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The Union Institute

Office for Social Responsibility
Center for Public Policy
Center for Women

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Philanthropy -
nonprofits

~~Eric L~~ / ~~Eric G.~~ -

Good guy, old friend,
worth including

BR

October 29, 1999

Mr. Bruce Reed, Assistant to the President
for Domestic Policy
Ms. Melanne Verveer, Assistant to the President
and Chief of Staff, Office of the First Lady
The White House
Washington, D.C. 20500

Dear ~~Melanne~~ and Bruce:

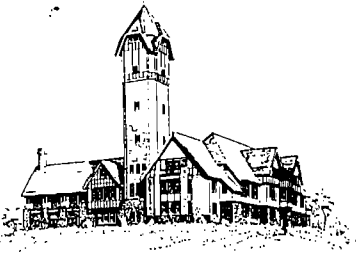
I want to congratulate you on the White House Conference on Philanthropy. It certainly should become a critical milestone in building a stronger collaborative relationship between government and the nonprofit sector.

If there is any way in which The Union Institute's Center for Public Policy and I might be of assistance to the Interagency Task Force on Nonprofits and Government, please do not hesitate to contact me. (As background, I am enclosing an overview of some of our project activities and publications.)

Sincerely,

Mark Rosenman
Vice President, Social Responsibility

Enclosures



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The Center for Public Policy October 1999

The Union Institute's Center for Public Policy (CPP), based in Washington, D.C., is a research center promoting equal access to and full participation in the policy-making process. The Center's applied research broadens policy debates by examining the status quo, assessing alternative models and practices, and expanding the mix of voices.

The Center emphasizes collaborative work, values process as an important outcome and a means for promoting change in thought and action, and seeks to merge theoretical work with practical experience. It currently concentrates on the critical roles nonprofit organizations can play in promoting democracy, fostering social justice, and addressing human needs.

Current Research Initiatives

Changing Charity Project. Started in September of 1999, this two-year project will involve a diverse network of nonprofit leaders and practitioners from around the country in multi-pronged research and demonstration initiatives. Participants will analyze internal and external challenges facing the nonprofit sector and identify strategies that enable the sector to fulfill its mission more effectively. Issues examined include leadership, leadership diversity, commerciality, civic engagement, economic stability, and the societal value of the nonprofit sector's activities.

Nonprofit Leadership Project. This one-year project, which will begin in January 2000, will help current and future nonprofit leaders improve the effectiveness of their organizations while more closely aligning organizational performance with the over-all value-based public purpose mission of the nonprofit sector. The project will develop, evaluate, refine and disseminate two multi-component learning modules focused on the nonprofit sector's relationship to civil society, democracy and social justice.

Nonprofits Support Project. Through collaborations with nonprofit leadership groups, this ongoing initiative seeks to preserve and strengthen nonprofits' ability to meaningfully participate in public policy debates affecting the mission and operations of nonprofit organizations nationwide. As part of this project, CPP convened a 1998 strategy meeting of nonprofit practitioners from around the country to discuss how nonprofits might respond to attacks on the sector's advocacy rights. The meeting discussions and recommendations are summarized in *Meeting Policy Challenges to the Nonprofit Sector (1998)*.

Related Nonprofit Work. The Center conducts research and produces analyses on various issues affecting nonprofit organizations. Recent examples of the papers generated from this work include: *Nonprofit Pursuit of Commercial Ventures: Implications for Nonprofit Public Purpose* (1999); *Tax Expenditures: A Summary of Issues Affecting Nonprofit Organizations* (1999), a report produced for the National Council of Nonprofit Associations; and, *Nonprofit Organizations: Preconditions for and/or Agents of Democracy?* Also, as part of its on-going exploration of the connections between nonprofit work and civic engagement, the Center convened a 1998 conference of nonprofit practitioners and analysts; the conference outcomes are highlighted in *Civic Engagement and the Nonprofit Sector* (1998).

Selected Recent Initiatives.

Nonprofit/Government Contracting Project (1993-1995). This project examined government/private sector contracting relationships through current literature, on-site case studies, and a national roundtable colloquium. Key findings were presented in *A Means to an End: The Role of Nonprofit/Government Contracting in Sustaining the Social Contract*, and *The Mix of Voices in Human Services Counseling*.

