



REVITALIZING DEMOCRACY

The Power of Service

THE GRANTMAKER FORUM ON COMMUNITY & NATIONAL SERVICE
3RD ANNUAL CONFERENCE

Session Highlights

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Who is the Grantmaker Forum on Community & National Service?

The Grantmaker Forum on Community & National Service, founded in 1993, is an affinity group of grantmakers representing the whole spectrum of philanthropy, including private foundations, individual donors, corporate foundations and community foundations. The Grantmaker Forum is organized around the belief that service, giving of oneself for purposes greater than oneself, is a fundamental value of American democracy; it is a value that should be supported and celebrated.

The Grantmaker Forum on Community & National Service holds that in order for the service ethic to be promoted and valued broadly, it must be nurtured by the public, private and non profit sectors. The public sector's affirmative efforts to encourage an ethic of service and volunteering are reflected in such federally-funded national service programs as the Peace Corps, AmeriCorps and AmeriCorps VISTA. The private sector's role in promoting an ethic of service and civic engagement is represented in corporate giving programs as well as employee volunteer programs. The nonprofit sector makes its own unique contribution most explicitly by its reliance on and engagement with community volunteers who donate time and money to the delivery of programs and services to those in need.

These sentiments are perhaps best reflected in the Grantmaker Forum's mission:

The mission of the Grantmaker Forum is to provide leadership and information about the value of service and volunteering and to encourage private and public investment in the field as a means of strengthening communities and building a healthy democracy.

The Grantmaker Forum pursues its mission through its sponsorship of events, community dialogues, issue-based research, networking, publications and an annual conference. Engaging in service and volunteering cultivates the key attributes of democracy by harnessing the energy and optimism of a nation for the purpose of solving local problems and building a healthy future.

The Grantmaker Forum is devoted to raising awareness about the value and power of service and volunteering, and maximizing opportunities for all Americans to serve.

REVITALIZING DEMOCRACY

The Power of Service

On September 14 and 15, 2000, the Grantmaker Forum hosted its 3rd Annual Conference, *Revitalizing Democracy: The Power of Service*. More than 100 grantmakers, service leaders, and government representatives came together to discuss and explore the relationship between service and civic engagement. The conference showcased ways in which people representative of different backgrounds, communities, age groups, and neighborhoods are working together to solve problems through service and volunteering. The conference highlighted foundations and programs that are working to build healthy communities and a stronger democracy. Discussions covered a wide range of topics from the health of our democracy to the role of technology in promoting or inhibiting active citizenship. The following publication highlights three of the conference sessions: the Keynote Address by the Honorable Leon Panetta, the Luncheon Plenary session, and a Concurrent Conversation session.

The Honorable Leon Panetta's Keynote Address, entitled "The Health of Our Democracy," offers an assessment of the state of our democracy and reflects on such indicators as voting rates, cynicism, education, and civic engagement. Panetta speaks to the ways that national service has been and can continue to be used to strengthen our social fabric.

The Luncheon Plenary Session entitled "Building Engaged Communities" examines how service has been used to strengthen and advance civic engagement in diverse communities. Panelists discuss the challenges in building civil society and engaging all people in community service and civic life: from neighborhood activism to electoral participation.

"The Promise and Pitfalls of Technology in Creating an Engaged Citizenry" captures the discussion held at one of the conference's three concurrent conversations. This session examines how technology is impacting efforts to encourage active participation in local community problem solving. Participants of this session consider whether technology has made people more or less connected to their communities and civic life.

Keynote Address:

“The Health of Our Democracy”

By Leon Panetta

What follows is an edited version of the transcript made from a recording of the speech.

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KEYNOTE ADDRESS

Ladies and gentleman, thank you very much for inviting me to participate in this conference sponsored by the Grantmaker Forum on Community & National Service.

I'm honored to be here, and honored to join in paying tribute to my friend Harris Wofford. His leadership has served this nation well, and he is the consummate public servant. His greatest legacy will be that there are many young people who, in looking at his example, got involved with public service because they saw him making a valuable contribution in whatever he did. Whenever the final book on national service is written, I think Harris Wofford will be proclaimed as the father of national service.

It's nice to be here in Seattle. Having been born and raised in Monterey, California, we take pleasure in being three thousand miles from Washington and enjoying the West Coast. And we on the West Coast believe that we are on the cutting edge of the revolution, the revolution that really is the 21st century, that I think all of us need to talk about in terms of what we want to do to make it a strong century for our democracy.

I'm also honored to be here because of the grantmakers who are part of this conference. The reality is that all of you now are a significant force in our society. Some have called

you “the third sector” between business and government. I would proclaim you even higher than that. If the press and media are the fourth branch of government, I would call foundations the fifth branch of government. I know the figures, and they are incredible; foundations have generated almost 700 billion dollars in revenue. The grant money that you provide represents about 8% of our GDP. There are something like 10.2 million employees, almost 10% of the national workforce, involved in foundations and nonprofits.

You are a real force. And the resources that are available to you give you a tremendous capacity and opportunity to impact the quality of our democracy. It is not a responsibility to be taken lightly, and for that reason I am particularly honored to be here because of your focus on community and national service. I believe that this nation's great strength depends on people who are willing to serve. DeToqueville said that we are a nation dependent on the sovereignty of the people. It is the people who determine whether or not we will have a strong democracy. All of us have a fundamental responsibility to make sure that we care for each other, that we are part of a family, because that has been the strength of our system.

I never cease to be amazed at the genius of our forefathers and what they were able to put together. They really were

designing a system of government that was built on what Jefferson and Madison called a “wise and virtuous people.” They believed that a wise and virtuous people would select wise and virtuous leaders. That was the fundamental belief. Every time there were discussions about whether or not they should put more power into the federal government, whether they should try to limit the power of people to participate, they came back to the argument that you have to trust the people. And so they created this amazing system, the three branches of government, because they didn’t want to centralize power in any one branch. They didn’t want a king, they didn’t want a king parliament, and they didn’t want a court of star chambers. They wanted to have a system in which the power would rest with the people and the leaders that they chose. It is a remarkable system and, to some extent, it is a recipe for gridlock because it provides a system in which there are checks and balances to assure that power doesn’t accumulate in one branch or the other. They deeply believed that the key to breaking that paradox rests with people being involved with leaders who are willing to roll up their sleeves regardless of their philosophy, to sit down, to debate, and to differ, but to ultimately find consensus and to work toward common goals. That was the miracle of Philadelphia and, to a large extent, it is the miracle of the United States and our history for two hundred years because we’ve always been able to find that leadership.

We are embarked on a new century with tremendous promise and opportunity. It is incredible to think of the technological revolution that is all around us, here and throughout the country, in what has been described as the Information Age. I attended a conference a few months ago and a futurist made a presentation in which he said we are now beyond the Age of Information. This is no longer the Information Age. This is the Age of Paradox. He was referring to the personal lifestyle paradoxes that we see: We’re people who emphasize exercise and yet we are eating more fast food than ever; we are concerned about the quality of air, but we buy larger and larger gas guzzling cars and trucks.

