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The Nonprofit
Sector: Partner
in Civil Society

From the Editors

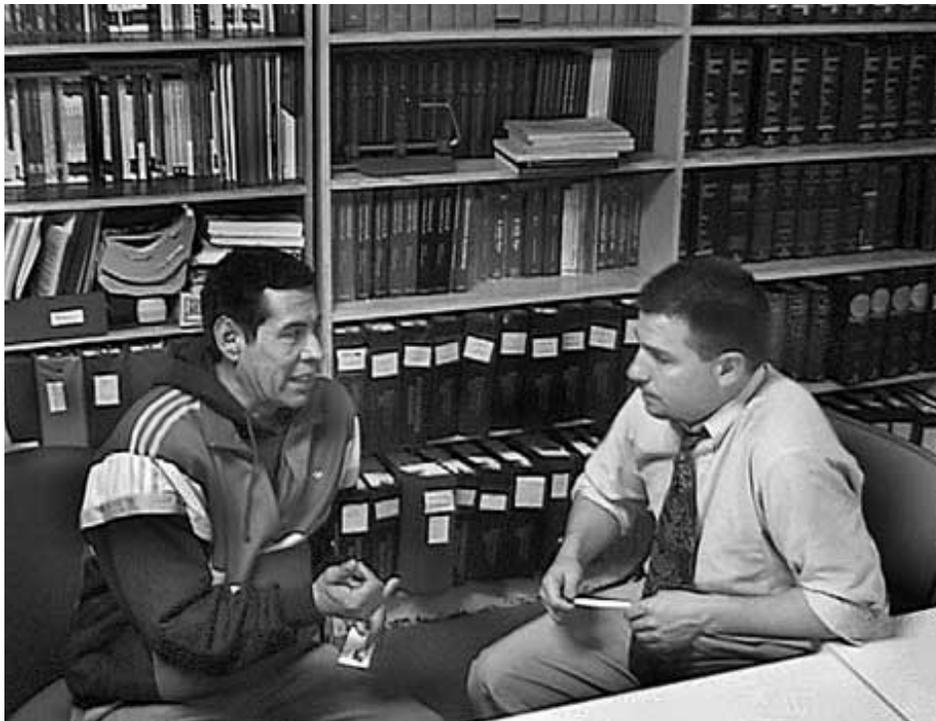
The Nonprofit

Sector: Partner

in Civil Society

This journal focuses on the role played by non-governmental organizations (NGOs), along with government and business, in fostering a democratic civil society. Throughout the journal we refer to these organizations as “nonprofit” groups. This is the term most commonly used in the United States to refer to organizations that are neither an extension of any government office nor a money-making enterprise for their members. In other countries, they may be called non-governmental organizations, grassroots organizations, or charitable foundations. We will examine what nonprofit organizations have in common; why they are viewed as a vital element of democracy in the United States; and how these unique organizations manage their mission.

Nonprofit groups have been a distinguishing feature of the United States for centuries. But in the past, often they were viewed in isolation, as individual organizations—a hospital, a school, a soup kitchen.



Today, a clearer picture is emerging of these groups as a coherent, significant sector of society. The nonprofit sector comprises an immense number of organizations. It has emerged as a principal service provider and social advocate, making communities better places to live and work, and enriching democratic debate.

The nonprofit sector is benefiting from the lessons of modern management. Whatever may be the central mission guiding an organization, greater emphasis now is being placed on efficiency, transparency and collaboration with government, business and other nonprofits. These groups have the potential to attract and prepare citizens to forge innovative solutions and build the partnerships needed to make a difference.

As USAID administrator Brian Atwood points out in the opening article, no democracy can endure without considering the

views of both the majority and the minority. A strong nonprofit sector helps to ensure that no one is left without a voice at the decision-making table because of a lack of resources.

The American experience suggests that democracy, and all it promises its citizens, depends on the productive relationship among all sectors of society—nonprofit, civic, governmental and business—to address the nation’s problems and sustain its growth.

Above, lawyer and client confer in the offices of AYUDA, a community-based nonprofit organization working on immigration and domestic violence issues.

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Strengthening Democracy Through Civil Society

by

J. Brian Atwood

As democracy spreads around the world, "the realization is growing that a nation's political future, its economic strength, its national vitality, and its very identity will be shaped by the creation of better, more transparent government in partnership with a vibrant civil society," according to J. Brian Atwood, administrator of the U.S. Agency for International Development (USAID), who explores this partnership in an adaptation of an October 1997 speech to a nonprofit group in the Dominican Republic.

In villages and cities around the globe, people are coming to view democracy as a necessity, not a luxury. They are beginning to understand that good governance is not an alien idea, and that appeals to patriotism are no substitute for participation and empowerment. The realization is growing that a nation's political future, its economic strength, its national vitality and its very identity will be shaped by the creation of better, more transparent government in partnership with a vibrant civil society.

I cannot help but be struck by the dramatic differences between today and when I first started at the National Democratic Institute in the 1980s. At that time, we had so many countries around the world where democracy seemed like an impossible dream. The generals and the dictators far outnumbered the democratically elected presidents and prime ministers.

But 10 years later, we have seen a remarkable transformation. The hard work and commitment of citizens on every continent have taken root. We have come



J. Brian Atwood

farther in those 10 years than even the most optimistic could have hoped. In many areas such as Latin America and Eastern Europe, democracy is now the standard, not the exception. But we can hardly rest on our laurels. As President Jimmy Carter once noted, “The experience of democracy is like the experience of life itself—always changing, infinite in its variety, sometimes turbulent and all the more valuable for having been tested by adversity.”

Making Government Better

I think all of us involved in building democracy could testify to the occasional—and sometimes more than occasional—turbulence. But amid the adversity, we have always found a great bond between people working to promote democracy. Clearly, the role of civil society in advancing reform and modernization of political and economic systems is vital. The role of civil society is mentioned with great frequency in the press and by political leaders around the globe. Sometimes the role of community groups and non-governmental organizations (NGO’s) is lauded, other times it is criticized. This is proba-

bly a good sign that those groups must be doing something right.

The role that forces outside of government should play in strengthening democracy is debated not only in Latin America, but throughout the world, whether it be in an established democracy in Western Europe or a fledgling democracy in Haiti. Just look at the aspiring democracies of the African continent, and especially of Eastern Europe and the Newly Independent States of the former Soviet Union, where each day is a struggle to forge the identity of community in relation to democracy, of the openness of basic systems and the role of the individual versus the state. In this past year, for example, USAID worked with Eritrea, South Africa and Uganda to draft new constitutions. These constitutions were made much richer documents because they were widely publicized and because civic organizations had significant input into their drafting.

What is clear is that governments and non-governmental actors must strike a fair balance, born out of mutual respect. Governments need to respect the rights of citizens to organize, and citizens must give their institutions the ability to govern effectively. Only by working together—despite the occasional tensions—will the will of the people be served. Civil society can play a key role in public advocacy, policy analysis, mobilizing constituencies in support of reform and by serving as watchdogs in assuring accountability.

Groups formed by citizens eager to improve their society can advocate, educate and mobilize attention around major public issues and monitor the conduct and achievements of public officials. Obviously, these are functions which the press and public figures may not always

enjoy, but that makes them all the more important. But in every case, citizen activists must remember the goal is to make government better, not to tear down public institutions.

Essentials of Democracy

A strong and active civil society fosters three elements essential for democracy: accountability, participation and continuing momentum for political reform. By its very nature, the concept of good governance requires accountability from political and bureaucratic institutions. Strong and sustained pressure by civil society is needed to achieve success in the fight against corruption in public institutions. Without this pressure, it is likely that the campaign against corruption would be reduced to little more than hollow demagoguery.

A well-organized civil society empowers the poor and enhances their collective voice in the political process. Civil society organizations serve as educators of citizens regarding their rights and responsibilities. They motivate citizens to struggle for the rights that hold the key to a better life.

Admittedly, the best allies of lasting reform of the political system are often found outside the government. However, one needs government and civil society working together to achieve real reform. Nobody should think that civil society is a substitute for political parties or responsible political leadership. Quite the contrary. It is not an issue of civil society instead of political parties, but rather, civil society as a necessary complement to political parties.

