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National Service and the Internet: Building Bridges to Collaboration

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National Service and the Internet : Building Bridges to Collaboration

Anne M. Ostberg
National Service Fellow

www.ostberg.org/serveweb

August 1999

National Service and the Internet : Building Bridges to Collaboration

CONTENTS

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National Service and the Internet: Building Bridges to Collaboration
Executive Summary

The national service fellow examined how Unified State Plans proposed using the Internet to facilitate collaboration, and how existing state service Web sites reflected the collaboration discussed in Unified State Plans.

Forty-eight states have Unified State Plans for National and Community Service. These plans include as partners several entities: the state commission for national and community service, the Corporation for National Service state office, the state education agency, representatives of higher education, and other representatives of volunteer and service programs. The majority of Unified State Plans (79 percent) propose using the Internet to accomplish goals toward achieving a broad vision of service.

The fellow's research findings include the following:
- Only half of the states (25) have up-to-date service Web sites.
- The majority (72 percent) of states with Web sites fail to reflect collaboration among state service partners by excluding information on service programs run by one or more of the service partners.
- Internet development alone does not appear to facilitate collaboration, but it can enhance collaboration in states committed to implementing Unified State Plans.
- States identified the following barriers to collaboration through the Internet: lack of access to the Internet for one or more of the primary service partners (12 states); problems with Web sites hosted on a state government server (9 states); and lack of knowledge about building and maintaining Web sites (6 states).

It is recommended that the Corporation for National Service take the following steps:
- Provide state service partners with a training and technical assistance provider to assist them in improving Internet access, Web presence and other technological capabilities.
- Provide Web access to Corporation state offices and other primary service partners to allow further collaborative Web development.
- Post the fellow's resource materials on the Corporation's Web site and distribute them to state service partners.
- Expand the amount of, and remove any existing restrictions on, PDAT funds available for Web development, Web access, and purchase of hardware and software.
- Seek national funding for monthly Internet service for state service partners and programs, and for necessary hardware and software for Web access.
- Provide regular updates to state service partners regarding changes in Corporation's Web site.
- Ensure the Corporation's Web site has up-to-date program directories, or link to updated directories on state service Web sites.
- Organize multi-state meetings of service network staff involved in Internet development for peer training, consultations and information exchanges.

- Continue building the online network begun by this fellowship through the CNSTech electronic mailing list.

It is recommended that state service partners take the following steps:
- Include all volunteer and service programs in the state on one Web site, including those not sponsored by the commission or the Corporation.
- Ensure that those unfamiliar with the service network can easily utilize the Web site by using clear language, simple and attractive design, and logical navigation.
- Provide a searchable database, clickable map or a directory of all volunteer and service programs in the state.
- Provide other useful resources on the Web site, such as dates for upcoming training opportunities and tips on recruiting new volunteers or members.
- Purchase an exclusive domain name for the state service Web site that will be easy to publicize.

A complete report of all findings and recommendations from this fellowship and all resource materials are available on the Web at:
www.ostberg.org/serveweb

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August 1999

National Service and the Internet:

Building Bridges to Collaboration
Project Brief

FOCUS OF THE PROJECT

Summary

In October 1996, the Corporation for National Service announced a planning process to involve the volunteer and community service network in each state: the state commission for national and community service, the Corporation for National Service state office, the state education agency, representatives of higher education, and other representatives of volunteer and service programs as identified. The goal was to stimulate collaboration among the state service partners in the process of creating a broad vision of service.

Most states have since completed Unified State Plans that cover many activities, including programming, training and technical assistance, evaluation and public awareness. Common strategies for achieving goals in these areas include using the Internet:
* to disseminate information to the public about volunteer and service activities;
* to increase collaboration by providing information on program activities and by facilitating Internet-based communication among programs; and
* to support programs in a variety of ways, including publicizing training event calendars, posting technical assistance information, and including links to downloadable program report forms.

The national service fellow explored all three strategies, with a focus on how state service networks collaborate to provide useful information through the Internet about their products and services to one of their primary customers: the people of their states.