There are some larger paradoxes that are taking place now, at the beginning of the 21st century. For example, with regard to the United States today, the reality is that we are the superpower in the world. I don’t think there has ever been a time, since perhaps when the British navy roamed the seas on behalf of the Pax Britannica, that one country has had as much power as we have right now, in terms of our ability to conduct war. We have a defense budget that is larger than all other countries combined. And yet for all of that power, we continue to have a very difficult time finding a peace agreement in the Middle East. Even with a war and almost continuing confrontation, Saddam Hussein still remains in power. We are deployed with the U.N. in Kosovo, Haiti, and East Timor and yet the United States doesn’t want to pay its U.N. dues. In the end, it seems to me that even though we have tremendous power as a country, our power still very much depends on the wisdom, leadership, understanding, and diplomacy of this country to be able to truly make us a leader in the world. That’s the interesting paradox. Yes, we have a lot of power, but it still takes people, wise people, to make sure that that power is used wisely in order to be a leader in the world.

Another area is our economy. I worked in this area when I was in the Congress and as director of the Office of Management and Budget. The United States, without question, has the strongest economy in our history. It may be the strongest economy in the history of the world. You know the numbers with regard to inflation, productivity, growth, and employment. We have a balanced federal budget with a projected surplus of over four trillion dollars. Yet, the paradox is that for all of that power in this strongest of all economies, the President and the Congress are having a hell of a time trying to figure out what to do with the budget. If the economy is doing very well, you would think that this would be a great opportunity to take on challenges in the area of entitlements, to take on challenges that will impact our economy in the future. Yet, even as we speak, in order to get anything done with the budget, the President and Congress operate under the threat of a government shutdown. Something’s not working.



We have the strongest economy in our history, yet one in five children live in poverty, and there are 31 million Americans who are either hungry or at risk of being hungry. There are over 40 million Americans with no health care coverage. Affordable housing is becoming an impossibility. We have three sons, two of whom live in California. They cannot afford to buy a house where we live in Monterey, California, even though one's a doctor and the other's a lawyer. The average price to buy a home in Santa Clara is now over \$500,000. And as you know, the gap between rich and poor grows even wider; middle income families are just staying ahead by working more hours and increasing their debt. We have a strong economy, yet there are some very real problems that are impacting the nation in terms of people's needs.

Technology is another interesting paradox of this great Information Age. Information is exploding and technology changes almost every other month. It is incredible to see the speed of information and the impact it has in this country on politics and policies. When I became Chief of Staff, one of the things I wanted to do was to go down to the White House Situation Room, to see whether it really looked like that scene from *Dr. Strangelove*; it doesn't. It's actually a pretty small room. But I thought, even though it's a smaller room than I envisioned, here is the center of information from around the world, where we are in touch with our satellites and intelligence agents. I thought that this truly had to be the center of information. I asked the fellow who was showing me around, "Show me where the information base is here." He said, "It's over here." We went over to a corner and there were two soldiers dressed in uniforms, watching CNN News. We get our information faster through CNN than we do through our intelligence channels, and it has a tremendous impact.

I'll tell you another story. One of the things I don't miss about being Chief of Staff is getting calls at 2:00 in the morning. Soon after I became Chief of Staff, I got a call from a secret service agent. He said, "Mr. Panetta, I'm sorry to wake you, but I have to tell you something." I said, "What

is it?" He said, "Well, a plane just went into the White House." I said, "You've got to be kidding me." He said, "No, no. A plane went into the White House." I said, "Well, was it a 747, was it a DC-10?" He said, "No, it's a very light plane. We don't think it did much damage. It may have wrecked the Jackson magnolia tree, or something like that." I said, "Yeah, but is this a diversion? Is that plane full of dynamite? Is it a threat on the President's life? Have you checked this out?" And he paused, and he said, "Well, according to CNN News..." I said, "No, no, no. You don't understand. I want you to go out and look at the plane to see what's there."

Information and how it impacts politics and policies — it is amazing what's going on. You can see it in the presidential campaign. You can see it in businesses and education and in our very lives. And yet, for all of the wonders of technology, we still have a hell of a time teaching third graders how to read. In Monterey County—which you would think would be a fairly affluent County—70% of the third graders are reading below grade level. And if they're reading below grade level now, they will never catch up. It's very hard to catch up. And it shows. Fifty percent of the students going into the California State University system need remedial education. Fifty percent! In addition to that, we obviously have this growing digital divide that widens educational differences and creates even greater inequalities. We're worried about the influence of the Internet and how it affects the lives of our children and our families. I guess the paradox, for all of the technology, is that we still have to learn about life, not from a computer, but from each other, from people caring for each other.

But perhaps the paradox of greatest concern relates to our democracy. Our democracy is a beacon to the world of how a democracy ought to work. It is the strongest democracy in the world, and it is an example of how a free people can govern themselves. We're a model for a lot of the emerging democracies, and we should be. This is a great moment for the United States in terms of what we represent to the entire world. And yet, you know the paradox. In the last election, 64% of those adults who were eligible to vote failed to vote. That means that in 1998, roughly a third of this country

determined who was elected. Adam Kleimer wrote in the *New York Times* that the body politic is broken because fewer and fewer people are really participating and involved in our democracy.

Of greater concern is the impact on the younger generation and what it's doing to young people. At the Panetta Institute we recently conducted a poll of college students throughout the country. Let me tell you about some of the results. Seventy-three percent said they would never choose a career in public life. Sixty-six percent of those eligible to vote did not vote; that's an even higher percentage than for adults. Something else blew my mind. Eighty percent said they had never even had a conversation with an adult, including their parents, about becoming involved in public service or about considering some kind of public career. Never had a conversation about doing that. So if you consider those results, it confirms some of our worst suspicions about what's happening to young people. And a lot of it was not built on cynicism. It was built on the feeling that "what is happening in Washington or the State Capitol is just not relevant to my life." "It has no meaning to me." "What I see in civic life is a lot of partisan attacks." And those are quotes. "I don't see public duty, I see partisan attacks." "It's not relevant to me." "It doesn't change my life in any way." Now the good news in the poll was that 75% of those who responded said they either had or would volunteer for service at the local level. And why? It's obvious. Because it is relevant. They can look in people's eyes and see a difference. They're trying to teach kids how to read, they're volunteering in a health care center, they're volunteering in education, or whatever it is; that was much more relevant to them. So I think that part of the survey findings are hopeful; in that reservoir of good will lies the hope that we can inspire young people to public service.

The problem right now, and it applies to adults as well as to young people, is that instead of bringing politicians and people closer together, politics breaks them apart. Part of it is the technology that I talked about. Because you can use technology to get a message across, a sound bite, it's much

easier to focus on a message than it is to sit down and try to solve problems. I can tell you that this is true from both my White House experience and from being on Capitol Hill. My colleagues will sit down and say, "What's the message? How do we destroy the other side through an effective sound bite? How do we do that today, so that we can make the evening news?" Attack politics becomes the vote. You can see it happen. You can either destroy an opposing candidate or help undermine the opposing party by getting out a sound bite that goes after a scandal, an investigation, or something that in the larger picture may not mean much, but that strikes home; that's what they're going to use. So they get consultants and pollsters to determine how to do this, and that involves a lot of money, and that means raising a lot of money. Students have told me, "You know, I don't feel like I'm part of this process. What do I have? Fifty cents in my pocket. And these guys are going out and having thousand-dollar fundraisers. How do I get involved in that kind of system? How do I become a part of it?" And, to some extent, the politician on the other side says, "Why do I need to talk to kids when I've got to spend time raising that kind of money?"

Because these divisions are taking place, people are feeling more isolated from the process. The big question is how to break down these divisions. These divisions are now built into our process, and if for some reason there's a Republican President elected, the Democrats are going to go after him tooth and nail, with whatever they can attack him with, because that's the nature of what's been happening over these last few years.

In part, it has to begin at the highest levels. The President and leadership of the Congress need to be willing to say, wait a minute, we really do need to get some things done here; we really do need to try to work on policy. Because if people can develop a kind of truthful, honest, discourse about what's really happening and what they really care about, young people will sense that immediately. They catch on. When they're getting bullshitted, they can catch it very fast. Adults and young people sense that politics is a kind of spin game that doesn't really relate to what's happening. As

a result, in a good economy, most people can say the hell with what's happening in Washington, we'll just take care of ourselves. And that's why people aren't voting and why they're not involved.

We have to change the way politicians talk with one another. We have to change the way business is done, and to try to focus on the kind of discourse that you are talking about. How do we do that? A few people need to be willing to step out and say, "I am not going to engage in that kind of politics." That comes with a risk that it's not going to happen. For that reason I begin to worry about whether the process will continue to tumble.

Part of the answer is that you need role models who are willing to confront this kind of thing, even though it involves risk. It involves risks, and politicians inherently don't like to take risks. Which is too bad, because taking risks is how you get things done. He knows that. You know it. And when you take risks, you might lose an election. But at the same time, you're going to do some good.

My generation was inspired in a different way. We got involved in public service. I'll tell you how I got involved. One, my Italian immigrant parents said it was very important to give something back to this country. They had come here. This country had provided opportunity and hope for them, and it was important to give something back to the country. Two, I served two years in the Army, and that taught me about duty, responsibility, discipline, and teamwork. And three, there was a young President who said it was important to give something back to this country and to get involved. That's how I was inspired to public service.

The question for all of us is, "How do we inspire this generation to get involved in public service?" That's really the major challenge that confronts all of us. I think the best hope is to tap that reservoir of good will, dedication, and commitment to the community so that young people can understand that service at the local level is tied to policies at the national level. What's going on is relevant. There is a tie between what they are doing at the local level, what they're trying to achieve, and what is happening among

those who make policy at higher governmental levels, whether it's in Washington or your State Capitol. For example, student loans don't just fall from the sky. Young people need to understand that the policies that are being debated in Washington determine whether or not financial aid is going to be provided to many of these students. If they care about the quality of air, rivers, lakes, or the coastline, they need to understand that a lot of these places are cleaner because there are environmental policies that are enacted in Washington or at the state level. If they're experiencing traffic congestion, they need to understand that part of the reason is because of infrastructure and transportation decisions that are made at a higher governmental level. Whether it's the safety of their food, the health care of their parents, or even, for that matter, the protection of their own personal privacy, which kids are really into, a lot depends on the people they elect or fail to elect.

What I want to convey here is that we have to attack this at a number of different levels. We've got to create a linkage between young peoples' view of what's relevant and how policies at a broader level can affect what they care about and what they're doing. We've got to create a better linkage. They have to understand that tie-in. Because they do care about what's going on at the local level, they need to understand that whatever they're doing at the local level is impacted by leadership at a higher level. So I'm not sure what the answer is — whether it's through the Internet, education, entertainment, or the media — but somehow that message needs to get across.

You also need to continue to emphasize and support civic education. I'm not saying "civil," I'm saying "civic" education. At the elementary and secondary levels there is now too little emphasis in this country on civic education. Again, I refer to my own generation, when we had to take history and government courses in school; we had to take a "Problems in Democracy" course, and a Constitution course. We had to pass a test about the Constitution in order to graduate. And from the people I've talked to around the country, there is not enough going on related to civic education; it is not being emphasized. There has to be an effort because if you're not making kids aware of how a government operates and how it impacts people, then

they're going to lose interest very quickly. You also have to continue to inspire service-learning. Encouraging students to participate in service at the community level, and their civic education, is very important. The school with which our Institute is affiliated requires service-learning for graduation; you have to do something in the community in order to graduate. It's a great tie-in to service, and that's essentially what the governor is trying to do with regard to other universities and colleges.

At the Panetta Institute we try to do this on several levels. First, I do a lecture series that brings in policy makers so that students can have access to people at the highest levels and can talk with them, see them, touch them, and know that there are real people that deal with these kinds of issues. I bring in members of Congress, both from the House and the Senate, as well as State Legislators both Republicans and Democrats, and have them talk to the students, let the students talk to them, to hear from them. It is amazing. We did a session with a group of student body presidents. I figured these kids at least understand a little bit about politics as they had to get elected. The problem is that most of these student body presidents get elected with only a fraction of the vote because most kids don't turn out to vote. They really aren't sophisticated. When they listen to somebody talk about what one can really do working on legislation and dealing with problems that face their constituents, it inspires them. One kid said to me, "Hey, there's something to this. It isn't just all BS. There really is something. It's kind of sparked an interest in me to try to do more — that it's not just a passing fancy."

Secondly, we do a congressional internship program where we actually bring students to the Institute for two weeks to learn about how a congressional office operates. We don't just select students and drop them into Washington. We have to spend almost a month trying to train them to understand that they are not going to be running a Congressman's office; they're going to be answering mail, dealing with constituents, answering phones, and dealing with all kinds of e-mail messages. But, ultimately, they will get involved in policy; they can get involved in policy. That proved very

successful last year and we're doing it again this year. Three of the students from last year stayed in Washington because they loved where they're working. You've got to expose students to that experience; and it works. We're doing leadership courses and we're also doing an America Reads program. We have 11 Vista volunteers who are working to bring in 200 tutors from high schools and colleges to work in 22 school districts teaching kids how to read. That kind of program is very important in getting students involved.

And finally, what I would ask is that we begin a debate seriously considering a requirement for national service. I realize politically that it's tough to talk about resurrecting the draft, or resurrecting some kind of broad mandatory requirement. At the same time, I think that we have an opportunity — particularly with the concern about whether or not we're getting enough reserves into the military, enough people interested in the military — to create a very broad GI bill that supports national service in all capacities, whether it's education, health care, the military, or other areas. We have an opportunity to really develop that kind of very broad approach because I deeply believe that people have to understand that we have a duty and a responsibility to this country. This isn't about being "touchy-feely," getting involved, and feeling good about getting involved. This goes deeper and goes to the character of what the younger generation is going to be about. For that reason, I think that the time has come for us to help inspire that debate. Clearly all of us have a responsibility, whether it's through funding or program development, to try to help light that flame.

There's an interesting confluence of different forces that can be brought to bear on this issue in which you could actually pick up a lot of conservative and liberal support for these kinds of issues. I've talked to some of my Southern friends who were in the Congress who say this is really needed, because they worry about what's happening out there. If you could develop a good cross-section of Republicans and Democrats on a proposal that said we ought to move in this direction, it could become a focal point for a national debate. If a group were willing to come



together and say that what we need to do in this country is to move toward some kind of comprehensive national service system in which we're willing to provide GI benefits for those who serve a year or two in some capacity, I think you'd find that this country is ready for that debate. I don't know where it would go, and it may not go anywhere, but I think the country is ready for that debate. I think it would provide an even greater focus on the need to get involved, whether it's the Peace Corps, AmeriCorps, or other service areas. It could really provide a focal point. I get a great response from almost any audience — whether it's young people, people involved in business, or people involved in education — when I raise this issue. The time has come for this debate to take place.

It's also just as important for all of us to provide an example. I think one of the problems these days is the absence of role models. All of us have to be better role models for younger people. We also have to be willing to vote and to participate. We have to tell them that governing is important and we have to be honest and truthful with them and with each other.

We are at an exciting point in history. There are great opportunities, whether it's in diplomacy, the economy, technology, or our democracy. But unless we make people understand that they have to be citizen soldiers, there will be paradoxes, and the contradictions will eat us up. In the book *Citizen Soldiers*, Steve Ambrose paints a picture of young people suddenly being thrown into battle for the first time and fighting horrific battles. He goes through World War II battles including Normandy, the Battle of the Bulge, and other battles, and paints a scene where our forces reach the Rhine River and there are no bridges for an easy crossing. There's a sense of exhaustion in the force and they begin to look at each other and say, "My God, we've been through these horrible battles. We've seen our friends killed. The next bullet could be for me. We're gonna win this war. Why the hell do we have to go on?" And finally they found a bridge over. The lieutenant led his

squad across and said, "Get going. Get going." They didn't want to go, and he kept forcing them across. "Get going" became the battle cry to the end of the war.

Now, to some extent, I think historically we are in that position. We have won some very significant victories as a nation. When you think about the Cold War and the state of our society, civil rights, equality, and diversity, there have been some great victories in terms of what this country is about. But there is also a certain sense of exhaustion when it comes to our participation in our system of government. We have to say "It's time to get going" and make young people understand that they have to be citizen soldiers in this effort.

There's a great story I often tell of the rabbi and the priest who decided to get to know each other a little better and so one evening went to a boxing match together. Just before the bell rang, one of the boxers made the sign of the cross and the rabbi nudged the priest and said, "What does that mean?" The priest said, "It doesn't mean a damn thing if he can't fight."

We bless ourselves with the hope that things are going to be okay in this country, but frankly it doesn't mean a thing unless we're willing to fight for it. To some extent that's what this conference is all about — the will to fight; to make sure that we do, in fact, protect the sovereignty of the people; that we make the American dream, that every child can have a better life than their parents, a reality; and that we truly protect and strengthen the government of, by, and for all of the people. Thank you very much for having me.

Luncheon Plenary Session:

“Building Engaged Communities”

Session Overview

“Building Engaged Communities” brought together leading thinkers to explore the theoretical and practical implication of creating active and engaged communities. Responding to Leon Panetta’s charge for a more involved citizenship, this Luncheon Plenary, moderated by Susan Stroud, consultant to the Ford Foundation, featured civic and foundation leaders involved in various aspects of building communities.

Chris Gates, President of the National Civic League, frames the context of this discussion by providing the basis for building engaged communities and inviting philanthropic leaders to discuss model strategies. Evern Cooper, President of the UPS Foundation; Josie Heath, President of the Community Foundation Serving Boulder County; and Ralph Smith, Vice President of the Annie E. Casey Foundation each provide examples and lessons learned from their foundations about successful strategies for engaging people in civic life.

Chris Gates

Chris Gates, President of the National Civic League, opened his remarks with comments on the current state of American democracy. Gates argues that democracy in our country is being reinvented on a local level. A shift is taking place about how we as citizens solve problems and how we think about social change. Going forward, we will no longer be able to choose either to volunteer or to vote. We will be required to do both. Gates stresses the importance of collaboration in forming this new model and the necessity for people to be involved on every level. The private and public sectors, Gates argues, must collaborate with one another in order to reach people and accomplish their goals.

According to Gates, the old model of social change and democracy is no longer applicable. The old model tells us that the job of the public sector is to provide public goods and address public issues; the job of the private sector is to create wealth; and the job of the nonprofit sector is to direct altruism. This model does not work anymore because people’s confidence in the public sector is low; their confidence in the private sector is high; and their dependence on the non-profit sector is great. Gates summarizes six societal forces of change that have made that model less relevant.

The first force of change is ever-increasing diversity. According to Gates, part of the old model of democracy was based on hierarchy; on a corporate model of who is in charge and who has power. As more and more people

become empowered, the old model becomes less relevant. The second force of change is the media. Gates argues that the media's cynical spin on each news story has worn down the nation's ability to believe in itself, to believe in its leaders, and to believe in its own ability to collectively accomplish things. The third force of change is that citizens are angry. According to Gates, citizens are dropping out of the traditional democratic process, not because they are apathetic, but because they are angry that their voice is not being heard. Citizens have concluded that their votes do not count and their contributions do not matter.

The information and technological revolution in this country is the fourth force of change. Information, Gates argues, is part of the reason that the old model of democracy worked. For a long time only leaders had access to enough information to make rational judgments about societal issues. For this reason, we put our trust in leaders to make decisions on our behalf. However, as a result of the technological revolution, every active member of the community has enough access to information to be directly involved in decision-making. They feel empowered and properly informed and want their own seat at the table. According to Gates, we can no longer defer to the old model of democracy and ask people to give their proxy to leaders "who know better."

The fifth force of change is the collapse of faith in government as "us." Government has become "them," Gates said. Citizens feel disconnected from decision-making and responsibility. They see government as a separate entity that does not necessarily represent their interests. The last force of change, according to Gates, is that we now live in a world in which we confuse cynicism with sophistication. We have gone from a world where we presume good intentions on behalf of our leaders to a world where we presume they have bad intentions.

Gates believes that there is a movement towards a new model of self-government or "citizen democracy." In this new model of democracy, the public agenda is jointly held by everybody. Every organization, every sector, and every person has a role to play in making things better. Gates argues that it is not enough to say to government, "You fix it on our behalf and then we're just going to go out and live

our lives." The new model of democracy, according to Gates, is one that is more actively engaged. In this new model, collaboration is elevated from being a "nicety" to a "necessity." No one sector, entity, or organization can solve problems alone. In order to solve problems we have to take them on collectively, from neighborhood associations to community policing to the way communities organize themselves. Gates argues that all sectors of our society need to begin to engage in public work and begin to recognize they have a duty and obligation to the greater good and the public agenda. All sectors should be held to the same level of scrutiny and accountability to which we have held the public sector. One of the difficult aspects of moving to this model, Gates asserts, is that every sector is going to be held to new and higher levels of accountability.