The Forum Project on Public/Private Social Concern (1991-1998). This two-phase project analyzed the ways collaboration among the government, business, nonprofit and philanthropic sectors could be enhanced to collectively address and solve social and community problems. Participants in the first phase concluded that the development of "public will" was required for policy making that served the common good. Major project findings were summarized in *Public Will: Its Connection to Public Policy and Philanthropy* (1993). In the second phase, members of the business, government, nonprofit and philanthropic sectors discussed how they might work together to strengthen communities. Key project findings were summarized in a series of papers assessing the roles and responsibilities of the different sectors in strengthening communities.

Statewide Nonprofit Associations Projects (1989-1995). Through a series of projects focused on strengthening the nonprofit sector infrastructure at the state-level, the Center developed six new state associations, provided technical assistance to 12 associations, and subsequently helped five associations develop and implement a policy agenda for the issues facing nonprofit organizations in their states. Key reports included *Survey of Associations of Nonprofit Organizations*; *Building Our Might: Establishing a Statewide Nonprofit Association*; *A Place at the Table: A Study of the Statewide Nonprofit Association*; *Promoting Policy Partnerships*; and *Organizing the Nonprofit Sector*.

Publications and Resources: Many Center for Public Policy publications and resource materials are available on-line at <http://www.tui.edu/OSR/cpp> or can be ordered in print form by calling the Center: (202) 496-1630.

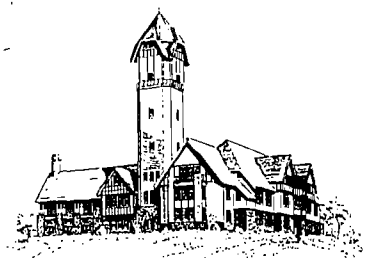
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Changing Charity: An Overview

The Union Institute's Center for Public Policy (CPP) soon will launch the Changing Charity Project (CCP)* in July. The project aims to help the nonprofit sector identify and articulate a clear vision of its fundamental purpose; to strengthen the sector's capacities to respond effectively to societal and legislative challenges; and to assess and document the cost-effectiveness of the participatory processes and methods that contributed to these results.

Project Overview. A two-year initiative, the CCP consists of five complementary research and design components using various methods to engage a representative cross-section of nonprofit leaders and practitioners in identifying and implementing strategies to address key issues facing the sector. Consideration of whether – and how – the values, missions and operations of charitable organizations are distinctive will be a major focus of the CCP, and will inform all of the R&D efforts. While these R&D efforts share key design features and some outcome indicators, they are complementary in that each will address a different set of issues of critical concern to nonprofits and each will employ different methods for analysis and action. The R&D initiatives are:

- **Civic Engagement Indicator Profile.** Through conference deliberations and work within their own organizations, practitioners will create and test a tool for gauging (and promoting) value-added modifications in nonprofits' program operations that yield greater civic engagement.
- **Distinguishing the Sector.** Through in-depth interviews/probing dialogues with peers, frontline nonprofit leaders will identify the essential, distinctive broad features of the sector and develop and assess strategies for improving the sector's effectiveness.
- **Discussion Action Circles.** Through a series of local group deliberations, frontline practitioners will analyze the implications that "commerciality" has for nonprofits' operations and missions while reasserting characteristics central to charitable status..
- **Minority Leadership Fellows Program.** Based on collaboration and associated work undertaken within separate organizations, practitioners will develop, implement and assess mechanisms to better advance people of color to leadership positions in nonprofits.
- **Critical Community Leadership Program.** Nonprofit leaders, as TUI doctoral fellows and through collaborations with each other and TUI faculty, will advance their own education in critical nonprofit management and leadership while concurrently designing a TUI master's program and a popular education program on the same issues.

Project Goals:

- Elucidating and articulating the ways nonprofit organizations differ from non-charitable organizations;
- Fostering the growth of a sense of shared/common purpose, mission and destiny among the sector's members, of *sector consciousness*;
- Generating grassroots wisdom and action recommendations on a range of sector issues;
- Developing, implementing and assessing strategies to respond to the challenges the sector confronts;

* The Union Institute is a national university dedicated principally to baccalaureate and doctoral degree programs for adults. The Center is a division of the University's applied research unit, the Office for Social Responsibility, and is located in Washington, DC. The Center works to promote social, economic and political justice through participatory research, innovative coalition projects, and the development of critical, community-based leadership.