History

The use of the Internet to implement Unified State Plans is not surprising, considering that the national and community service network has developed during the same period in history in which we have witnessed the rapid growth of E-mail and the World Wide Web. The Internet has revolutionized communications by providing quick and easy access to vast array of information.

While the Internet will not replace face to face contact, it is becoming a communications tool as important as the telephone or a fax machine for all individuals and organizations. The national and community service network is part of this growing trend as participating organizations and individuals are joining the on-line service community.

Rationale

An organization's Web site, often its most easily accessible communications tool, conveys to the public an image of how an organization sees itself and how it defines its customers. An organization's Web site also indicates how it collaborates with other groups, denoted through links to other Web sites, specific mention of related organizations, and descriptions about how these groups work together.

As an increasingly popular communications tool, a Web site is an effective gauge of an organization's public image. Since that public image is a reflection of how an organization operates, a Web site analysis can reveal a great deal about the organization itself.

PROJECT BACKGROUND

Operating Context

The fellow examined collaborative efforts, as demonstrated by statewide Web sites and other Internet presence, among national and community service partners within each of the 50 states. State commissions and their Web sites were the focus of the research because the Corporation for National Service has charged commissions with the task of implementing Unified State Plans.

Web sites hosted by other members of the "state service network" (defined as the partners named in the state's Unified State Plan) were included in the findings but were not reviewed with the same level of detail as commission Web sites. Research focused solely on statewide Web sites rather than national, regional, or citywide sites.

The fellow examined use of the Internet to implement Unified State Plans in several areas: communication, collaboration, publicity, recruitment, training and technical assistance, and use of the Unified State Plan itself on the Web site.

Methodology/Data Collection

The following data collection methods were used:
- All Unified State Plans were reviewed for their use of the Internet.
- Unified State Plan reports submitted by Feb. 5 were reviewed for Internet content.
- Web sites were reviewed several times throughout the fellowship to track updates.
- Biweekly state office reports were reviewed for updates on Unified State Plan implementation and Internet developments.
- All state commissions (and Corporation state offices for states without commissions) were contacted by phone, E-mail or fax, requesting them to respond to a series of questions. Contact was successfully made with 43 states.

RESULTS

Summary of Findings

Internet Strategies in Unified State Plans

The majority (79 percent) of the 48 Unified State Plans submitted to the Corporation for National Service propose using the Internet to accomplish goals toward achieving a broad vision of service. Twenty-nine plans specifically state that all streams of service (AmeriCorps, Learn and Serve, and the National Senior Service Corps) would be included in Internet development. Two plans specifically exclude some streams in their discussion of Internet development.

Plans with little or no mention of Internet strategies:	10
Plan providing few details on Internet strategies:	10
Plans providing some level of detail about Internet strategies:	22
Plans providing many details about Internet strategies:	6

Plans discuss Internet development for one or more of the following purposes:

Collaboration:	33
Evaluation:	6
Promotion:	23
Recruitment:	10
Training and technical assistance:	27
Electronic availability of Unified State Plan:	7

Twenty-eight states are currently implementing Internet strategies from their Unified State Plans.

Status and Content of State Commission-Sponsored Web Sites

Only half the states (25) have up-to-date service Web sites. In other states, the commission is merely mentioned on a Web page that includes other boards and commissions.

States with up-to-date or mostly up-to-date Web sites:	25
States updating existing Web sites:	3
States developing their first Web site:	6
States with basic Web sites (brief mention of commission only):	5
States with outdated Web sites (information no longer inaccurate):	2
States with no Web site:	11

All 25 up-to-date Web sites were evaluated for content or purpose. These findings showed the following:

Collaboration (specific mention):	2
Evaluation:	1
Promotion:	25
Recruitment:	11
Training and technical assistance:	8
Electronic availability of Unified State Plan:	5

In addition to specific mention of collaboration, evidence of how the state service network works together is reflected in the range of programs represented on the Web site. Web site analysis showed the following breakdown:

Web sites that only include AmeriCorps*State programs:	3
Web sites that include all commission-sponsored programs AND other volunteer and service programs but NOT all Corporation-sponsored programs:	6
Web sites that include all Corporation-sponsored programs but NOT other volunteer and service programs:	9
Web sites that include all streams of service AND other volunteer and service programs:	7

Other Findings

- A total of 20 of the 43 state service partners contacted are collaborating with other service partners within their states in the area of Internet development.
- Three states specifically mentioned that the unified state planning process had enhanced collaboration in the development of Internet communications.
- Twelve of the 43 states contacted said lack of access to the Internet for one or more of the primary service partners is a barrier to collaboration. This is particularly an issue for Corporation state offices, which have been prohibited from Web access in the past.
- Nine states identified a variety of barriers related to Web sites hosted on the state government Web site, including lack of access to update the site, delayed responses to requests for site updates, and a frequently changing Web address.
- Six states said lack of knowledge about building and maintaining Web sites was a barrier to collaboration and Internet development.
- Twenty states have one or more statewide service-learning Web sites. One state has a statewide Senior Service Corps Web site.

Implications

A Web site offers one indicator of Unified State Plan implementation and collaboration. Research of Web sites and contacts with state service partners showed that states have differing views on the importance of implementing Unified State Plans. Some place a high level of importance on implementation. Others were involved in a unified state planning process before it was required by the Corporation for National Service, thus have not been affected by Corporation policies. Still other states appear to have gone through the motions of unified state planning without a real commitment of time or resources to implement the plan.

These differing levels of collaboration on the unified state planning process are a reflection of several factors:
- personalities of and previous working relationships among state service partners;
- geographical location of state service partners (those located in the same city often indicate better collaboration); and
- inconsistent messages from headquarters staff of the Corporation for National Service (headquarters organization does not encourage collaboration among programs; communication between individual headquarters staff and state service partners does not always emphasize collaboration).

While some states indicate that collaboration does occur between service partners, the collaboration is not adequately reflected in the state service Web site. The majority (72 percent) of states with Web sites fail to reflect collaboration among state service partners by excluding information on service programs run by one or more of the service partners.

When state service partners view their customer as the general public, they design their Web site through the lens of that customer, who does not distinguish which volunteer and service programs are operated by which government or non-profit entity. Web sites designed for a broader audience tend to reflect a broad range of volunteer and service opportunities.

The breadth of focus of a Web site appears to be linked to:
- how the commission views its role;
- the level of real collaboration in a state or the level of responsibility the commission has agreed to accept to create real collaboration; and
- the degree of involvement and cooperation from other Unified State Plan partners and/or other volunteer and service entities in the state.

All of these factors are affected by access to the Internet, level of Internet usage and the perception of barriers to either gaining access to or using the Internet. Internet development alone does not appear to facilitate collaboration, but it can enhance collaboration in states committed to implementing Unified State Plans.

Recommendations

The Corporation should implement the following recommendations:

- Provide state service partners with a training and technical assistance provider who is available by phone and E-mail and who can travel to states for individualized consultations. The training and technical assistance provider, which would include a network of regional and state-based consultants, would assist state service networks in improving Internet access, Web presence and other technological capabilities.
- Provide Web access to Corporation state offices to allow further collaborative Web development. This step is imperative for continued implementation of Internet strategies in Unified State Plans.
- Post the fellow's resource materials on the Corporation for National Service Web site and distribute them to state service partners. Continue to update these resources and provide additional resources in printed and electronic forms.
- Expand the amount of, and remove any existing restrictions on, PDAT funds available for Web development, Web access, and purchase of hardware and software.
- Seek a national funder to provide monthly Internet service for state service networks and their programs. Also seek a national funder to provide programs with necessary hardware and software for Web access and other technological capabilities.
- Provide regular updates to the state service partners regarding the Corporation's Web site content, such as deletions or additions, changes in page URLs, and highlights of special features to which state service Web masters can link their sites.
- Ensure that the Corporation's Web site has up-to-date program directories. If headquarters staff is unable to maintain these directories, the Corporation could provide links on its Web site to updated directories on state service Web sites.
- Organize multi-state meetings of service network staff involved in Internet development for peer training, consultations and information exchanges.
- Continue building the online network begun by this fellowship through the CNSTech electronic mailing list.

State service partners developing Web sites should implement these recommendations:

- Include all volunteer and service programs in the state on one Web site, including those not sponsored by the commission or the Corporation.
- Ensure that those unfamiliar with the service network can easily utilize the Web site by using clear language, simple and attractive design, and logical navigation.
- Provide a searchable database, clickable map or a directory of all volunteer and service programs in the state.
- Provide other useful resources on the Web site, such as dates for upcoming training opportunities and tips on recruiting new volunteers or members.
- Purchase an exclusive domain name for the state service Web site that will be easy to publicize.

A complete report of all findings and recommendations from this fellowship and all resources materials are available on the Web at: http://www.ostberg.org/serveweb

National Service and the Internet : Building Bridges to Collaboration

Final Report

FOCUS OF THE PROJECT

Summary

In October 1996, the Corporation for National Service announced a planning process to involve the volunteer and community service network in each state: the state commission for national and community service, the Corporation for National Service state office, the state education agency, representatives of higher education, and other representatives of volunteer and service programs as identified. The goal was to stimulate collaboration among the service partners in the process of creating a broad vision of service.

The opening paragraphs of the Corporation's guidance for unified state planning state:

"The Unified State Plan will serve as a vehicle through which each state will create a broad vision for promoting national service and volunteering and for building a solid infrastructure of high quality programs and support services. This plan will be a blueprint for identifying state priorities, themes and areas of emphasis and for collaborating among all streams of service – AmeriCorps*State/Direct, AmeriCorps*VISTA, the National Senior Service Corps, Learn and Serve America, and other service and volunteer programs operating in the state. Through this plan the Corporation is devolving more responsibility to the state level to coordinate program activities and build support for community service.

"The Unified State Plan is a three-year plan that will link the various service and volunteer programs to a shared vision, and to shared themes, priorities and issues to which the partners are jointly committed. While the state, through the State Commission, is statutorily responsible for the plan, all parties – including the Corporation State Office and the State Education Agency – will have input into its development and are responsible for its implementation through their respective programs. It is also important to involve other volunteer programs, governor's offices of volunteering and volunteer action networks in the state."

Most states have since completed Unified State Plans that cover many activities, including programming, training and technical assistance, evaluation and public awareness. Common strategies for achieving goals in these areas include using the Internet:

1) to disseminate information to the public about volunteer and service activities;
2) to increase collaboration among all volunteer service programs by providing information on program activities and by facilitating Internet-based communication among programs; and
3) to support programs in a variety of ways, including publicizing training event calendars, posting technical assistance information, and including links to downloadable program report forms.

The national service fellow explored all three strategies, with a focus on how state service networks collaborate to provide useful information through the Internet about their products and services to one of their primary customers: the people of their states.

History

The use of the Internet to implement Unified State Plans is not surprising, considering that the national and community service network as we know it today has developed during the same period in history in which we have witnessed the rapid growth of the Internet.

Just ten years ago, very few people had E-mail addresses. It was rare to find an organization or business with a Web site. Now, as we prepare to enter the 21st century, E-mail and Web addresses are as common as telephone and fax numbers.

The growth of the Internet has revolutionized communications by providing access to a vast array of information. An individual can now download a company's annual report, shop for a car, check sports scores, book airline tickets and research the database at the Library of Congress – all through the Internet. People can communicate information about themselves or their organizations through their own Internet Web sites. Internet E-mail allows individuals to communicate with each other 24 hours a day across time zones and international borders.

While the Internet can never replace face to face contact, it is becoming a communications tool as important as the telephone or a fax machine, whether one is communicating as an individual or as a representative of a for-profit enterprise, a government agency or a non-profit organization.

The national and community service network is part of this growing trend as participating organizations and individuals are joining the on-line service community. The fellow explored the development of that community.

Rationale

The wide availability of the Internet has led the public to demand the increasingly sophisticated communications that technology can support. