2002). "How To Fix Corporate Governance." *Business Week*.

LeCompte, M.D, and Schenshul, J.J. (1999) *Designing and Conducting Ethnographic Research*. Walnut Creek: Alta/Mira Press.

Rochon, T.R. (1998) *Culture Moves: Ideas, Activism, and Changing Values*. Princeton. Princeton University Press.

Paper Number: PN032036.2

Paper Title: Philanthropy Ventures with Social Entrepreneurs: An Ethnographic Inquiry into Progressive Grantee/Grantor Collaborations

Author(s):

Ms. Kwardua Vanderpuye, Case Western Reserve University, New York, NY, USA

Summary of Research

By elucidating and contributing to a model on the interactive dynamics of social change philanthropy, this empirical inquiry speaks to grassroots organizations and their funding sources. It aims to produce knowledge useful in evolving infrastructure and processes that support the practice of effective grant-making for social change. It seeks to identify practices by which community development aid can remain perpetually valid through continuous dialogue with community stakeholders, facilitating ownership rather than dependency.

Description

Supporters of social change philanthropy seek the empowerment of marginalized and resource-poor communities. They argue that the nonprofit sector must not only anticipate, but embrace and support the transition of philanthropically-supported programs towards greater autonomy. The purpose of this ethnographic inquiry is to examine the reflections of social change grantees regarding their interactions with grantors. The grantors are social change philanthropists who fund their movement-oriented goals of social justice and systemic change. Social change philanthropists turn the traditional, donor-controlled approach to philanthropy on its head by transferring grant-making decisions from the donors to community activist boards selected to reflect the make-up of prospective grant recipients. The research examines how the grantees, indigenous empowerment organizations, negotiate to broaden the repertoire of approaches to grant-making collaborations in order to bring about the kinds of lasting changes desired by the beneficiaries themselves. Through phenomenological interviews with the social entrepreneurs providing leadership to these organizations, we explore the unwritten social contracts embedded in this non-traditional grantee-grantor relationship.

By elucidating and contributing to a model on the interactive dynamics of social change philanthropy, this inquiry speaks to grassroots organizations and their funding sources. It aims to produce knowledge useful in evolving infrastructure and processes that support the practice of effective grant-making for social change. It seeks to identify practices by which community development aid can remain perpetually valid through continuous dialogue with community stakeholders, facilitating ownership rather than dependency.

Selected References

Alexander, D. V. 1998. "Environmental constraints and organizational strategies: Complexity Conflict and Coping in the Nonprofit Sector" In *Private Action and The Public Good*, edited by Walter Powell and Elizabeth Clemens. New Haven; Yale University Press

Benford, Robert D, and Scott A. Hunt 1992. "Dramaturgy and Social Movements: the social Construction and Communication of Power." *Sociological Inquiry* 62:36-55.

Figueroa, Maria E., et. al. 2002. "Communication for Social Change: An Integrated Model for Measuring the Process and its Outcomes." The Rockefeller Foundation.
Web Site: <http://164.109.175.24/Documents/537/Summary.html>

Goldberg, Alison D. "Social Change Philanthropy and How its Done" in *Foundation News and Commentary*, May/June, 2003, Vol.43, No.3, 1-8
Web site: <http://www.foundationnews.org/CME/article.cfm?ID=1982>

Jenkins, Craig J. 1998. "Channeling Social Protest: Foundation Patronage of Contemporary Social Movements" In *Private Action and The Public Good*, edited by Walter Powell and Elizabeth Clemens. New Haven; Yale University Press

Meyer, John W., and Brian Rowan. 1977. "Institutionalized Organizations: Formal Structure as Myth and Ceremony". *American Journal of Sociology*, 83:340-363

National Committee for Responsive Philanthropy Report, Spring, 1999. "The Next Generation," 33-39

National Committee for Responsive Philanthropy Report. 2002. "The State of Philanthropy 2002" Introduction by Rick Cohen, pp. v.