Nor would it be correct to think that civil society is by nature anti-government. We have seen many examples of govern-

ment-private partnerships that have both strengthened public policy and bolstered civic organizations at the same time. In Nepal, for example, a focus on promoting women's literacy through NGOs helped eventually spark a supreme court decision to overturn discriminatory inheritance laws. In Namibia, an open dialogue between NGOs and the legislature led to both a greater public advocacy role for NGOs and greater transparency in how the legislature makes its decisions.

Finding Solutions at the Local Level

I would be remiss to limit a discussion of civil society to those groups and institutions that work at the national level. Democracy has to allow for the majority to speak up. This majority, often located in shanty towns of large cities and dispersed throughout the countryside, often has a different vision from the professionals and academics of the middle class.

The everyday problems of getting by are what interest them. The words "civil society" mean nothing. To ask a man or woman who is hungry about their opinion of civil society is to ignore the fact that they are most concerned with their pressing needs. The principles of democratic theory must be translated into everyday language, and we must be able to show a clear and bright line linking democracy and improvements in people's standard of living.

The majority of citizens in virtually every country are worried about problems at the local level. They want to participate, but to participate in finding solutions to immediate problems that affect their communities—the need for good schools and health centers, the need for better streets



and transportation, plans that will get their families electricity and water, programs that will make it easier for them to get their goods to market. People want to have a say in the management of issues they care about. This can only be achieved if they participate in decisions at the local level.

Citizen Participation

The challenge in newly established democracies is to decentralize political power. Not by replacing a national “strongman” with hundreds of local “strongmen,” but through citizen participation in each and every one of the municipalities throughout the country. Many civil society organizations around the world have concentrated on providing financial support to activities that promote this struggle in favor of citizen participation at the local and regional levels. I believe that the planting of these seeds of democracy will soon bear fruit.

In the post-Cold War world, the landscape is being shaped by two great ideas: democracy and open markets. In both international and regional fora, we see agendas dominated by issues of good governance and improving relations among neighbors who often used to be at odds with one another.

It is precisely the characteristics that make democracy sometimes noisy and unsettling that also give it such vitality and flexibility. By hammering out our differences openly, we almost always arrive at decisions that better serve everyone. By being inclusive and viewing political adversaries as competitors—not as enemies—citizens can safeguard their democracies.

Above, USAID administrator Brian Atwood discusses environmental issues with NGO leaders in Egypt.

Issues of Democracy, USIA Electronic Journals, Vol. 3, No. 1, Jan. 1998

Nonprofit Organizations

America's Invisible Sector

by

Lester M. Salamon

Dr. Lester M. Salamon, director of the Center for Civil Society Studies at the Johns Hopkins University, examines the role and importance of nonprofit organizations in American life. Salamon argues that active cooperation among the business, government and nonprofit sectors in addressing public problems is an essential component of civil society.

Few aspects of American society are more revealing of American character, or more central to American life, than the thousands of day-care centers, clinics, hospitals, higher-education institutions, civic action groups, museums, symphonies, environmental groups and related organizations that comprise America's private, nonprofit sector. Yet few also are more consistently misunderstood by the public and policymakers alike.

One reason for this is the sheer diversity of the entities that make up this complex sector. Many people question whether it is possible to consider small neighborhood associations and well-financed business associations, tiny soup kitchens and massive hospital complexes, elite universities and small day-care centers as parts of a single coherent "sector."

An accurate view of the nonprofit sector has also been clouded by the myth that government and nonprofit organizations are in constant and fundamental conflict. In fact, one of the central realities of the



Lester M. Salamon

the nonprofit sector today is its mutually beneficial involvement with government.

To understand the American nonprofit sector and its role in promoting civil society, it is necessary to sweep away some of this mythology and look carefully at the actual operations of this set of institutions.

Basic Definition

As a first step in this process, it is necessary to clarify exactly what the nonprofit sector is. In the United States, 26 different types of organizations are identified as worthy of tax exemption, ranging from business associations through charitable organizations and social clubs. Behind these 26 categories, however, lie five critical features that all these entities share. To be considered part of the nonprofit sector, therefore, an entity must be:

- *organizational*, i.e., an institution with some meaningful structure and permanence;
- *nongovernmental*, i.e. not part of the apparatus of government;
- *non-profit-distributing*, i.e., not permitted to distribute profits to

- its owners or directors, but rather required to plow them back into the objectives of the organization;
- *self-governing*, i.e., not controlled by some entity outside the organization;
- supportive of some *public purpose*.

While all organizations that meet these five criteria are formally part of the nonprofit sector in the United States, an important distinction exists between two broad categories of these organizations. The first are primarily *member-serving* organizations. While serving some public purpose, these organizations meet the interests, needs and desires of the members of the organization. Included here are social clubs, business associations, labor unions, mutual benefit organizations of various sorts and political parties.

The second group of nonprofit organizations are primarily *public-serving* organizations. These organizations exist exclusively to serve the needs of a broader public. Included here are a variety of funding intermediaries such as charitable, grant-making foundations; religious congregations; and a wide range of educational, scientific, charitable and related service organizations providing everything from nursing home care to environmental advocacy.

This distinction between member-serving and public-serving organizations is far from perfect. Nevertheless, it is sufficiently important to find formal reflection in American law. Thus, public-serving organizations fall into a special legal category—Section 501(c)(3) of the U.S. tax code—that makes them eligible not only for exemption from federal income taxation and most state and local taxation, but also

for tax-deductible gifts from individuals and corporations, that is, gifts that the individuals and corporations can deduct from their own income in computing their tax liabilities. It is these organizations that most Americans have in mind when they think about the “nonprofit sector” and it is these that we will focus on here.

A Major Economic Force

As it turns out, even this *public-benefit* portion of the American nonprofit sector alone turns out to be a major economic force. This is so even when we focus only on the more formal part of this sector—the organizations that formally register with the tax authorities or are otherwise known to exist—and exclude religious congregations as well as the numerous organizations that choose not to register or formally incorporate.

Under American law, the formation of nonprofit organizations is considered a basic right that does not depend on governmental approval. Organizations are therefore not obliged to register with any governmental authority in order to claim nonprofit status and the tax privileges to which it entitles them. This is particularly true of religious congregations, which are specifically exempted from the obligation to register and to file the annual reporting form that registered organizations are required to submit.

The approximately 750,000 organizations that comprise this core, public-benefit, service portion of the American nonprofit sector had operating expenditures in 1996 of approximately \$433 billion. If this set of organizations were a nation, its economy would thus be larger than all but about 10 national economies—larger than those of Australia, India, Mexico and the

Netherlands. What is more, if we were to add the volunteer labor that these organizations utilize, the total economic activity these organizations represent would rise by another \$80-\$100 billion.

Not all portions of this nonprofit sector contribute equally to the sector’s economic scale, of course. By far the largest component is the health subsector. Health organizations alone account for over 60 percent of all nonprofit expenditures. Higher education is second with about 20 percent. The remaining 20 percent of nonprofit expenditures are split among all the other types of organizations—social services, arts and culture, international assistance, advocacy, community development and many more.

The Nonprofit Role in American Life

That nonprofit organizations play such an important role in American life is due in part to historical accident. American society came into existence before government appeared on the scene. Frontier settlers therefore had to find ways to provide needed public services for themselves, without the aid of a pre-existing governmental apparatus. They did so by joining voluntarily with their neighbors to create schools, raise barns, and build public facilities, as well as many other things.

When Alexis de Tocqueville visited America in the early 19th century, he was struck by the proliferation of such voluntary groups. “Wherever at the head of some major undertaking you are sure to find the state in France or a person of wealth in England,” he observed, “you will find an association in America.” The deep-seated hostility to centralized authority that many immigrants brought with

them from their homelands made a virtue out of this necessity, reinforcing the prevailing voluntary spirit and creating a presumption in favor of “do-it-yourself” approaches to solving public problems.

Although historical circumstances have changed considerably in the intervening 150 years, nonprofit organizations continue to play an important role in American life. More specifically, these organizations perform four crucial roles:

The Service Role. Nonprofit organizations play a critical service role. Reluctant as they are to call government in to cope with a public problem until private solutions have been tried first, Americans tend to let nonprofit organizations lead the way in responding to critical public needs. The nonprofit sector has thus functioned as a first line of defense, a flexible mechanism through which people concerned about a social or economic problem can begin to respond, without having to convince a majority of their fellow citizens that the problem deserves a more general, government response. Nonprofit organizations are also available to subgroups of the population who desire a range of public goods that exceeds what the majority of citizens is willing to support. Reflecting this, nonprofit organizations operate in a wide range of public service fields. These organizations represent:

- half of the country’s hospitals
- half of its colleges and universities
- 60 percent of its social service agencies
- almost all of its symphony orchestras
- most civic organizations.