This new model of democracy will force us to reexamine a few critical issues. We will need to reinvent what we mean by "leadership," "trust," "democracy," and, especially, "citizenship." We have lived in a world that has told us that our job as citizens is to vote once every two years, and that it is up to government, as patriarch, to take care of us. Gates argues that even as we have reached a bipartisan agreement about the importance of a new model that is dependent on much greater citizen involvement, our civic muscles have atrophied from disuse. We are reinventing democracy in a way that requires citizens to step up and be more active and engaged; and they are struggling to do so because they have not been asked to do that for a long time.

Citizens are struggling to understand what it means to be engaged, to play a role, and to be a part of the solution. The service movement, according to Gates, is one of the areas where all of us can come together, in the new community movement, to try to reinvent democracy and reinvent our communities. Gates argues it is essential to change the definition of what we mean by "citizenship" in this country, so that every citizen, of every age, across every aspect of every community understands that he or she has a role to play in making things better. We cannot effect that change, Gates argues, unless we find a way to get more people to step up and play a role.



Evern Cooper

Evern Cooper, President of the UPS Foundation, was the second member of the panel to give remarks. Cooper, like Gates, emphasizes the importance of collaboration between business, civic, and nonprofit organizations as the best guarantee for addressing the well-being and health of this country. Throughout her remarks, Cooper shares examples of programs and initiatives that the UPS Foundation has put in place to both educate and equip UPS employees to make a connection with and contribution to their communities. Through this approach, the UPS Foundation has been able to match their financial resources with human resources to maximize impact. In her presentation, Cooper describes many of the UPS Foundation's best practice models designed to build capacity and connect an individual with his or her community.

The *Volunteer Impact Initiative* is UPS's national effort to help nonprofit organizations manage volunteers more effectively and efficiently. According to Cooper, the *Volunteer Impact Initiative* is a unique program that taps into the power of individuals by funding the efforts of nonprofit organizations to recruit, manage, and retain volunteers, one person at a time. Cooper believes that by simply thinking outside of the box and touching on creative alliances, we can collectively have a measurable impact. Based on the success of this approach, the UPS Foundation launched a second phase of the *Volunteer Impact Initiative*, which includes issuing additional local collaboration grants to help communities build new alliances and strengthen existing ones.

The United Way of America is an example of an organization that benefited from the *Volunteer Impact Initiative*. Through the UPS Foundation funding, the United Way launched a program targeting families transitioning from welfare to work. This program encourages and supports families to become volunteers and contribute back to their communities. As a result, participants no longer feel isolated and begin to feel a stronger connection to their communities.

The UPS Foundation has a strong interest and commitment in investing in capacity-building for individuals as well as organizations. The key to building engaged communities, Cooper argues, is by first developing engaged individuals.

Change begins at the individual level, with people who have vision and commitment working together to address social and educational challenges faced by society. In 1998, the UPS Foundation commissioned a survey to determine people's views about volunteering. Forty percent of the people who had volunteered said they had stopped volunteering because they felt their time and their talents were not being used effectively. However, these same individuals expressed their belief and commitment to contributing to one's community. Cooper concludes that in today's time-starved environment, it is important to utilize volunteers' time more effectively. It is important to leverage volunteers' knowledge base and skill sets while working together to attract and retain committed volunteers.

At UPS, the community involvement programs are designed to build the capacity of individuals as well as to develop a person's connection with his or her community. The first formalized community involvement program started in the early 1990s and was named the *Neighbor to Neighbor Volunteer Program*. This program supports UPS employees and their families in giving back their time and talent to their communities. The program maintains a bank of volunteer opportunities, matching employees and their families with non-profit causes based on their interests, skills and availability. Volunteers, in turn, enable the UPS Foundation to learn about non-profit organizations in need of financial assistance. At last count, about 40,000 people were involved in the program.

In addition, the UPS Foundation has a unique program that has been in existence for over 30 years called the *Community Internship Program*. Through this program, senior UPS managers leave their homes for four weeks and relocate to another city. Through their residency and volunteering in that community, UPS managers enhance their ability to lead a diverse workforce and, at the same time, they develop a deeper understanding of the challenges that are facing their own communities and the communities in which they work.

UPS Foundation has established two additional programs, the *Community Investment Grant Program*, and the *Region/District Grant Program*, that enable their employees to recommend funding of local and regional

community initiatives. Predicated on the belief that employees are in the best position to understand their own communities' needs, as much as 50% of the \$36.1 million granted by UPS in 1999 resulted from employee's program involvement and recommendations.

Cooper believes that success begins with educating and equipping people with the skills, knowledge, and values they need to go forward as active members in their communities. At the UPS Foundation, Cooper has seen its efforts in these areas lead to political and civic engagement as well as contribute to a sense of teamwork and pride. Through increased investments, innovative partnerships and capacity-building, Cooper asserts, we can increase volunteerism, and create more meaningful and effective opportunities to engage volunteers.

Josie Heath

Josie Heath, President of The Community Foundation

Serving Boulder County began her remarks by first describing her experience as a Project Liberty trainer with the John F. Kennedy School of Government, working with local and national officials in emerging democracies in Central and Eastern Europe. When Heath first started this work she encountered a sense of community disillusionment. People would ask, "what is this democracy stuff about?" While challenged by this disillusionment, Heath also heard a yearning for change and unity. They asked that their new democracy realize four goals. First, Heath was told, "Help us keep our young people in our own country." Secondly, "Help us build trust." Third, "Help us to build a sense of community." And, finally, "Help us to be brave," because, Heath explains, an element of democracy is to take risks.

When Heath returned from Central and Eastern Europe and began her work in Boulder County, she saw a community that was prosperous yet polarized around several very contentious issues. Heath felt that the community was crying out for something to unite them. Heath argues that the initial push for community building usually comes after a tragedy — a forest fire, a flood, a serious accident, or after a school shooting. She saw her challenge in Boulder County was to help build and unite her community before tragedy forced them to do so.

Heath Created the *Millennium Trust* in response to the Boulder Community's call for unity. She envisioned a project that could be a bridge for the community into the new millennium. Heath recognized the value of creating a collective "pool of money" that supports community values. When Heath first developed the idea people assumed that she would bring in "platinum-level" and "gold-level" donors to support the project. Heath wanted to develop something that was more of an equalizer. She wanted to build both a sense of community and philanthropy. Heath wanted every community member to believe that each of them could be a philanthropist. In today's world, Heath believes, money translates into power. The *Millennium Trust* was built on the notion that every single person in Boulder County would be asked to give the equivalent of his or her last hour of income from the last millennium to create a trust for the new millennium. The residents of Boulder County agreed.