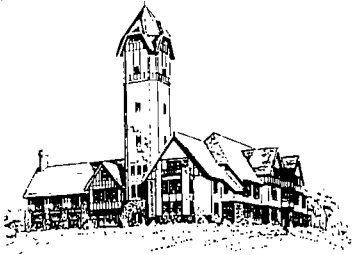
- Developing and/or strengthening the sector's diversity and capacities for problem solving and critical leadership development activities. The "problems" to be solved include challenges to the sector's viability and privileges as well as its fundamental efficiency and effectiveness. "Capacities" include that of the diverse practitioners participating in the project and of broader practices and programs;
- Assessing and documenting the various participatory strategies for involving frontline practitioners in the analysis of sector issues and the development, implementation and assessment of strategies to address them; and
- Identifying and analyzing organizational variables that affect nonprofit organizations' conceptions of the sector's mission and values.

Project Outcomes: The CCP will produce two types of outcomes. The first are the specific written materials that will be produced by the project's staff. The second set of goals consists of those related to the perspectives and practices of the sector's practitioners and organizations. These are necessarily more provisional since they will be contingent on the activities of the frontline practitioners who participate in the project's work. Each R & D effort will have particular outcomes in addition to those identified here. The Project will produce the following materials:

- A final report summarizing overall findings on key themes, contrasts and outcomes. The report will also review each R&D effort, highlighting each particular design, key findings regarding specific issue(s), action strategies, and methodologies used, impacts on nonprofit programs' operations, etc.
- A popular audience book on sector mission presenting the views of various practitioners on their values-based vision for the sector and models for advancing that vision, within the context of the challenges confronting the sector.
- Recommendations for measures that effectively respond to the challenges confronting the sector.
- An assessment of the values-based visioning approaches used by the project and, if appropriate, recommendations to advance their use in the nonprofit sector.
- A communications database of project participants who are interested in participating in sector-related communication networks, to be provided to appropriate organizations.
- Evaluation reports on the relative effectiveness of each R & D effort projects
- The documented results of the R&D efforts, including raw data and interim findings, will be available on-line through The Union Institute's web page, be offered independently to interested groups, and be actively publicized through relevant conferences, through nonprofit sector publications and mainstream press.

Project Steering Panel. The Steering Panel will assist in the CCP's design, implementation and evaluation. The Panel will meet three times in the first year, allowing members to contribute feedback on the R&D initiatives and helping recruit project participants. The Panel will meet twice in the second year, with the final meeting dedicated to reviewing the project's overall effectiveness. Members will also work in sub-committees of three, following one of the four specific R&D initiatives over the two years. This will better utilize the talents of the steering panel and will assist them in the Panel's oversight and review processes, as each member will be better acquainted with the aspects of at least one initiative. Upon completion of the individual initiatives, project participants, steering panel members, and staff will attend a concluding conference, where key outcomes of the individual efforts will be analyzed, significant themes and contrasts will be identified, and follow-up recommendations will be developed.

Aside from providing representation of the diverse segments of the nonprofit sector, Steering Panel members should: 1) be reflective practitioners in leadership positions with local nonprofit organizations (not "infrastructure" entities); 2) provide links to one or more of the Changing Charity R & D components, either in terms of content or methodology; and, 3) have the ability and willingness to commit to engaged participation in the Panel.



Changing Charity Project Minority Leadership Fellows Program Research and Development Initiative

The *Minority Leadership Fellows Program* (MLFP) is a component of the *Changing Charity Project*, which was launched by The Union Institute's Center for Public Policy in September 1999. Through four complementary research and development initiatives, the Project will engage frontline practitioners and leaders in the examination of societal and legislative challenges confronting the nonprofit sector, such as leadership effectiveness, leadership diversity, commerciality, community and civic engagement, financial stability, and restrictions on advocacy. Based on these analyses, Project participants will clarify the nonprofit sector's distinctive mission and value to society and identify strategies that will enable nonprofits to most effectively fulfill their mission, articulate their value and respond to these challenges.