The Value Guardian Role. The nonprofit sector functions as a “value guardian” in American society, and crucial embodiment of a fundamental national value emphasizing individual initiative for the public good, just as private economic enterprises serve as vehicles for promoting individual initiative for the private good. In the process, nonprofits foster pluralism, diversity and freedom. These values go beyond the more instrumental purposes that nonprofit organizations also serve, such as improving health or providing shelter to the homeless. They are important in and of themselves, as expressions of what has come to be regarded as a central feature of American society—the protection of a sphere of private action through which individuals can take initiative, express their individuality, and exercise freedom of expression and action.

The Advocacy/Social Safety Valve Role. Nonprofit organizations also play a vital role in mobilizing broader public attention to societal problems and needs. Indeed, they are the principal vehicle through which communities can give voice to their concerns. In fact, most of the social movements that have animated American society over the past century—the women’s suffrage movement, the labor movement, the civil rights movement, the anti-war movement, the environmental movement, the women’s equality movement—took shape within the nonprofit sector.

By making it possible to surface significant social and political concerns, to give voice to under-represented people and points of view, and to integrate these perspectives into social and political life, these organizations function as a kind of social safety valve that has helped to pre-

serve American democracy and maintain a degree of social peace in the midst of massive, and often dramatic, social dislocation.

The Community Building Role. Finally, nonprofit organizations play a vital role in creating and sustaining what scholars have come to refer to as “social capital,” i.e., those bonds of trust and reciprocity that seem to be pivotal for a democratic society and a market economy to function effectively, but that the American ethic of individualism would otherwise make it difficult to sustain. Tocqueville understood this point well when he wrote in *Democracy in America* in 1835:

Feelings and opinions are recruited, the heart is enlarged, and the human mind is developed, only by the reciprocal influence of men upon one another.... These influences are almost null in democratic countries; they must therefore be artificially created and this can only be accomplished by associations.

Partnership with Government

Important as the nonprofit sector is, however, it would not have achieved its present scale in the United States had it been forced to rely solely on private charity and voluntary action. Rather, a significant partnership with government was crucial to the sector’s growth.

This partnership was apparent in the earliest period of American history. For example, America’s first nonprofit corporation—Harvard College—was founded with public subsidies in the mid-17th century. As urbanization and industrialization accelerated in 19th-century America, the limited capability of purely voluntary responses to human needs

became increasingly apparent. The upshot was a growing demand for governmental assistance to cope with the serious poverty, ill-health, inadequate housing, recurrent unemployment and related problems that arose. Indeed, nonprofit organizations were often in the forefront of pressing these demands.

Given the country’s hostility to exclusive reliance on government, however, the response to these pressures took a characteristically American route. Instead of switching from reliance on voluntary institutions to reliance on government, American policy pursued a middle course, mobilizing government-raised resources to support the provision of services by private, nonprofit groups. By the 1870s, in fact, charities aiding poor children in New York were already receiving well over half of their income from government, and similar practices were evident elsewhere as well.

This practice expanded greatly in the 1930s, and even more so in the 1960s and 1970s, when the national government finally entered the social-welfare field in a major way. Reflecting this, the most rapid period of nonprofit growth in the United States occurred precisely during this period of most rapid growth of government social-welfare spending.

A pervasive partnership was thus forged between government and the nonprofit sector, and this partnership fueled much of the nonprofit sector’s growth. Contrary to widespread beliefs, government provides substantial financial support to the nonprofit sector, which it “contracts” to provide a multitude of social services. By the early 1980s, for example, government accounted for over 30 percent of nonprofit public-benefit organization income, compared to only

18 percent from all sources of private philanthropy (individual, corporate and foundation) and about 50 percent from fees and charges.

This widespread partnership between government and nonprofit organizations has not been without its problems. Nor does it eliminate the need for private charitable support if nonprofit organizations are to retain a meaningful degree of independence. At the same time, the American experience suggests that there is a highly promising “third route” between sole reliance on the state vs. sole reliance on private charity to cope with public problems. That route involves productive collaboration among the civil society sector and government and business at all levels.

Toward True Civil Society

Civil society, in this sense, is not a particular sector. Rather, it is a relationship among sectors, a relationship that not only acknowledges the legitimacy of a civil sector, as well as business and government sectors, but encourages active cooperation among all of them in addressing public problems. Such a concept may not satisfy everyone, but it seems most conducive to the achievement of the democracy and development that the public claims to espouse. That, at any rate, seems to be the chief lesson—still incomplete—of the American nonprofit experience.

The Institute for Policy Studies at The Johns Hopkins University, where Dr. Lester Salamon served as founding director, produced the pamphlet, Nonprofits and Development: The Challenge and the Opportunity, on the role nonprofit organizations play in development. Its contents reflect the work of scholars and practitioners from over 32 counties who participated in the VIII Annual Johns Hopkins International Philanthropy Fellows Conference which took place in Mexico City in 1996.

For a printed copy of this pamphlet, please write:

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The Nonprofit Sector

Cornerstone of Civil Society

by

Sara E. Melendez

Sara Melendez, president of the INDEPENDENT SECTOR, a U.S. national coalition of nonprofit organizations, foundations and corporations, asserts that the services and activities provided by nonprofit organizations help to strengthen democracy and enrich the lives of people. In this article, Melendez highlights the vast contributions of the nonprofit sector and its invaluable role in building civil societies.

The role of the philanthropic, nonprofit sector in creating and maintaining civil society is a much discussed topic worldwide. The nonprofit sector has become the focus of increased attention in emerging democracies, where dictatorships of the left and right had repressed any expression of dissatisfaction. Their citizens are now learning to live in and participate in democracy, and scrambling to provide for their own basic needs in a market economy. In the United States, recent actions to reform the social welfare system have focused attention on the nonprofit sector.

This fundamental shift in how to provide for basic needs of the citizens of the United States, and the even more dramatic change in political systems around the world, are causing a great deal of discussion. Is there a need for a nonprofit sector in a civil society? What role does that sector fill in the society, and how? Is its value to society sufficient return for the tax-exempt status and other protections it



Sara E. Melendez

receives? Are those protections necessary to its effective functioning?

In order to address these questions from an American perspective, we must look at the historical role of nonprofit, civic involvement in American society.

Historical Role

There has not been a movement for social change in this country, nor an effort to protect the rights of any segment of society, which has not had its roots in the nonprofit sector. A major strength of the American nonprofit sector is its diversity.

The colonists who first came to these shores in the 17th and 18th centuries seeking religious and political freedom, or simply a better economic future, became early models of civic involvement. Every family that participated in a barn-raising, took in a group of travelers for the night or helped to deliver a baby in a neighbor's cabin, was laying the strong foundation of civic involvement.

The Founding Fathers themselves distrusted a powerful, central government and believed strongly in individual enterprise

and freedom. They saw volunteer effort as one check on big government and they encouraged the formation of free associations to build schools, put out fires, hire law enforcement officers and help out neighbors in need.

Since those early times, generations of Americans have stepped forward in various ways to serve as the watchdogs and guardians of citizen rights. The abolitionist movement of the 19th century, for example, sought to make America live up to the spirit of its Constitution by acknowledging the right to freedom of all humans. In the early 20th century, women gained the right to vote for the government which made the laws governing them as well as men. And more than 30 years later, African Americans followed their lead and demanded their own liberation from the discrimination and oppression which had kept them in second-class citizenship a century after their emancipation.

More recently, environmentalists have worked toward improving the quality of the air we breathe and the water we drink. Other advocates have worked to control handguns and keep drugs, alcohol and tobacco out of the hands of children.

This is the work of the nonprofit sector in civil society. It is part of the structure and culture of many communities to care for the needy and to enrich the lives of people, particularly in instances when government cannot or does not fill the need.