The project was launched on Labor Day, completed on New Year's Eve and raised \$1.8 million dollars. The whole community participated, Heath explains. Grocery stores had their clerks talk to every customer at the checkout stand and bus drivers passed out donation envelopes to people when they got on the bus in the morning. Everyone from dot-com employees to daycare workers contributed. Everybody in the community stretched at the same level, Heath explains, because an hour of income at whatever level required an equal amount of stretch.

Heath describes the experience of running into people on the street whom she didn't know who would introduce themselves and say, "Hey, I'm a part of the *Millennium Trust*." The project, Heath describes, built a sense of community that crossed boundaries. Individuals with whom Heath had debated on issues with in the past were saying to her, "I've never agreed with you on anything and I sent you a check." The *Millennium Trust* allowed the community to come together on common ground and, Heath asserts, common ground is something people yearn for.

When the *Millennium Trust* started, the Foundation asked people to do two things when they sent in their donations. First, Heath explains, they asked people to write down their hopes and dreams for the new millennium, and, secondly, people were asked to indicate if they wanted to participate



in allocating the money. The Foundation then invited all of the people who had donated funds to participate in a community meeting to discuss pressing community issues as well as strategies for investing and allocating funds. Heath was astonished by the large number of people who participated.

At the end of the meeting, contributor's names were drawn for participation on an allocation committee. To Heath's astonishment, as many as 22 of the 25 people drawn agreed to serve. The group consisted of a diverse group of community members including a 16-year-old high school boy along with many people who had no previous involvement with community projects. The question they had to answer, Heath explains, was "What are we going to fund?" The group decided that it was most important was to fund projects that would help build a sense of community. Heath explains that, through the review process, these community members were forced to re-examine what it takes to build a community, stretching their vision of how to unite Boulder County.

Heath, like Chris Gates, argues that government's role of collecting and allocating money is no longer relevant in our society. Heath argues that there is empowerment within our country in the act of connecting service with money. The *Millennium Trust* provided people the opportunity to say "as we build community, we are going to find the resources to help fund it." Heath ended her remarks by inviting everyone to take this project to their own communities as a strategy for unifying and strengthening the number and quality of resources within those communities.

Ralph Smith

Ralph Smith, Vice President of the Annie E. Casey Foundation, was the final panelist to give his remarks. Smith emphasizes the importance of collaboration across sectors in community building efforts. Collaboration is essential to what Smith calls "community capital." Smith defines community capital as the connectedness between people and the quality of relationships that enhance a community's ability to solve problems and to make decisions to improve the quality of life. Smith suggests that building engaged communities is about the creation, production and growth of community capital.

There are forces at work against the creation of community capital. Smith illustrates this by polling the audience on how often they wait for an airport shuttle rather than share a cab with a stranger, which would result in saving money and time. Smith asserts that people rarely make that connection with one another for several reasons. First, people have a need for a sense of privacy and autonomy and are reluctant to approach someone they do not know and to enter into a conversation; they are reluctant to create a relationship, no matter how transient and no matter how practical. In many respects, Smith argues, "in our own daily lives, our own behavior and in the way we function, we observe those boundaries, acknowledge those barriers, and work in limited ways to accomplish a task we have ahead of us, even when it is not terribly productive, not terribly practical, and even counterintuitive." There is a tension, Smith asserts, between market capital and community capital. The market capital counts on people not producing community capital because the market has the ability to "fill the gap and put a price on it."

The deficit in community capital is the challenge that the Annie E. Casey Foundation faces in their work, Smith said. Several years ago, the Foundation would have described the focus of their work as "improving futures for disadvantaged children." As the Foundation began to think more strategically about their work, they discovered that they faced three challenges. First, it was difficult for them to evaluate their effectiveness and to identify those children and families with whom they were having a meaningful impact. Second, it was difficult to assess if their work had gone to scale anywhere or had actually transformed a particular system. Third, the Foundation felt that even in those places where they were most effective, it was clear that their work was fragile, dependent upon continued investment, presence, "or somebody never changing jobs for the rest of their lives."

As the Foundation looked at their new generation of work, they realized that they could do things a little differently. The Foundation felt they had to move families from the margins to the center of their work. "We redefined 'disadvantaged children' as those children who were most likely

to be left out and left behind. But the critical insight for us was that the kids who were most likely to be left out and left behind lived in families that were vulnerable and where those vulnerabilities were exacerbated by the places where they lived.” Those families and those places were disconnected, Smith states, from the mainstream of the society that surrounded them.

Once the Foundation began to strategically focus on and address vulnerable families “disconnected from politics, disconnected from the economy, disconnected from the help they need, and sometimes disconnected from the social networks which operate to get people jobs,” they began to realize that the problem was not one which was going to be solved by yet another care-fully crafted, thoughtfully implemented intervention. “We couldn’t design an intervention, we couldn’t design a particular policy reform and we couldn’t ascribe the responsibility to a particular service provider or a particular sector,” says Smith.

The Foundation realized that the problem of disconnectedness was one that had to be essentially recognized and solved by all sectors. The challenge they faced was to engage the private sector, the faith community, the service providers, and the philanthropic community in recognizing and helping to solve the problem. It became clear to the Foundation, Smith said, that the connective tissue, the social glue that was needed to create a powerful enough movement to change the future of disadvantaged children and to link those communities in a common effort was not about money. “It was not about market capital, it was about community capital,” Smith said. “It was about the quality and the density of the relationships between and among sectors, between and among communities, between and among people, between and among families and within families and this is what has driven the work of the Foundation.”

Smith describes several foundation-supported programs that help children and families build stronger connections to their neighborhoods and communities. First, the Foundation has found that *Time-Dollar Programs* are powerful strategies for both connecting people and empowering people. A *Time-Dollar Program* allows “everybody in a particular neighborhood or community to contribute

something,” to contribute his or her time. Someone might wash a car, someone might cut a lawn, someone might go shopping, but everybody has something that they can give and that they in turn, can get from the bank,” Smith said. *Study Circles* are another strategy that the Foundation supports. They enable small groups of people to meet regularly and focus on what they think needs to happen to help their neighborhoods better support families.

The Foundation also supports *Community Living Rooms*, a program that is similar to study circles but less formal. *Community Living Rooms* provide a stipend to community guides, individuals who hold a wealth of information about the community, that allows them to host meals in their home as a way to engage local residents in identifying common problems and to work on solving them collectively.

While the foundation has supported such efforts for some time, Smith said the significance of community capital has increased “as we have come to understand the nature of what we’ve taken on—whether you call it community capital building, or community service or civic engagement, it has moved from outside the margins of our work right to the center.”

Summary

Building engaged communities requires cross-sector support, as illustrated by each of the panelists. Democracy is being reinvented in a way that requires innovation and active participation on the part of citizens as well as the sectors that support them. The challenge we face in the reinvention of democracy is to find creative ways to engage all citizens in the process. Panelists in this session successfully illustrate several unique programs that use service as a way to strengthen and advance civic engagement. As Chris Gates summarized, “the service movement is one of the areas where all sectors can come together, in a new community movement, to try to reinvent democracy and reinvent our communities.”