Rao, Hayagreeva, et. al. 2000. "Power Plays: How Social Movements and Collective Action Create New Organizational Forms," *Research in Organizational Behavior*, Vol.22, 239-282.

Silver, Ira. 1997. "Constructing 'Social Change' Through Philanthropy: boundary framing and the Articulation of Vocabularies of Motives for Social Movement Participation," *Sociological Inquiry*, 67:488-503.

Tom, Sally, A. 2001. "More Than Directing Money: Theories In Use for Helping Distressed Communities As Practiced by Independent Foundations". Dissertation, Executive Doctor in Management Program, Case Western Reserve University.

Paper Number: PN032036.3

Paper Title: The World Social Forum: Can this “movement of movements” move business?

Author(s):

Ms. Sheri Perelli, Case Western Reserve University, Birmingham, MI, USA

Summary of Research

This research positions the Brazilian-based WSF, born as an opposing force to the corporate dominated World Economic Forum in Davos, Switzerland, as a vibrant example of the ascension of “globalization from below” (Falk 2000) into the “transnational public sphere” (Guidry, Kennedy and Zald) where it constitutes the beginning of a “global civil society” (Bernard 1999). It then plumbs the meanings members espouse about their participation in the WSF and their sense of the movement’s mission, design and import to animate framing and mobilization strategies that underlie the phenomenon’s network based processes.

Description

In a simpler time, it was possible for businesses to know, name and carefully superintend contentious relationships with critics. Today, a nascent, but rapidly accelerating, social movement is challenging the transnational business community’s ability to design from where and in what form opposition to corporate practices, policies, products or procedures might precipitously emerge. The new “World Social Forum” (WSF) and its briskly replicating derivative forms at regional, national and local levels worldwide seeks to inspire corporations to rethink strategies that impact social policy – not only on the brightly-lit global stage, but in small and remote locales of enterprise once but no longer beyond the purview of contentious critics. The WSF is a new and unique social movement with oblique, but significant and unprecedented potential to disrupt “neo-liberal” agendas.

Barely forty months in the making, the WSF is, as well, an intriguing new opportunity for analysis by social movement theorists – one with a beguiling twist or two and one particularly well suited to address the recent exhortation for studies that supercede structural analysis to illuminate the meso-level dynamics of social movements. (McAdam, Tarrow and Tilly. 2001; and McAdam. 2001.) Ethnographic research is a methodology ideally suited to distilling the meaning of the WSF, discovering the shared life of its motley constituents and illuminating the potential expediency of the movement to wider, largely unadvised and unwary audiences. Inquiry conducted at the most recent of the WSF’s annual conclaves in Porto Alegre, Brazil in January, 2003, sheds empirical light on the dynamics that shape this very original experiment in collective action. This study attempts “a move away from static structural models to a search for the dynamic mechanisms (and concatenated processes) that shape ‘contentious politics’.” (McAdam. 2001).

This research positions the Brazilian-based WSF, born as an opposing force to the corporate dominated World Economic Forum in Davos, Switzerland, as a vibrant example of the ascension of “globalization from below” (Falk 2000) into the “transnational public sphere” (Guidry, Kennedy and Zald) where it constitutes the beginning of a “global civil society” (Bernard 1999). It then plumbs the meanings members espouse about their participation in the WSF and their sense of the movement’s mission, design and import to animate framing and mobilization strategies that underlie the phenomenon’s network-based processes. While failing to exhaust all of the movement dynamics that could (and should) be mapped for this unique and challenging social movement, this paper concludes by suggesting implications for private and public sector institutions from whom the WSF seeks to wrestle increasing dominion over transnational public space.

Selected References

Bernard, Elaine. “The Battle in Seattle.” Washington Post, Weekend Outlook, December 5, 1999, p. B1.

Diani, M. 2000. "Simmel to Rokkan and Beyond: Towards a Network Theory of (New) Social Movements." *European Journal of Social Theory*. Vol. 3.