Safeguarding Democracy

The American national landscape is replete with nonprofit organizations—conservative, liberal, religious, social, legal—which are the self-organized, self-motivated champions of democracy in a society where the bureaucracy might

(and occasionally does) become a steam-roller of the powerful flattening the powerless.

While charity work and helping out those in need have been fundamental activities of the independent, nonprofit sector, the organizations and people in it have played another equally important role in the development of society and democracy.

The nonprofit sector provides a voice for those who otherwise would be voiceless. It strives to influence public policy on behalf of portions of the population who without it would have no influence. It works ceaselessly to ensure that no one sector, because of money or power or social standing, gets more of a place at the table than any other. The American Civil Liberties Union, for example, which strives to protect the letter of the Constitution in all areas of American life, is but one of many advocacy groups which have risen out of the need to see that all citizens are heard and their rights protected.

Enriching Lives

In addition to providing services and strengthening democracy, nonprofit organizations enrich people's lives.

Nonprofit, voluntary hospitals and medical schools have saved lives, and improved the quality of life through medical research and educating health care professionals. Nonprofit health advocacy groups have worked to increase access to health care and to improve the quality of health services for rich and poor alike. For example, the American Red Cross, which has aided millions across the world in times of disaster and tragedy, grew out of the valiant efforts of dedicated volunteers who worked tirelessly.



INDEPENDENT
SECTOR

Our lives are enhanced and made safer by the selflessness of such volunteers as firefighters, block parents, Neighborhood Watch groups and clean-up committees.

Imagine communities without orchestras, choirs, theaters, bands, libraries, museums—most of which are maintained by donations of time and money from individuals and groups who believe that the arts should be accessible and affordable to all.

Teaching Youth to Care

In the second half of the 20th century, each generation has learned about philanthropy and private, voluntary citizen action by watching their parents and other adults participate in such activities. Research done by INDEPENDENT SECTOR, a U.S. national coalition of foundations, corporations and nonprofit organizations, reveals that young people who engage in group activities through their houses of worship, schools or youth groups are more likely to engage in volunteer activities. And young people who learned to give and volunteer from their parents are more likely to continue such practices as adults.

In recent years, many schools in the United States have implemented voluntary service programs, where students give back to the community by volunteering and reflecting on what they learn from their experience. This is citizen-building at the grassroots level.

A Multi-faceted Sector

The role of the nonprofit sector in a civil society is thus multi-faceted: protector of rights, enricher of lives, advocate for the voiceless, nurturer of youth, guardian of the future, watchdog for the environment, haven for the destitute.

If government had to provide all of the services that the nonprofit sector provides, it would be more costly. In addition to revenues from contributions, fees and services, nonprofits depend on the contributed labor of millions of volunteers.

Another important feature is the relative independence and freedom from interference by government that has characterized the nonprofit sector. Government does not decide or regulate what causes or problems organizations and individuals tackle, or what they do about them. This freedom is essential for organizations and individuals to be effective advocates for people and causes. This sometimes requires criticism of government and lobbying. Guaranteed freedom of speech and assembly is critical to this effort and has resulted in remarkable accomplishments on behalf of Americans and the voiceless around the world.

What Does the Future Hold?

Civil society requires constant vigilance and work. Once created, it requires high levels of maintenance. The need for ser-

vices to those less fortunate than ourselves grows greater as governments reduce their size and budgets. The necessity for humane and just policies in light of reduced government roles increases the need for advocacy on behalf of the powerless. This role falls to the nonprofit sector, even as some seek ways to limit its role as advocate and dilute its influence.

By developing successive generations of volunteers, philanthropists, organizers and dreamers—citizens who will see life not only as a privilege but also a responsibility—the nonprofit sector can advocate for the needs of the poor and the rich alike. The result is the strengthening of civil society and democracy.

The formerly communist and right-wing totalitarian countries are discovering the value of the philanthropic, nonprofit, independent sector in strengthening democracy and building civil society. They turn to this sector in the United States for guidance and experience. It would be a pity if we let this unique sector, which has been so essential in building civil societies, be diminished in its scope and effectiveness. The culture of voluntary citizen action might well become our most valued asset in the 21st century.

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Management of Nonprofit Organizations

A Case Study

by

Carole Wagner

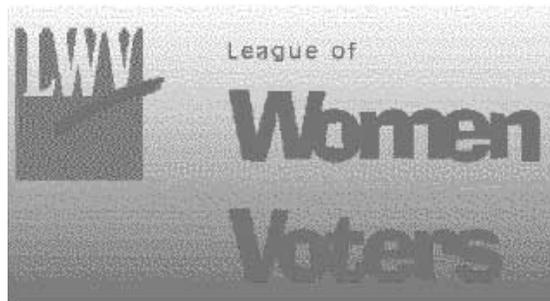
Vallianos

Carole Wagner Vallianos is a third-term member of the Board of Directors of the League of Women Voters of the United States from the state of California. A lawyer, businesswoman and experienced public administrator, she outlines some of the fundamental principles of managing a nonprofit organization.

The most critical component of an NGO or nonprofit organization is its mission. What does the organization want to accomplish? Successful management of a nonprofit organization is impossible without using the guiding light of the mission to steer and stay on course.

Nothing is more important than being faithful to the organization's mission. It is so easy to get off track: to find money to do something else to keep the organization afloat; to try to do everything, yet accomplish nothing; or to do related projects that dilute the organization's efforts. The supreme role of management in a nonprofit is to keep the organization on course.

To give concrete information about the structure, funding and marketing of a nonprofit organization is difficult unless one looks at a specific example. There is no finer illustration of a membership-based, grassroots organization than the League of Women Voters.



The League as a Model

The League of Women Voters was formed in 1920 as a result of the successful women's suffrage movement. From the spirit of that movement came the notion that a nonpartisan organization could provide political education to newly enfranchised women. The League was founded on the belief that education would contribute to the political growth of the female citizen to ensure the success of democratic ideals. Although the League was first conceptualized as a women's organization, it was really about all citizens. Even today, although most members are feminists, generally, the League is not thought to be a feminist organization.

The mission of the League of Women Voters is to promote political responsibility through informed and active participation of citizens in government. This is the star by which the board of directors steers its course. A copy of the mission statement is given to each board member, and it remains one of the first things that is read before any action is taken. The question asked before undertaking any task on the League's behalf is: Does this project or task help accomplish this mission?

From the start, individual members of the League were encouraged to participate in partisan, party politics. The early leaders correctly believed that women could not understand the political arena if they

were not involved in a political party of their own choosing. Yet the League itself was and is a nonpartisan organization. As an organization, it never supports or opposes a candidate or party. It does, however, support or oppose issues that members have studied and reached agreement upon. Thus, although it is political, it is nonpartisan.

Grassroots Structure

The League has a grassroots structure that is organized around units of government. That is, there are 1,000 local Leagues organized around town or city governments, 50 state Leagues organized around 50 state governments, and one national League organized around the federal government. These are distinct, legally separate organizations, which are affiliated through the legal structure of the national association. At the local or grassroots level, members decide which issues should be studied. That decision filters up to the national organization, rather than a directive from the top down. The national organization then carries out the will of its members, who make a final decision on issues at a biennial convention.

The underlying positions upon which the League acts are studied first by local members through the consensus process. The League has a good reputation for

studying the issues. It does not draw conclusions on any issue until both sides are heard and members reach agreement as a group. It is only then that League members may lobby the federal government on that issue. It is often a slow process that may take up to two years, yet one of the reasons for the League's reputation is its thoughtful positions. Members want to be part of shaping policy and legislation, giving the organization's positions on issues early in the process so their voice can be included in the final analysis. Members reach out to both political parties to work out their own differences in legislation early, before each side has had a chance to harden its positions. This usually includes urging legislators to consider the League's position.

Coalition Building

Getting this position heard and then acted upon by a member of Congress or the president is often difficult, even for an organization with a long, strong history. With limited resources, the League, like other groups, has found it most effective to work in coalitions. The opportunity to bring additional voices to an issue may strengthen an organization's position, both in sheer numbers of people and the combined strength of conviction, as well as in the diversity that the groups in a coalition bring together as a unified whole.

But how is the decision to collaborate with another group made? What criteria are used? How will the organization's reputation be safeguarded?