Concurrent Conversation:

“The Promise and Pitfalls of Technology in Creating an Engaged Citizenry”

Session Overview

The following is a brief summary of the Concurrent Conversation examining “The Promise and Pitfalls of Technology in Creating an Engaged Citizenry.” This conversation, one of the three topics hosted at the Conference, offered attendees an opportunity to have an in-depth discussion of the role of technology in creating or impeding a sense of “community.”

The session was led by Nora Silver, Director of The Volunteerism Project in San Francisco.

A Central American nun in San Francisco seeks a volunteer to translate documents in order to secure the release of a political prisoner from a Zaire jail. The nun e-mails the request to a volunteer program in San Francisco. The volunteer program identifies a work group in Los Angeles whose members are able to translate the documents. The documents are translated and then e-mailed directly to Zaire, where they can be used to help secure the release of the political prisoner.

A 13-year-old girl in Shiprock, Navajo country, New Mexico, wins a computer in a contest. She cannot access the Internet because she doesn't have a telephone line in her home.



What are the opportunities and challenges in using technology to engage people in community? The power of the Internet offers both promise and pitfalls to building community and connectedness.

Community Engagement: The Context

We are in the midst of a lively debate about whether civic involvement is growing or dying. Little middle ground seems to exist in this debate. Relying upon the work of Robert Putnam and Everett Carl Ladd, Silver presented two different views of civic involvement in America, and challenged the session participants to reflect on whether and how technology encourages or discourages active and engaged citizens.

Bowling Alone

In *Bowling Alone: The Collapse and Revival of American Community* (2000), Robert Putnam directs our attention to a series of statistics that signal our civic disengagement such as declining membership in community-based organizations, less time devoted to community activities and declining voter participation.

Putnam points out the difference in civic engagement between generations, noting that pre-Baby Boomers (born in the 1920's) have higher rates of civic engagement than subsequent generations. However, the preliminary indicators from today's youth suggest a turn-around. Young people today appear to be more engaged than their predecessors. So the question now becomes, will these young people continue their community and civic involvement as they age? How can we encourage that engagement? Putnam advocates asking people to be engaged, and affirmatively encouraging youth involvement.

Putnam suggests that technology could be helpful in leveling the playing field of civic engagement by allowing people from different backgrounds to participate. But that carries with it a risk. It may be that technology is more helpful in "bonding," than "bridging," our civic connections. Putnam explains that bonding builds the capacity for similar people to interact more easily while bridging builds the capacity of people from different backgrounds to interact more easily.

The potential risk of technology in helping us engage with one another, is that we will spend more time with people just like us and less time with people who are different from us. This could actually exacerbate our social divisions.

Soccer, Not Bowling

In *The Ladd Report* (1999), Everett Carl Ladd argues that while rates of bowling may be down, soccer playing is up. He suggests that civic engagement is alive and well in America, but taking different forms, citing a 14% increase in rates of adult volunteering and a rise in charitable giving among people at lower income levels.

Ladd postulates that what we are seeing is in fact the natural ebb and flow of civic involvement at different life stages, suggesting that rates of civic engagement and participation are more reflective of age differences than generational ones.

Looking more broadly, he notes that most Americans or people living in this country are optimistic. They enjoy an unusual level of involvement in religion, government, and nongovernmental action. He points out that the unique American tradition is one of people working together in order to "make a difference." Ladd argues that we should provide opportunities for people to be involved and promote the sense that individuals can accomplish much when working together collectively.

The Promise and Pitfalls of Technology in Engaging People in Service

After discussing these two different perspectives on the state of civic engagement, the session participants spoke more directly to the role technology can or should play in promoting our engagement instincts. What exactly is the problem that technology can solve with respect to civic engagement and community action? And what are the problems that our reliance on technology will create or exacerbate with respect to our sense of community and shared responsibility?

THE PITFALLS

The group identified the following “pitfalls” of technology in encouraging civic and community engagement:

“DIGITAL DIVIDE”

Given that access to technology is limited to those with resources, who will be left out in the process? If we rely increasingly on technology to bring us together and share our opinions, who will be brought together and whose voices will be heard?

This concept of a digital divide applies to community institutions as well as individuals. The organizations and institutions representing the interests of the most disenfranchised are least likely to have access to technology.

“HIGH TECH/HI TOUCH”

The challenge is to go beyond the simple transmission of information and to create true connections. Do we measure our connections just by the exchange of information or communications, or by what we actually accomplish together as a group?

The notion that an email substitutes for a home visit may actually create another level of alienation and disconnection.

Face to face communications and joint efforts help build trust and action. Can high tech communication do that too?

LACK OF DEPTH

Technology may offer shallow engagement, as opposed to long-term engagement and community problem solving.

What about the lack of evaluation that accompanies technology-based methods of communication and service delivery? For example, if a volunteer center makes a referral over email to a community-based organization in need of a volunteer, is the referral sufficient? If not, what new systems of assessment do we need to track outcomes and impacts from high tech methods of service delivery?

PRIVACY (VOLUNTEERS)

How will we be able to protect the privacy of people accessing the public domain through technology?

If you use the internet to find a placement for your volunteering activities, how will we protect your personal information about your interests and availability?

CAPITALIZATION

How will nonprofit technology web sites survive in such a competitive and expensive environment? Will investment capital follow the “dot orgs” and help them develop?

Will there be funding to cover the cost of purchasing and maintaining technology for nonprofits? These are ongoing costs that will substantially increase nonprofit budgets in the long-term. Without continuous investments systems will become obsolete and technology will leave whole organizations (and therefore many people) behind.



THE PROMISE

The group identified the following “promises” of technology in encouraging civic and community engagement:

REACH

Technology does allow us to reach many more people with information and resources to solve problems.

Technology can solve problems of location, geography and time.

Technology can cross boundaries of culture and class - providing a platform for discussions, problem-solving and joint efforts.

SERVICES

Technology can be used to increase the availability of services to more people, such as on-line mentoring and tutoring.

With technology, costs can go down while service delivery increases.

NEW PARTNERSHIPS & ALLIANCES

Technology can eliminate barriers between organizations or efforts.

Technology can increase communication among partners, and thereby improve services.

TECHNOLOGY TO DO BUSINESS BETTER

There are many ways in which technology can enhance the way we connect and collect information from one another. Examples include, using technology to share best practices and information, video conferencing instead of face-to-face meeting, on-line surveying, publicizing and marketing services, volunteer recruitment, gathering client feedback, outreach, training, large scale community mobilizing efforts, and advocacy campaigns.

Summary

Whether one agrees with Putnam’s pessimistic view of the state of our civic lives, or Ladd’s optimistic perspective, it is clear that technology is already contributing to the way we deal with each other and the way we see and interact with the world in which we live.

The discussion with session participants demonstrated that technology holds both “pitfalls” and “promise” as a tool for cultivating a more engaged community. The rest is up to us.