Diani, M. "Analysing Social Movement Networks." In Diani and Eyerman, eds. *Studying Collective Action*. London: Sage, 105-135.

Keck, M. and Sikkink, K. 1998. *Activists Beyond Borders*. 1998. Cornell University Press
Cleaver, 2002. "Computer-linked Social Movements and the Global Threat to Capitalism."
<http://www.eco.utexas.edu/faculty/Cleaver/polnet.html>

Guidry, A., Kennedy, M. and Zald, M. 2002 *Globalizations and Social Movement: Culture, Power and the Transnational Public Sphere*. University of Michigan Press.

Falk, R. 1999. *Predatory Globalization: A Critique*. Cambridge: Polity,

Hertz, N. 2001. *The Silent Takeover: Global Capitalism and the Death of Democracy*. The Free Press. New York.

Kiely, R. 2002. "Global Social Movements After Seattle: the Politics of Anti-Capitalist Protest."
<http://216.239.51.100/search?q=cache:Xgo4PvkZC6sC:www.mmu.ac.uk/gsa/confe>

McAdam, D., McCarthy, J. and Zald, M. 1996. *Comparative Perspectives on Social Movements*. Cambridge University Press.

McAdam, D., Tarrow, S. and Tilly, C. 2001. *Dynamics of Contention*. Cambridge: Cambridge University Press.

McAdam, D. 2002. "Beyond Structural Analysis: Toward a More Dynamic Understanding of Social Movements." Forthcoming in Diani and McAdam, eds. *Social Movement Analysis: the Network Perspective*. Oxford Press.

Oliver, Cadena-Roa and Strawn. 2003. *Research in Political Sociology*, edited by Dobratz, Buzzell and Waldner. JAI Press, Inc.

Ronfeldt, D, Arquilla J., Fuller, G and Fuller, M. "The Zapatista 'Social Netwar' in Mexico," RAND Publication MR-994-A, 1998.

Smith, J. & Johnston, H. 2002. *Globalization and Resistance: Transnational Dimensions of Social Movements*. Rowman Littlefield Publishers, Inc. Lanham, Maryland.

Paper Number: PN032037

Paper Title: The Scholarship Of Engagement And University Outreach

Author(s):

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

Description

Universities and colleges, in addition to offering nonprofit graduate degree programs, oftentimes reach out to the nonprofit sector and its community-based groups through a host of activities. They place interns, give technical assistance, facilitate conferences, sponsor leadership institutes, and conduct workshops. The panel examines the actions and choices of institutions as they develop education programs for the nonprofit community, with a focus on the following: 1) What types of programs and services are offered by colleges and universities? 2) What impact have these programs and services had on the nonprofit sector? and 3) To what extent are local needs being met by these outreach programs?

Paper Number: PN032037.1

Paper Title: ACCESS TO MANAGEMENT ASSISTANCE IN THE UNITED STATES: Current Status and Future Options

Author(s):

Dr. Carol Barbeito, CLB and Associates, Highlands Ranch, CO, USA

Summary of Research

This paper will report on the results of a of 3 and ½ year study conducted by ARDI to document the current status of management assistance in the United States and Ontario, Canada. It provides recommendations that should be considered to increase access to management assistance by nonprofit direct service and advocacy organizations.

Description

This paper will report on the results of a of 3 and ½ year study conducted by ARDI to document the current status of management assistance in the United States and Ontario, Canada. It provides recommendations that should be considered to increase access to management assistance by nonprofit direct service and advocacy organizations.

The analysis of survey results of 728 nonprofit management support organizations supplying management assistance to nonprofit organizations produced the following key results:

177 were primary providers with a mission to build the capacity of nonprofit organizations through management assistance.

552 were secondary providers with other primary missions but which offer management assistance as a service within their mission.

Eighty percent were over 10 years old.