Coalitions present many challenges because one organization is no longer in complete control of the action. Certainly, it is important to be cautious so as not to damage your group's reputation. However, if you design guidelines and carefully fol-

low them, the benefits of working in coalitions far outweigh the negative aspects.

The League has written guidelines on coalition building, which are distributed to all board members and others in the organization, as are all the League's policies. The following criteria are incorporated into the decision-making process about whether to collaborate with another organization:

- The coalition's major issues should mesh with League positions on issues;
- Major goals of the coalition should be in accord with adopted priorities or the goals should be ones the League expects to work to achieve in the future;
- Coalition activities should bring added effectiveness to the overall efforts to achieve the League's goals;
- Members of the coalition should be organizations with which the League can work effectively. The League should have confidence in the leadership of the coalition and may itself serve in a leadership capacity;
- Expenditures for work with the coalition, including staff and volunteer time, as well as cash and in-kind expenses which are donated by the volunteer, should be worth the investment.

Many issues are addressed in these guidelines, but they will never be comprehensive and cover all situations. These are merely guidelines and not absolute strictures. Yet they do provide both committees and board members with some method of reaching a decision.

Board Structure

How is an organization's board of directors structured? For some organizations, the executive board is the organization. It makes policy, hires staff or actually does the work as volunteers. For others, the executive board makes policy and sets direction for a membership organization. In a true grassroots organization such as the League of Women Voters, members provide more direction and guidance to the board.

At the national level, the League's 14-member board of directors meets five times a year in Washington, D.C., where its national headquarters is located, although its board members live throughout the United States. Unlike most business corporations, nonprofit organizations such as the League generally have unpaid board members. Its board is composed of volunteer members who are elected during its biennial convention. Although each member is an unpaid volunteer, expenses to carry out the duties of a board member are reimbursed, including travel and lodging for board meetings.

In the past, board members' duties were defined by general topics, such as membership or environmental policy. Today, in keeping with the latest thoughts on nonprofit management, those roles are defined around specific goals and objectives. Thus, members might choose an environmental issue and a governmental issue as priorities for the biennium. Board members' duties are defined to meet those goals.

The League's board at the national level uses a committee system to get through its workload in a reasonable, timely way. Board meetings are three

days long, usually over a weekend. Day one is spent entirely in committees, of which each board member usually serves on at least three.

Committees are important so that issues can be discussed in smaller groups. The arguments for and against a situation can be discussed fully and a course of action can be planned. Notes can be kept during a committee meeting by a staff member or volunteer and distributed to the full board.

Days two and three are spent in full board meetings discussing issues that came up in the committees. By the time it reaches the full board, an issue has been framed, the ramifications discussed and a recommendation of action made by the committee to the full board.

Although this is a large organization, the different memberships of the League run the gamut from very large at the state level (11,000) to large cities (800) to very small cities (20). Membership dues are kept to a modest amount and the local League pays a per member assessment to its own state organization as well as to the national one.

Marketing the Message

The importance of the organization getting its own message to the public cannot be emphasized too strongly. If you don't get your message out, it may be told in a way that ultimately hurts your organization.

Marketing an organization can often be a frustrating, difficult experience if the group relies on word of mouth to carry its message. As with every other aspect of a nonprofit organization, there should be a plan of action. Marketing can involve

membership growth, funding opportunities and public relations efforts meant to publicize the organization, but no matter why or how it is defined, that plan of action must be met. A plan must carry a goal, some measurable objectives and strategies to reach them.

One example of successful marketing concerns the League's sponsorship of the first televised debate for presidential elections in 1960—the Kennedy-Nixon debate. The public still believes the League sponsors presidential debates at the national level, even though it has not done so for about 10 years! Nonetheless, the League gets the “credit,” which underscores how long an organization's reputation for an activity—good or bad—remains in the public's mind.

Strategic Planning and Fundraising

There is money available to support nonprofits from foundations worldwide, quasi-governmental organizations and some governments. But nonprofit organizations must have a professional approach even if they are not yet in the professional stage. Where do they begin? Strategic planning must be the first task.

Strategic planning is a method of meeting a nonprofit organization's ultimate goal. Resources—whether they are money, volunteers or time—are limited no matter how large or small the organization. Strategic planning is a way of using all your resources in the most efficient, most effective way. First you must ask yourselves these questions:

- What is the mission of the organization?
- What is the goal of the organization?
- What are the strategies?

- What quantifiable, measurable objectives have been planned to reach these goals?
- What is the budget for each of these objectives?

It is only in asking and answering each of these questions that you will have a strategic plan. This is not something that can be done in just a few hours, however. It requires a group of individuals who must discuss, hone and sharpen the finer points until they have come up with a plan. With this meshing of objectives comes the key to obtaining funding.

To show an example of how the League has applied a strategic plan in gaining funding, let's look at one of its two arms: the League of Women Voters Education Fund.

The League looked at the Education Fund's mission and determined that it was still relevant and appropriate to the organization, yet recently it had not performed up to expectations. With the help of an outside facilitator to draw up a strategic plan, it was determined that the Education Fund's mission should reflect its goal of encouraging the informed and active participation of citizens in government—a goal developed to empower citizens to shape better communities worldwide.

Task forces composed of both grassroots and board members, staff and off-board members from around the nation were formed to develop strategies for reaching this goal. Over a three-year period, this collaboration developed five strategies that will guide the League's citizen education work through the year 2000 and beyond.

The five strategies are:

- Enabling people to seek positive solutions to public-policy issues for the common good. The League developed a Grassroots Internship Program offering courses in community dialogue, processes, grassroots intern training, and civics awareness programs.
- Becoming the leading organization to promote citizen participation through diversity in programs and participation. Through partnerships with a diverse group of other organizations, the League established national standards on diversity for its programs and participation, and the development of model workshops and community forums for building political participation with diverse audiences.
- Encouraging women and minorities to run for office to create an elected body that reflects the diversity of the community. The Running and Winning Program encourages women and minorities to run for office at all levels of government and helps to prepare them for the job after they have been elected by ensuring that elected officials are effective officeholders.
- Leading the effort to achieve and maintain an 85-percent voter turnout at the polls. The League focuses on groups that historically have been under-represented in the electorate, and provides materials and programs to encourage voter participation and information about candidates, issues and voter registration.
- Providing citizen information and spurring interactive public-policy discussion and problem-solving online. By making full use of emerging technologies such as the Internet, the

League hopes to advance the political process by stimulating broad community dialogue about issues of concern to citizens and policymakers.

It is at this point in the Education Fund's strategic plan that funding was sought. A realistic budget to accomplish each strategy was developed, with the premise that whether there is staff or volunteers, every project costs money.

Those who provide the funds like to see a complete plan of action and how much it costs to accomplish that plan. While you may not receive the entire budget from one provider, you can break down the components with separate funding and still reach the goal.

Conclusion

The League of Women Voters is but one example of the many types of management styles of nonprofit organizations. Undoubtedly, there are other successful models, yet here is one that has worked for more than 77 years.

Any organization is like a giant juggling act: All the balls are in the air and management must keep them from crashing to the ground! Yet success is not measured in mere maintenance of the status quo. It is measured in how well the organization changes and adapts to the changing environment.

No organization can afford to sit back because it has done a good job in the past. The task of re-inventing itself is the biggest challenge an organization faces. It will either wither and die of age, or it will emerge with new life and vigor, to begin the process anew.

Volunteering at the League of Women Voters

Being a volunteer for the League of Women Voters “is better than taking a postgraduate course in American government,” says Ellyn Swanson.

Mrs. Swanson has raised six children. She has 18 grandchildren, and she has been a volunteer with the League of Women Voters for over 30 years. She began in Seattle, Washington, addressing local government and education issues. When she and her family moved to the nation’s capital, she became president of the Washington, D.C., League of Women Voters and then the regional National Capital Area League. In these positions, she was particularly involved in the fight to win voting representation in Congress for D.C. residents. She is proud of this effort, but also adds that the League makes its voice heard on many critical national issues, “everything from civil rights to national defense.”

Asked how effective the League is, Mrs. Swanson notes, “we have the greatest

impact at the local and state level because it is easier to form closer connections with lawmakers and others who impact policy.” But, she points out, “The League of Women Voters is also effective at the national level precisely because it is a grassroots organization that is strong throughout the country and truly respected for its nonpartisan approach to the issues.”