The MLFP will employ a demand side strategy to diversify and strengthen the nonprofit sector's leadership. More specifically, although the initiative will support the growth and participation of leaders of color, it will focus primarily on the major organizational factors that limit nonprofits' ability to recruit and retain leaders of color.

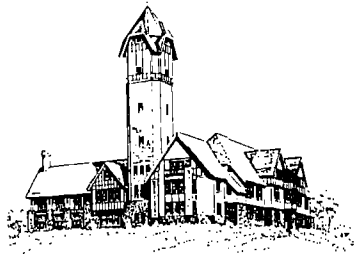
As part of its overriding objective to diversify the nonprofit sector's leadership, the MLFP will:

- Demonstrate ways that leaders of color can enhance nonprofits' ability to fulfill their mission.
- Develop the capacities of nonprofit organizations to support and advance leaders of color.
- Strengthen nonprofits' organizational effectiveness by developing new cadres of leaders.
- Identify, and develop strategies to overcome, major organizational factors that undermine nonprofits' effectiveness in recruiting and retaining leaders of color.

The centerpiece of the MLFP will be the work of five leaders of color (fellows), who have significant expertise and experience and are ready to assume leadership positions in the nonprofit sector, and five placement organizations committed to strengthening program effectiveness by diversifying their leadership. Changing Charity staff will recruit the fellows and pair them with placement organizations. Staff will then work with the fellows and placement organizations to maximize the effectiveness of the fellows' leadership activities, and to identify the barriers nonprofits must overcome to capitalize on the existing pool of potential leaders of color. The organizations will be provided financial resources to cover a portion of the fellows' salaries and technical assistance to develop and implement necessary in-house diversity initiatives.

With the assistance of Changing Charity Project staff and consultants, the fellows will prepare a report on their findings, conclusions and recommendations. The report will be presented and discussed with participants in the other Project research and development initiatives during a Synthesis conference at the Project's conclusion. Reports summarizing participants' learnings about the nonprofits' roles, operations and strategies – and about the value of the research methodologies employed in each research and development initiative – will be broadly disseminated via the project's web site, publications, targeted mailings, and public presentations.

For more information on the Changing Charity Project, please contact Anne Pasmanick, the project's coordinator, at (212) 496-1630, (202) 496-1635 (fax) or apasmanick@tui.edu.



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The Changing Charity Project Distinguishing the Sector Research and Development Initiative

The *Distinguishing the Sector* initiative is a component of the *Changing Charity Project*, which was launched by The Union Institute's Center for Public Policy in September 1999. Through its four complementary research and development initiatives, the Project will engage frontline practitioners and leaders in the examination of societal and legislative challenges confronting the nonprofit sector, such as leadership effectiveness, leadership diversity, commerciality, community and civic engagement, financial stability, and restrictions on advocacy. Based on these analyses, Project participants will clarify the nonprofit sectors' distinctive mission and value to society and identify strategies that will enable nonprofits to most effectively fulfill their mission, articulate their value and respond to these challenges.

In this initiative, twenty-two nonprofit leaders and practitioners will examine significant sector issues in the context of their individual experiences working with nonprofits and the particular factors that led each of them to join and continue working in the sector. They will engage in this examination through a series of in-depth, participatory discussions that two nonprofit leaders based in different states will conduct with ten of their peers.

Issues discussed will include:

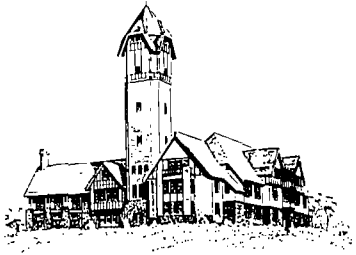
- The impact of new and increasing demands for services on nonprofits in the context of diminishing resources resulting from spending cuts and program restructuring.
- Challenges to the tax exempt status of nonprofit operations.
- Challenges to the advocacy activities and related civic missions of nonprofit organizations.
- Pressures on nonprofits to adopt business practices and pursue commercial ventures
- Negative perceptions of nonprofits held by diverse sectors and communities.
- Tensions between core mission and the availability and sources of revenue.