Eighty-two percent have less than 6 full time employees involved in management assistance.

Most use part-time employees, consultants, board members and volunteers in management assistance service provision.

Sixty three percent serve geographic regions smaller than individual states.

Eighty percent report that over half of their clients are 501c3 nonprofits.

Over half serve nonprofits with varied missions who serve varied populations as opposed to focusing on nonprofits with selected missions for selected populations.

Management support providers offered 13 different types of services on average.

Management support providers covered 7 broad management headings on average.

Multiple sources of revenue were used with a mean of 3 types being average. Direct philanthropic support was the most common source.

Over half reported revenue from management assistance of \$24,999 or less.

Strategies recommended to increase access to management assistance include:

Increase resources to fund management assistance.

Create understanding that effective and efficient management and leadership is essential to optimizing mission accomplishment.

Increase strategically the number of providers and coordinate primary and secondary providers.

Conduct additional research to fully document all providers and learn more about them, how they function, whom they serve and how they serve.

Paper Number: PN032037.2

Paper Title: Service Learning in Nonprofit Management Education: Pedagogical Benefits and Successful Town/Gown Relations

Author(s):

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

Sara Morrison, Center for Public Policy and Administration, University of Massachusetts, Amherst, MA, USA

Summary of Research

This research contributes to our understanding of how graduate training can be paired with the needs of nonprofit organizations to create win-win outcomes. Well-designed service learning courses can provide nonprofit organizations with excellent consulting services and, at the same time, provide students with valuable empirical experience. The challenge is in designing courses and projects in such a way to achieve both objectives.

Description

Problem:

It is typical for professional masters degree programs to require experience-based learning in the form of a capstone, internship, and/or client-based project. While we understand quite well the pedagogical benefits of experiential learning, there is less knowledge about the benefits from the perspective of the community partner. In his book, *Not Well Advised*, Peter Szanton (1981) tells a cautionary tale about how mismatches between university expectations and community needs lead to less than optimal experiences for the community participants. Community organizations end up with reports that collect dust on shelves while students gain the information allowing them to write theses or gain experience useful in job searches. Unfortunately, his book is still relevant for university/community relations today. This project aims to determine the keys to successful experiences for both the students and the community organization.

Relation to the State of Knowledge in the Field:

This research contributes to our understanding of how graduate training can be paired with the needs of nonprofit organizations to create win-win outcomes. Well-designed service learning courses can provide nonprofit organizations with excellent consulting services and, at the same time, provide students with valuable empirical experience. The challenge is in designing courses and projects in such a way to achieve both objectives.

Approach to Research:

There are two parts of the data collection. One part is a survey of students who participated in the nonprofit management course between 2000 and 2003. This email/mail survey provides data on contribution of service learning to student learning in the form of projects, journals, and class discussions. The second part of the data collection involves interviews with community partners during the same time period. In these interviews we will learn about the usefulness of the projects, implementation of student recommendations, and whether there is willingness to have further involvement with the university.

Contribution:

This paper will make two contributions. First, while client-based projects are typical in professional masters education programs, the contribution of service learning to these experiences has been under researched. Service learning involves linking the field experience closely to class discussions and readings through an emphasis on reflection. Currently the service learning literature focuses nearly exclusively on the undergraduate experience. This project adds to Bushouse and Morrison's (2001) article evaluating service learning contributions to graduate student learning. Second, this paper also contributes to the literature on improving town/gown relations through meaningful partnerships (Szanton, 1981; Hill, 1999; Seltzer, 1999; Reardon, 2001). Through the interviews with community

partners, we expect to gain insight into the key components of successful partnerships.

Paper Number: PN032037.3

Paper Title: Bringing Nonprofit Professionals to Campus: Relationship Building Among Present and Future Nonprofit Leaders

Author(s):

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

Summary of Research

This paper reports on a highly successful workshop series for nonprofit organizations which creates connections between the university and nonprofit organizations and professionals. The workshops are offered through the university's Division of Continuing Education and Public Service at Louisiana State University in Shreveport and can actually lead to a Certificate in Basic Nonprofit Administration.