Having returned to the Seattle area, Ellyn Swanson continues her work with the League of Women Voters and notes, “You make a difference on important issues. But you always gain personally—in terms of practical knowledge of how our system of government really works.”

David Pitts

AYUDA

Making a Difference in the Community

by

David Pitts

Many nonprofit organizations in the United States are small enterprises that seek to have an impact on the local community. Contributing editor David Pitts went to the offices of AYUDA, a small nonprofit in Washington, D.C., to see how and why it was founded and in what ways it has changed and evolved over the years.

Not everyone can tell you what AYUDA does, but many people on the streets of Adams Morgan, the most ethnically diverse neighborhood in Washington, D.C., know about the organization and its reputation for helping people.

AYUDA is located in the heart of Adams Morgan on a street bustling with sidewalk vendors selling almost everything from just about anywhere. The organization's name (the Spanish word for "help") is prominently displayed above the door of the rundown building in which its offices are housed. People can just walk in off the street to ask for help, and often do.

Local Roots

"Our mission is to provide legal services in two distinct areas—domestic violence issues and immigration problems," says Yvonne Martinez-Vega, AYUDA's executive director. "We serve a varied foreign-born, non-English-speaking clientele, not just Latinos," who form a large part of the

population in the immediate area. Clients, an estimated 11,000 each year, come from countries as diverse as El Salvador and Poland.

But although AYUDA now serves a population broadly representative of the rich brew of nationalities in the area, its roots are in the local Latino community. The nonprofit organization was founded in 1971 as a shoestring operation to help mostly Latino immigrants with consumer and other problems that are typical of those many newcomers to the U.S. face—such as landlord-tenant relations.

“When I joined AYUDA, it had a staff of only four people,” says Martinez-Vega, who has been executive director since 1981 and whose background is in community organization. Now it has a paid staff of 19, eight of whom are full-time attorneys.

The paid staff is supplemented by about 15 to 20 volunteers each week. “We get about 250 to 350 volunteers passing through here each year, many of them law students from around the country,” she adds. “We depend a lot on our volunteers; it’s our lifeline.”

Martinez-Vega is responsible to a board of directors which meets once each month and is the governing authority for AYUDA. It is a diverse body composed of representatives from the legal profession, the client community, financial donors and others. “I submit financial reports and other information monthly,” she notes.

Funding

Asked how AYUDA is funded, Martinez-Vega says “about 65 percent of its \$1 million budget comes from foundation grants. We also hold about four fundraisers a year,” employing techniques varying from simple solicitations by letter to potential

contributors, to the holding of receptions and special events to raise money. “We also charge nominal fees to our clients, but accept no government money,” because that could create conflicts of interests in view of the mandate to do legal work, she notes.

The question of funding is important, says Martinez-Vega. She says it is “vital to have multiple sources and not to become over-reliant on one base for revenue. When we first started, almost all our funding came from United Way,” a community institution that dispenses funds to a wide range of organizations in the Washington metropolitan area. “But that is a hazardous position for any small nonprofit to be in. If you rely on one donor, you could suffer a loss or reduction of funds very quickly and dramatically.”

As far as outreach and publicity are concerned, Martinez-Vega says few resources are expended on advertising and public relations. “We are a small organization. We rely on the grapevine—clients telling other clients about what we do,” she says. “Being in the heart of the barrio also helps. It is hard to miss us.”

Visibility in the Community

The hundreds of law-student volunteers that pass through AYUDA each year are a source not only of publicity about the organization, but also of support, she says. “In addition, we are accredited with the Board of Immigration Appeals. Referrals are made from there to organizations like ours,” she adds.

Most important, “we maintain a profile in the community,” Martinez-Vega says. “We give speeches to groups throughout the area, so they learn about what we do and to whom we provide services. We’ve



provided training sessions for organizations as diverse as the metropolitan police academy and the American Medical Association about domestic violence issues. We've testified on Capitol Hill and locally. It's all about being active and visible in the community you serve."

AYUDA's presence in the community "has definitely been a positive force," says James Coleman, a member of the Adams Morgan Advisory Neighborhood Commission, the area's official voice representing the views and interests of residents to both the local and federal government. "It seems to have a lot of support, based on my discussions with people. It's been here a long time and has strong roots in the neighborhood."

"AYUDA is an important player in this community with so many new immigrants needing legal services," says Joe Heiney-

Gonzalez, director of the Latino Economic Development Corporation, another nonprofit providing services in the area. "We make many referrals to AYUDA routinely. Their work is well-known.

"Our organization and AYUDA are both members of the Council of Latino Agencies, a coalition of groups active in providing services to the community," Heiney-Gonzalez continues. "Building coalitions among nonprofits is important not only in terms of sharing resources, but also because many of the issues that individual organizations deal with are interconnected, and building an overall strategy for assisting the community can make the delivery of services more effective and efficient," he adds. AYUDA and

Above, the AYUDA office, located within walking distance of the community members it serves.

the Latino Economic Development Corporation also have joined other coalitions in the area.

Assessing Changing Needs

Heiney-Gonzalez says his organization does accept funds from the local government. “We believe in a partnership with government to tackle community problems. But it is understandable that AYUDA should choose to decline government support because of its work in the legal area, which sometimes can involve government agencies.” AYUDA’s reliance on private revenue sources, however, “did not stop it from expanding over the last decade or so, as more new immigrants came into the area,” he adds.

Not only the size of AYUDA, but also the scope of its mission have changed over the years, says Martinez-Vega. “You must periodically re-evaluate your mission, assessing the changing needs of clients, but also the evolving political, legal and, in our case, immigration climate,” she adds.

“Changes in the immigration rules have led to an increasing number of cases concerned with that issue,” she notes. “In moving from purely consumer-type issues when AYUDA was formed, to issues like domestic violence and immigration, we were responding to client needs. But we also tried to anticipate client needs by regularly evaluating the political and social situation in the community.”

Asked what AYUDA’s greatest success is, Martinez-Vega says “the fact that we have survived, that we have grown, that we have changed to meet people’s needs.” She also is proud of the training and experience that have been provided to the law students and other volunteers who have

passed through AYUDA’s doors. “They have helped spread our reputation beyond this community to the nation at large, and even internationally,” she adds.

As for failures, Martinez-Vega says most of those are due to inadequate funding. “Our long-term goal is to get a larger facility so that we can service all the clients who need help.”

“Don’t Be Afraid to Ask”

Nurturing and maintaining a small non-profit organization is not easy, adds Martinez-Vega and, for that reason, “persistence is the quality that you most need. You also must work at developing support from the community. You cannot be insular.” She also stresses the importance “of a clear mission that is regularly evaluated.”

Accountability also is significant, she says, not only internally, but also to the community and to the clients to whom services are provided. Asked what the best accountability mechanisms are, Martinez-Vega says “the effectiveness of your services. If you provide a quality service, people will come back and recommend you. That is why we have grown.”

Most important, “don’t be afraid to ask,” she continues—to ask for help from any organization or any individual that could be a likely source of support for your effort. “In some cultures, that is a difficult thing to do,” she says. “But it is vital for the survival of any small, non-profit organization.”

A “Close Up” View of Civic Education

by

Stuart Gorin

The largest nonprofit organization devoted to civic education outside the classroom environment in the United States, the Close Up Foundation is dedicated to civic renewal. Close Up enables participants—primarily high school students—to travel, to see their government at work, and to gain a fuller understanding of themselves and their country.

It was a time of turbulence and of protest, especially among young people. Americans were divided over such issues as the conflict in Vietnam and the civil rights movement, and the young were especially distrustful of their government. It was the end of the 1960s.

“It was fashionable then to be anti-establishment, but a lot of students had no idea why they were ‘anti.’ They didn’t have an answer or a solution,” says Stephen Janger, who was part of a small group that had an idea to give young Americans a sense of direction and of purpose.

Janger wanted to prepare students for a lifetime of civic participation and show them close up how government functions. “We felt that there ought to be some way to show young people that the system does accept input and that involvement is the key to constructive change,” he says. His credentials for such an undertaking? He was running a summer study program taking American high school students to Europe.

Starting small-scale, in 1970 Janger helped create the Close Up Foundation and invited government leaders and members of the academic and business communities to join its board of advisers.

The next year the foundation brought its first groups of high school students and teachers from Oklahoma, Texas and Florida to Washington for intensive week-long programs.