This deliberation process will enable practitioners to:

- Identify the complex dynamics and challenges confronting the sector and the communities nonprofits serve.
- More fully and keenly understand a broad range of sector concerns.
- Develop strategic approaches that prepare the sector to meet major challenges and fulfill its distinctive mission.
- Articulate the ways in which the nonprofit sector can and should distinguish itself from the private market and government.

With the assistance of Changing Charity Project staff, the two lead participant researchers will prepare a report on their deliberations, conclusions and recommendations. The reports will be presented and discussed with participants in the other Project research and development initiatives during a Synthesis conference at the Project's conclusion. Reports summarizing participants' learnings about nonprofits' roles, operations, and strategies – and about the value of the research methodologies employed in each research and development initiative – will be broadly disseminated via the project's web site, targeted mailings, and public publications.

For more information about the Changing Charity Project, please contact Anne Pasmanick, the project coordinator, at (202) 496-1630; fax (202) 496-1635; apasmanick@tui.edu.



Changing Charity Project Discussion Action Circles Research and Development Initiative

The *Discussion Action Circles* initiative is a component of the *Changing Charity Project*, which was launched by The Union Institute's Center for Public Policy in September 1999. Through four complementary research and development initiatives, the Project will engage frontline practitioners and leaders in the examination of societal and legislative challenges confronting the nonprofit sector, such as leadership effectiveness, leadership diversity, commerciality, community and civic engagement, financial stability, and restrictions on advocacy. Based on these analyses, Project participants will clarify the nonprofit sectors' distinctive mission and value to society and identify strategies that will enable nonprofits to most effectively fulfill their mission, articulate their value and respond to these challenges.

The Discussion Action Circles initiative provides an opportunity for nonprofit leaders and practitioners to engage in dialogue and analysis about the increasing impact of market forces and commercialism on nonprofits, both individually and as a sector. Participants will discuss the implications that commerciality and related dynamics have for nonprofit operations and the public purpose missions of the sector. At the heart of this analysis is the issue of how nonprofit organizations differ from profit-making enterprises.

Practitioners will conduct these analyses through a series of interactive focus groups coordinated by a host organization in two states. Changing Charity staff will provide ongoing technical assistance and support to these hosts, who will engage two sets of ten practitioners in a series of three "discussion action circles". The discussions will focus on the ways in which the dynamics associated with commerciality can affect the operations, strategies and missions of individual nonprofits and the sector as a whole.

The discussions will consider the repercussions that issues such as the following have for nonprofits:

- Privatization and government contracting in the context of welfare reform.
- Fees for service as an increasing source of nonprofit revenue.
- Opportunities and challenges raised by alliances with for-profit enterprises.
- Impacts of small business and microenterprise initiatives on nonprofit operations.
- Expectations of foundations, government and corporations regarding nonprofits' functions and operations.

With the assistance of Changing Charity Project staff, the two host organizations will prepare a report on the deliberations, conclusions and recommendations generated by the discussion action circles they convened. These reports will be presented and discussed with participants in the other Project research and development initiatives at a Synthesis conference at the Project's conclusion. Reports summarizing participants' learnings about nonprofits' roles, operations, and strategies – and about the value of the research methodologies employed in each research and development initiative – will be broadly disseminated via the project's web site, targeted mailings, and public publications.

For more information about the Changing Charity Project, please contact Anne Pasmanick, the project's coordinator, at (202) 496-1630, (202) 496-1635 (fax), apasmanick@tui.edu.

Changing Charity Project Civic Engagement Indicator Profile Research and Development Initiative

The *Civic Engagement Indicator Profile* (CEIP) initiative is a component of the *Changing Charity Project*, which was launched by The Union Institute's Center for Public Policy in September 1999. Through four complementary research and development initiatives, the Project will engage frontline practitioners and leaders in the examination of societal and legislative challenges confronting the nonprofit sector, such as leadership effectiveness, leadership diversity, commerciality, community and civic engagement, financial stability, and restrictions on advocacy. Based on these analyses, Project participants will clarify the nonprofit sector's distinctive mission and value to society and identify strategies that will enable nonprofits to most effectively fulfill their mission, articulate their value and respond to these challenges.