“The Internet is big enough to matter and small enough to shape.” - Steve Case, AOL

Speaker Biographies

Evern Cooper, Executive Director, The UPS Foundation / Vice President, United Parcel Service

Evern Cooper serves as the Executive Director of The UPS Foundation as well as Vice President of United Parcel Service. As Executive Director, she is responsible for managing and approving all requests for philanthropic funding at the corporate level and managing the consultation and coordination of all UPS scholarships, community service initiatives, education and grant programs. Ms. Cooper identifies and supports programs throughout the U.S. with which the Foundation can establish partnerships, as well as those that will have a major impact on the nation's disenfranchised, under-served, and under-represented.

A UPS employee for nearly 26 years, Ms. Cooper has held several positions within the company focused on strategic planning, delivery information, training and business development. Prior to joining UPS in 1974, Ms. Cooper was an educator, teaching at the high school level. Ms. Cooper attended Michigan State University, where she earned a Bachelor of Arts degree in English and Journalism, with continuing education at Emory University and Harvard Graduate School of Business.

Christopher T. Gates, President, National Civic League

Chris Gates is President of the National Civic League (NCL) and also serves as a member of NCL's Board of Directors. In this position, he serves as the Chief Executive of NCL, the nation's oldest organization advocating for community democracy. Mr. Gates speaks extensively, domestically and internationally, on topics including the changing forms of democracy, citizen participation, community visioning and strategic planning. In addition, Mr. Gates provides technical assistance to communities undertaking strategic planning or visioning projects.

Mr. Gates serves as the founding chairman of the Colorado Institute for Leadership Training and is active on a variety of other boards including the National Commission on Civic Renewal, the Council for the Advancement of Citizenship, and the California Center for Civic Renewal. Mr. Gates has a Masters in Public Administration from the John F. Kennedy School of Government at Harvard University, and an honors degree in Economics from the University of Colorado at Boulder.

Josie Heath, President, The Community Foundation Serving Boulder County

As the President of The Community Foundation Serving Boulder County, Josie Heath leads the foundation in its mission to encourage and strengthen philanthropy, to provide opportunities to improve the quality of life in Boulder County communities, and to benefit future generations. Ms. Heath is also a Project Liberty Trainer with the John F. Kennedy School of Government. In this role she works with local and national officials in emerging democracies in Central Europe.

In 1993, Ms. Heath served as special assistant to the Director of the White House Office of National Service. In that capacity, Heath was the liaison from the White House to federal agencies for the development of programs within the federal structure. From 1979 to 1982, Ms. Heath was appointed by President Carter to serve as Regional Director of ACTION, a federal agency for voluntary service, which, at the time, included the Peace Corps.

Hon. Leon Edward Panetta, Director, Leon and Sylvia Panetta Institute for Public Policy

Leon Panetta has had a long and distinguished career in public service. Mr. Panetta served as Chief Legislative Aide to the minority whip of the U.S. Senate, and then as

Director of the U.S. Office for Civil Rights. He later spent a year as Executive Assistant to the Mayor of New York City, and returned home to the Monterey Bay Area, where he ran successfully for Congress. His sixteen years in the House included four years as chairman of the Budget Committee. In 1993, President Clinton asked him to serve as Director of the Office of Management and Budget, and the following year appointed him White House Chief of Staff.

Mr. Panetta currently co-directs, with his wife Sylvia, the Leon and Sylvia Panetta Institute for Public Policy. The Institute seeks to attract thoughtful men and women to lives of public service and to prepare them for the public policy challenges of the 21st century. In addition, Mr. Panetta currently serves as Distinguished Scholar to the Chancellor of the California State University system, advising the Chancellor on national issues affecting higher education. Mr. Panetta earned a B.A. magna cum laude from Santa Clara University in 1960, and in 1963 received his Juris Doctorate from Santa Clara University Law School, where he was an Editor of the law review.

Nora Silver, Director, The Volunteerism Project

Nora Silver is Director of The Volunteerism Project, a unique partnership of seven foundations to strengthen and diversify community service. She is a senior member of the training team of the Peter F. Drucker Foundation, and has been the National Director of Training and Technical Assistance in organizational development to AmeriCorps programs throughout the country.

Dr. Silver has served as a consultant, trainer and speaker for hundreds of businesses, government, and nonprofit organizations. She holds a Ph.D. in organizational and clinical psychology, and is author of *At The Heart: The New Volunteer Challenge to Community Agencies*.

Ralph Smith, Vice President, Annie E. Casey Foundation

Ralph Smith is the Vice President of the Annie E. Casey Foundation, a private philanthropy dedicated to helping build better futures for disadvantaged children in the United States. The primary mission of the Foundation is to foster

public policies, human-service reforms, and community supports that more effectively meet the needs of today's vulnerable children and families. In pursuit of this goal, the Foundation makes grants that help states, cities, and communities fashion more innovative, cost-effective responses to these needs.

Mr. Smith was a member of the Law Faculty at the University of Pennsylvania from 1975 to 1997 and is Founding Director of the National Center on Fathers and Families and the Philadelphia Children's Network. Mr. Smith joined the Foundation in 1994. He has spent the last decade working with foundations, public agencies, and school boards across the country on issues relating to education reform, child and family policy and public sector systems change.

Susan Stroud, Consultant, The Ford Foundation

As a consultant to the Ford Foundation on national and community service, Susan Stroud directs a cross-program initiative to work with Foundation staff in New York and in field offices throughout the world on projects that support the role of youth in social economic and democratic development activities.

From 1996 to 1998, Ms. Stroud served as the Counselor to Harris Wofford, CEO of the Corporation for National Service, advising him on policy issues, and serving as a liaison with White House policy offices and other federal agencies. Previously, she served as the Director of the Learn and Serve America program and Director of the Office of Domestic Policy Initiatives.

Ms. Stroud came to the Corporation from the White House Office of National Service serving as Senior Advisor to the Director in the design phase of the national service program in 1993. She also founded Campus Compact, a consortium of college and university presidents who share a common commitment to promoting public service as an integral component of undergraduate education.

Additional Grantmaker Forum Publications

“In Pursuit of Consensus: A Summary of Proceedings of the National Symposium on Service,” 1997.

“Statement of Principles: Service as a National Movement NOT Just Another Federal Program,” 1997.

“Volunteer Service: An American Story,” (A Video and Discussion Guide) 1997.

“Profiles of Success: Public/Private Partnerships for Community and National Service,” 1998.

“Are Our Principals Making a Difference,” 1998.

“Ten Years of Youth in Service to America,” 1998.

“Who Gives...Who Gets,” 1998.

“Civil Society and Educational Renewal: Service-Learning in the 21st Century,” 1998.

“National Service in the Next Century: Taking it to Scale,” 1998.

“Profiles of Success: Community Foundations in Service to Communities,” 1999.

“AmeriCorps: Getting Good Things Done in Northern California, Executive Summary,” 1999.

“Grantmaker Forum 2nd Annual Conference Keynote Address by Angela Glover Blackwell,” 2000.

“Profiles of Success: Engaging Young People’s Hearts and Minds Through Service,” 2000.

“The State of Service-Related Research: Opportunities to Build a Field,” 2000.

“Service, Citizenship and the New Generation,” E.J. Dionne, Jr, 2000.

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