Description

For seven years, our American Humanics Program has been operating a highly successful workshop series for nonprofit organizations which has placed our program in touch with countless nonprofit organizations and professionals. The workshops are offered through the university's Division of Continuing Education and Public Service and can actually lead to a Certificate in Basic Nonprofit Administration.

The workshop series generates over \$5,000 annually for our program and is easy to do. Session topics actually parallel our for-credit SOCL 392 class titled Practicum in Not-For-Profit Organizations (1 hr. repeatable for a total of three hours) which focuses on topics for American Humanics certification not covered elsewhere in the university's classes. Topics are covered as follows: fund raising, organizational change and strategic planning, boards of directors, leadership, grant writing, volunteer management, and financial management.

The inclusion of the nonprofit representatives provides exposure for American Humanics students to nonprofit professionals and to real live problems of nonprofits. Whereas the students taking the for-credit class have exams, the noncredit attendees do not have exams. Non-credit participants are requested to buy the book for the topic being addressed and the for-credit students are required to buy the books. Since the noncredit workshops are in modular form on a set rotation each year, a person can take one module or workshop, a few, or the entire series for the certificate.

An unanticipated outcome is recruitment of persons from the nonprofit community who come back to the university to obtain the American Humanics Certification. Another unanticipated outcome is that several noncredit students change to for-credit students each year and begin working on or finishing their baccalaureate degree.

As a result of working with nonprofit representatives through the workshop series, we have built up an extensive list of "alumni" to contact about colloquium series, conferences, and other events sponsored by American Humanics and our new Institute for Human Services and Public Policy. Because of the student-teacher-mentor relationship fostered in this workshop series, former students are very receptive to returning to the university for additional educational experiences and also as donors to support the various activities of the American Humanics Program and newly formed institute.

Paper Number: PN032037.4

Paper Title: Adding Another Dimension to University-Community Engagement:

Author(s):

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

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

Summary of Research

This paper expands on the authors' earlier research and reports on nonprofit management outreach centers to examine the relationships between various elements of center institutionalization and success and the larger institutional context within which they operate. To ensure comparability, the data set for this paper is the same as our two most recent papers: data from semi-structured telephone interviews of the directors of all U.S. university- and college-based nonprofit management outreach centers. In past papers, we reported on the structural, leadership, and institutional-context characteristics of centers in a variety of college and university settings, large and small.

Description

Nonprofit organizations (NPOs) increasingly seek new and substantive knowledge and tools to enable them to address the diverse and challenging needs of people and communities in a rapidly changing world. During the past ten years, often in response to such interest, there has been a dramatic increase in the number of NPO management outreach programs operating on college and university campuses throughout the United States. As of 2002, at least 80 U.S. institutions offered nonprofit management outreach programs, including fifty with combinations of degree and outreach programs and thirty that have outreach programs with no linkage to any degree programs (data from Mirabella and Wish, 2002). More than 70 institutions of higher education have formalized their response to the degree that they have created nonprofit management outreach centers, fifty of which conduct significant programs of outreach to provide management development to NPOs in the communities they serve. The proliferation of these programs and centers has been significant yet, apart from the reports of only a few researchers, relatively little is known about the organization, development, and institutional and community context of these centers.

This paper expands on the authors' earlier research and reports on nonprofit management outreach centers, including their relationships with their host institutions, to examine the relationships between various elements of center institutionalization and success and the larger institutional context within which they operate. To ensure comparability, the data set for this paper is the same as our two most recent papers: data from semi-structured telephone interviews of the directors of all U.S. university- and college-based nonprofit management outreach centers. In past papers, we reported on the structural, leadership, and institutional-context characteristics of centers in a variety of college and university settings, large and small. Our reports described center sustainability; centrality, inclusion, and legitimacy within the host institution; linkage and credibility with the larger community; the degree to which the center is at risk of elimination; and where and how the centers have been linked structurally to the host institution. In addition, however, this paper will incorporate updated information from each director on the degree to which they perceive their center to be at risk (secured via brief follow-up interviews with each of the responding directors). This will allow our work to reflect the recently-changed financial and political environments of these centers – important additional information since the initial round of interviews preceded the current state of the economy in the U.S.