A Firsthand Look at Democracy

The four goals of the foundation were: to create in students a better understanding of the democratic process; to benefit the community after the students' return from Washington; to create a professional enhancement program for educators; and to bring together a true representation of America's diversity—all income levels, all races, all academic and physical abilities, all religious backgrounds and all geographic areas. Over the years the programs have been greatly expanded while the goals have remained constant.

Today, Janger is the Close Up Foundation president and chief executive officer, and, a quarter-century after its founding, this nonprofit, nonpartisan organization has given nearly 500,000 students and educators a firsthand look at democracy in the nation's capital. The program also includes activities for older Americans, international studies, television outreach and an extensive publishing operation.

In 1979, the C-SPAN television network gave Close Up an opportunity to reach out to classrooms and living rooms throughout the nation and, as a teaching tool, to create programming—nonpartisan discussions of such issues as affirmative

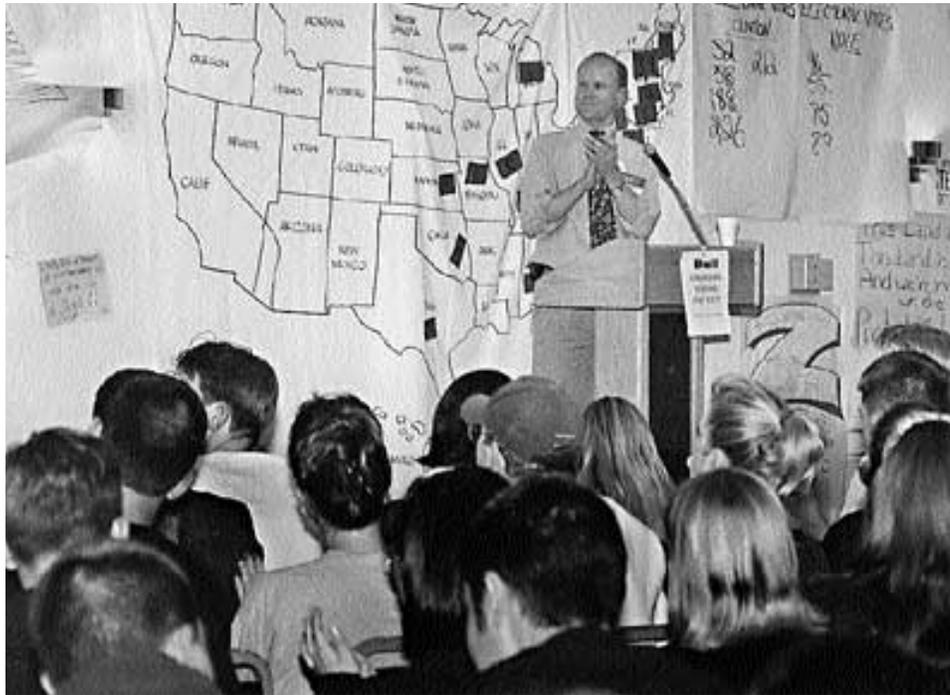
action or elections. Other foundation programs have included conferences held in state capitals covering a diverse view of community concerns; co-sponsorship of two-week summer institutes on energy, environment and public policy; and the Citizen Bee, a written and oral social studies competition. As Close Up has expanded over the years it has added more programs and staff.

Funding

Today the foundation has 184 full-time staff members, many of whom are involved in arranging the Washington programs, and another 115 part-year contract staff members who run the workshops and handle logistics and hotel functions. Its annual operating budget is in excess of \$30 million. The bulk of the revenue is generated from tuition fees paid by program participants. But the foundation, which qualifies with the government for tax-exempt status as a registered nonprofit organization, could not exist without additional fundraising.

Janger devotes approximately one-third of his time to fundraising. The key elements, he says, are effective networking and having a worthwhile product. Three full-time staff members are at work garnering needed support from national corporate organizations and other potential contributors by stressing ties to schools located in the specific cities where they have their headquarters. Close Up receives donations from large philanthropic foundations, as well as from individual citizens who give just a few dollars at a time.

The foundation also receives notable public funding, administering the Allen J. Ellender Fellowship funds for the Depart-



ment of Education. Congress has appropriated these funds, named after the late Senator Ellender of Louisiana, to ensure that low-income students and others have access to educational opportunities like those sponsored by Close Up. The foundation receives public funding through the U.S. Department of the Interior to develop educational materials for students in the Republic of the Marshall Islands, the Republic of Palau, Guam, the Commonwealth of the Northern Mariana Islands, American Samoa and the Federated States of Micronesia.

The 14-member board of directors that oversees the foundation includes men and women from the ranks of business and government, and the hundreds of members of its board of advisers are a virtual “who’s who” of members of Congress; state governors and other officials; city and county school superintendents; and business, education and community leaders.

Commitment to Civic Education

The program for high school students remains the foundation’s core activity. The Close Up Foundation does not want only student leaders to participate. It wants a diverse mix—especially students who have been underserved, who are part of migrant worker families, who are physically challenged. The foundation leaves it up to the schools to select participants, and it provides financial assistance for those who cannot afford the tuition fees.

For their week in Washington, D.C., the students are placed in hotels in groups that encourage interaction between urban and rural, northern and southern, eastern and western. They meet with experts who discuss national policy and current affairs,

Above, Close Up participants learning more about how government works during their visit to Washington, D.C.

visit government offices and monuments, take part in discussions with members of the media, participate in numerous seminars, attend congressional hearings, visit foreign embassies and explore museums and other locations around the city.

“Our approach at Close Up is to create discussion about the issues, not to take sides,” Janger says. “We help to frame the debate, all the while creating excitement and curiosity and instilling in citizens a desire to be involved in their communities and country. We do not tell people what to think, but we give them the tools to help them form their own opinions about issues and make their own decisions.”

Janger emphasizes, “Our sense of purpose is to give our participants a firsthand look at the democratic process and show them how their efforts can help make a difference.”

As one example, he points out, several years ago six girls from Arizona visiting the Lincoln Memorial expressed surprise that nowhere on the grounds was there any reference to two major public gatherings at the memorial—the famous “I Have a Dream” speech by the late Dr. Martin Luther King, and a musical performance by the acclaimed African American singer Marian Anderson.

The girls started a campaign that quickly spread nationwide to create a museum at the base of the memorial that would pay tribute to these notable events. School children throughout the country contributed pennies to the fund, and Congress and the National Park Service ultimately converted storage space into an addition to the memorial that has been visited by millions.

For the next generation, even with all of the global technological and geopolitical

changes taking place, Janger says there are still too many Americans disillusioned with their government and unaware of the key issues facing the nation. Therefore, Close Up Foundation’s mission “is now more critical than ever,” he says. “As we see America’s role in the world changing, we know that the next quarter-century will demand an even greater commitment to civic education.”

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Internet Sites

For the Nonprofit Sector

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RELATED SITES FOR ORGANIZATIONS DEVOTED TO THE NONPROFIT SECTOR

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The Academy of Leadership

<http://academy.umd.edu/Academy/>

Founded at the University of Maryland, the Academy of Leadership believes that there is leadership within every person. The academy fosters responsible and ethical leadership through education, service, and scholarship in the public interest.

Alliance for National Renewal (ANR)

<http://www.ncl.org/anr/>

The Alliance for National Renewal brings together a network of people and organizations who want to better their communities through community builders' stories of renewal, a comprehensive listing of ANR partner organizations and links to community resources.

American Civil Liberties Union (ACLU)

<http://www.aclu.org/>

The American Civil Liberties Union is the nation's foremost advocate of individual rights—litigating cases and educating the public on a broad array of issues affecting individual freedom in the United States.

American Federation of Teachers (AFT)

<http://www.aft.org//index.htm>

The AFT is a 940,000-member union of public and professional employees, including public and private school teachers, paraprofessionals and school-related personnel, higher education faculty and professionals, employees of state and local governments, nurses and health professionals. The union exists to serve the interests of its members

as determined by democratic processes at the local, state and national levels.

The American Red Cross

<http://www.redcross.org/>

The American Red Cross, a humanitarian organization led by volunteers, provides relief to victims of disasters and helps people prevent, prepare for, and respond to emergencies.