Among nonprofit organizations' notable societal contributions is their ability to foster civic engagement. That is, in various ways nonprofits can enhance community members' willingness and ability to participate meaningfully in public decision making that affects their lives. Growing perceptions in recent years that the quality of community life is eroding and claims that this decline is due to declining civic participation and engagement have prompted the development of various indicator models to measure civic well-being and identify those activities most integral to healthy communities.

Building on previous work with civic health and civic engagement indicator models, the CEIP initiative will highlight the extent and ways in which nonprofits' operations can increase civic engagement and the relationships between organizations' civic engagement activities and effectiveness in achieving program objectives. More specifically, the initiative will develop a tool that enables nonprofit organizations to:

- Assess how much, if at all, their regular operations reflect or foster civic engagement.
- Identify ways to simultaneously increase civic engagement and enhance program effectiveness.
- Engage in dialogue about the purposes of the nonprofit sector, how civic engagement is related to the work of nonprofits, and the factors inhibiting the integration of civic engagement strategies into "routine" organizational operations.

The CEIP initiative will be developed in collaboration with twenty-five practitioners who will identify key civic engagement indicators and develop the parameters and core contents of the profile instrument at a three-day conference. Project staff will refine and distribute this draft to conference participants, who will then use it in efforts to assess and improve their organizations' effectiveness. Staff will conduct follow-up interviews with each practitioner about the profile's usefulness of the instrument and then develop a final CEIP.

With the assistance of Project staff, the participants will prepare a report on their deliberations, conclusions and recommendations. This report will be presented and discussed with participants in the other CCP research and development initiatives at a Synthesis conference at the Project's conclusion. Reports summarizing participants' learnings about nonprofits' roles, operations and strategies – and about the research methodologies employed in each research and development initiative – will be broadly disseminated via the project's web site, targeted mailings, and public publications.

For more information about the Changing Charity Project, please contact Anne Pasmanick, the project's coordinator, at (212) 496-1630, (202) 496-1635 (fax) or apasmanick@tui.edu. For more specific information about the CEIP initiative, contact Elizabeth Van Benschoten, project specialist, evan@tui.edu (same phone and fax numbers as above).



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Publications of The Union Institute Center for Public Policy

Mission Possible: 200 Ways to Strengthen the Nonprofit Sector's Infrastructure (1996) 270p.

This report defines the nonprofit sector infrastructure, evaluates its current state, identifies organization and sector infrastructure needs, and offers 200 strategies for meeting those needs. Appendices include a literature review, survey data, and a listing of over 800 infrastructure organizations.

Nonprofit/Government Contracting and Sector Relationships: An Annotated Bibliography (1995) 222p.

With over 500 entries, this document assembles a definitive summary of literature which explores the impact, efficacy, and context of the contracting relationship between government agencies and nonprofit organizations. This is the first annotated bibliography to focus only on literature discussing various aspects of nonprofit/government contracting.

The Mix-Of-Voices in Human Services Contracting (1995) 242p.

This report describes the field work and findings from a case study of human services contracting relationships between nonprofit agencies and their government funders. It offers an intimate, micro-level understanding of the nuances and challenges of four everyday contracting relationships and service delivery, and permits speculation on generic nonprofit/government contracting.

A Means to an End: The Role of Nonprofit/Government Contracting in Sustaining the Social Contract (1995) 90p.

This report examines nonprofit/government contracting in the context of how citizens identify and meet community needs, the effect of nonprofits on democracy, and the role of nonprofits in meeting community needs. It presents information on various policy choices regarding service delivery and contracting, and explores the implications of contracting and alternative arrangements.

Who is Delivering the Goods in a Changing Economy: An Opportunity to Redefine the Social Contract, a Report of the Roundtable Proceedings (1994) 37p.

The Roundtable was designed for the *Nonprofit/Government Contracting Project* as a simulation of a collaborative planning and service delivery process. This report is the product of the two-day discussion on contracting which points practitioners, researchers, and concerned citizens toward a much broader engagement of all parties within a community in solving community problems.

Neighborhoods Building Community: A Report on the Neighborhood Assistance Act (NAA) (1995 revised edition) 230p.