This paper will expand our earlier line of inquiry by examining the relevance of institutional linkage and placement to the success of these outreach centers, and considering whether certain forms of institutional structure, organization, and linkage are perceived to be more successful than others. This examination will explore in depth the variations by institution type, center placement (e.g., business, public administration, liberal arts), center reporting and accountability structures, and the host

institution's nature and scope of community engagement, and consider their implications for center survival and success. It also will examine center characteristics in relation to host institution mission, including specifically the overall nature and level of community engagement of the host institution.

As noted above, the paper will include center directors' judgments about multiple aspects of center role and inclusion within their institutions, and examine relationships among (a) the degree to which a center is institutionalized or at risk within their institution; (b) the funding and financing arrangements for the outreach units and the relationship of such arrangements to institutional placement; (c) identification of critical factors identified by directors as critical to the long-term survival and sustainability of their outreach programs; and (d) the relationship, if any, that exists between the nonprofit outreach center and the host institution's orientation toward scholarship and community engagement.

This paper is related to the small yet growing body of literature examining the "best place" for nonprofit management education and development centers and programs (e.g., Young, 1998; Mirabella and Wish, 1999; and Mirabella, 2001), and links the study of these centers with the growing body of literature regarding the changing role of community outreach and the "scholarship of engagement" (much of it an outgrowth of the writing of Boyer, 1990) that is very much the subject of interest for metropolitan institutions of higher education (e.g., Holland, 1999; The Democracy Collaborative, 2001). This paper also builds on the very small body of writing (primarily produced by nonprofit outreach program funders) on the nature and development of university-based nonprofit management outreach centers (e.g., recent self-published reports by the Kellogg Foundation, such as Larson and Barnes-Moorhead, 2001).

This paper continues the path-breaking work of the authors' earlier reports by continuing the exploration and examination of the practices and implications of nonprofit management outreach centers and programs for larger institutional innovation and change. There is essentially no other research underway that examines this particular intersection of issues, although the related papers proposed for this ARNOVA 2003 panel all have direct relevance to the topic. This paper will provide an important foundation for future research by the authors and others in the field of nonprofit management education.

References: (Author-identifying references omitted.)

Boyer, E. L. (1990). *Scholarship Reconsidered: Priorities for the Professorate*. New York, NY: Harper and Row.

□The Democracy Collaborative. (December 7, 2001) *The Public Mission of the Public University*. College Park, Maryland: The Democracy Collaborative.

Holland, B. A. (1999). From murky to meaningful: the role of mission in institutional change. In Bringle, R. G., Games, R. & Malloy, Reverend E.A. *Colleges and Universities as Citizens*. Boston, MA: Allyn and Bacon.

Larson, R.S., and Barnes-Moorhead, S. (2001). *How Academic Centers Work: Building and Sustaining Academic Nonprofit Centers*. Battle Creek, Michigan: W.K. Kellogg Foundation.

Mirabella, Roseanne. ed. (June 2001). *Public Performance and Management Review*. (special issue).

Mirabella, R. and Wish, N. (1999, July 14). *Nonprofit Management Education: Current Offerings in University Based Programs*. <http://pirate.shu.edu/~mirabero/Kellogg.html>

Young, D. (1998). *Games Universities Play: An analysis of the Institutional Contexts of Centers for Nonprofit Study*. In M. O'Neill and K. Fletcher (eds.), *Nonprofit Management Education: U.S. and World Perspectives*. Westport, Connecticut: Praeger Publishing.