American Society of Association Executives (ASAE)

<http://www.asaenet.org/>

ASAE is the world's leading membership organization for the association management profession. Links to the world of associations with a special section on resources at:
<http://www.asaenet.org/InformationCentral/ICresmap.html>

The Brookings Institution

<http://www.brookings.edu/>

A private, independent, nonprofit research organization, Brookings seeks to improve the performance of American institutions, the effectiveness of government programs and the quality of U.S. public policies.

Center for Civic Education

<http://www.civiced.org/>

The Center for Civic Education is a nonprofit, nonpartisan educational corporation dedicated to fostering the development of informed, responsible participation in civic life by citizens committed to values and principles fundamental to American constitutional democracy.

Center for Civil Society Studies

<http://www.jhu.edu:80/%7eips/civil.soc.html>

The Center for Civil Society Studies at the Johns Hopkins Institute for Policy Studies seeks to strengthen the institutional foundations of

democracy throughout the world by encouraging the development of nonprofit organizations and promoting local self-government.

Center for Neighborhood Technology

<http://www.cnt.org/>

Promotes public policies, new resources and accountable authority which support sustainable, just and vital urban communities. Currently, the center is working on transportation/air quality; sustainable manufacturing and recycling; and community energy.

The Citistates Group

<http://www.citistates.com/>

The Citistates Group is a network of journalists, speakers and consultants who believe that successful metropolitan regions are today's key to economic competitiveness and sustainable communities.

Civic Practices Network (CPN)

<http://www.cpn.org/>

CPN is a collaborative and nonpartisan project dedicated to bringing practical tools for public problem-solving into community and institutional settings across America.

Civnet

<http://www.civnet.org/>

Civnet is published by CIVITAS, an international, non-governmental organization dedicated to promoting civic education. Civnet contains articles, essays, book reviews, and reports regarding democracy, civil society, and civic education.

The Close Up Foundation

<http://www.closeup.org/default.htm>

A nonprofit, nonpartisan civic-education organization, Close Up teaches responsible participation in the democratic process through civic education programs and publications on government and citizenship.

INDEPENDENT SECTOR

<http://www.indepsec.org/>

INDEPENDENT SECTOR is a national leadership forum that works to encourage philanthropy, volunteerism, not-for-profit initiative and citizen action that better serves people and communities.

Institute for Global Communications (IGC)

<http://www.igc.org/igc/>

IGC seeks to expand and inspire movements for peace, economic and social justice, human rights and environmental sustainability around the world by providing and developing accessible computer-networking tools.

League of Women Voters

<http://www.lwv.org/>

The League of Women Voters is a non-partisan, multi-issue organization whose mission is to encourage the informed and active participation of citizens in government and to influence public policy through education and advocacy.

LibertyNet

<http://www.libertynet.org>

Formed as a nonprofit corporation in 1993 by a group of business and civic leaders in Philadelphia, Pennsylvania, with support from various local universities and businesses, LibertyNet is the city's largest online provider of regional information with over 400 nonprofit websites and almost 1,000 nonprofit members with e-mail and web-browsing access.

The National Civic League (NCL)

<http://www.ncl.org/ncl/>

The National Civic League advocates a new civic agenda to create communities that work for everyone and promotes the principles of collaborative problem-solving and consensus-based decision-making. NCL accomplishes its

mission through technical assistance, publishing, research and an awards program.

National Council of Nonprofit Associations (NCNA)

<http://www.ncna.org/>

NCNA is a state-based network of nonprofit associations that collectively represents more than 20,000 community nonprofits in fostering the development of state and regional nonprofit organizations to become more effective supporters of and advocates for community nonprofits; promoting the highest levels of accountability and ethics to broaden public support for and increase confidence in the nonprofit sector; and creating alliances with other organizations that work to strengthen the charitable sector.

Peter F. Drucker Foundation for Nonprofit Management

<http://www.pfdf.org/>

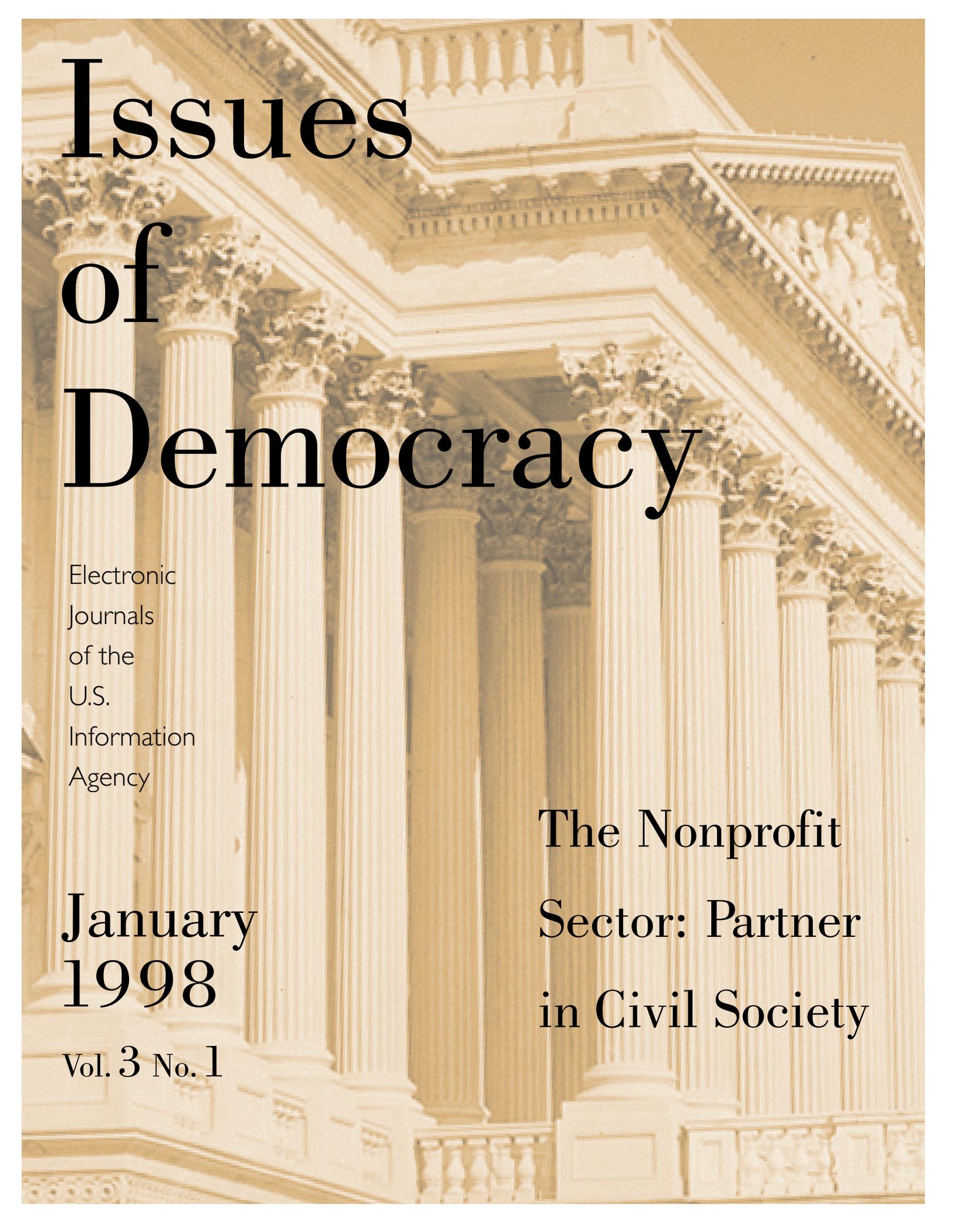
Named for and inspired by Peter F. Drucker, the acknowledged father of modern management, the foundation seeks to lead social sector organizations toward excellence in performance by providing educational opportunities and resources; presenting conferences and video teleconferences; giving the annual Peter F. Drucker Award for Nonprofit Innovation; and developing management resources, partnerships, and publications.

The Urban Institute

<http://www.urban.org/>

A nonprofit policy research organization, the Urban Institute investigates the social and economic problems confronting national and government policies, and the public and private programs designed to alleviate them. The institute's objectives are to sharpen thinking about society's problems and efforts to solve them, improve government decisions and their implementation, and increase citizens' awareness about important public choices.

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