This report is the single repository of information on all Neighborhood Assistance Programs in the country. It examines legislation and programs of NAA that offer special tax incentives to the private sector to support particular kinds of projects run by nonprofits. It also provides analysis and discussion of points raised at workshops in 1994; a discussion of best practices from states with programs; possibilities for a federal NAA program; descriptions of the operating procedures for states with programs; and resources for creating a NAP including model legislation, training agendas, and contracts.

Nonprofit Policy Agenda: Recommendations for State and Local Action (1992) 118p.

The final report of *The Nonprofit Policy Agenda Project* which was designed to help nonprofit organizations consider model public policy recommendations for state and local government action. The report proposes a comprehensive package of public policy initiatives which would improve the advocacy, service delivery, and operations of nonprofit organizations and further strengthen their historical partnership with government and business in addressing community problems.

Promoting Policy Partnerships: Creating a State Nonprofit Policy Agenda (1996) 100+p.

This final report summarizes and analyzes the activities of six state associations of nonprofits' efforts to organize nonprofits across their states in creating a nonprofit policy agenda. Through the involvement of nonprofits, state associations were able to select specific policy priorities, develop a plan of detailed policy ideas and recommendations in the selected priorities, and take action to advance their priorities.

Organizing the Nonprofit Sector: A Replication Guide for Crafting A State Nonprofit Policy Agenda (1996) 100+p.

This report is a replication guide for state associations of nonprofits or others that wish to create a nonprofit sector policy agenda development process in their state. It explains some of the opportunities for (and barriers to) organizing the nonprofit sector and provides resources for states considering undertaking such an endeavor. It is a companion piece to *Promoting Policy Partnerships: Creating a State Nonprofit Policy Agenda*.

Disadvantaged Young Men In Urban Areas: A Summary of the First Year of the Forum on Public/Private Social Concern (includes Annotated Bibliography) (1991) 103p.

This report contains the principal materials for the first year of the *Forum on Public/Private Social Concern*, which began operations in March 1990 as an information exchange for funders and policymakers in the government, foundation, and business sectors; its goal was to improve the quality and effectiveness of resources and programs that address domestic social issues. Included are: a brief overview of the Forum; a summarizing report of the activities and accomplishments of the first year; and background papers (*Structural Impediments to Success*, *Long-Term Investments in Youth*, and *A Call for Culturally Sensitive Programs to Serve Disadvantaged Youth*) prepared for three meetings of the Forum.

Disadvantaged Young Men in Urban Areas: An Annotated Bibliography (1991) 28p.

A list of 40 sources utilized by the *Forum on Public/Private Social Concern*. Entries are categorized by issues of adolescent pregnancy, black male youth, comparative studies, crime prevention/neighborhood development, economics and employment, education, ethnographic studies, and general overviews.

Public Will: Its Connection to Public Policy and Philanthropy (includes Annotated Bibliography) (1993) 172p.

This report summarizes the work of the *Forum on Public/Private Social Concern* on public will and its connection to public policy and philanthropy. It includes: an overview and discussion of the concept of public will; case examples drawn from government, the nonprofit sector, and foundations illustrating different methods of engaging the public; comparative analysis of the case examples; and checklists and questions for grantmakers and policy leaders to consider in reviewing proposals and developing projects designed to engage the public.

A Place at the Table: A Study of the Statewide Nonprofit Association Movement (1992) 62p.

This study serves as the final report of the *Statewide Nonprofit Association Project* and is the single repository of information on the history, growth, and future of statewide nonprofit associations. The report includes: an overview of the origins and growth of the statewide nonprofit association movement; descriptions of the project and its principal components; case studies of the four most common organizational issues in the formation of new state associations; and a complete profile of the nonprofit sector in each of the 50 states.

Part of the Solution: Innovative Approaches to Nonprofit Funding (1988) 140p.

This is the final report of a 1987 study that examines the state of the funding base of nonprofit organizations and identifies new mechanisms to help finance these organizations. It includes analysis of five major recommendations for additional resources for the nonprofit sector: neighborhood assistance acts, surplus bond reserves, statewide associations for nonprofits, semi-postal stamps for nonprofit services, and special taxing districts. This report provides innovative funding recommendations that continue to be pertinent to the 21st century.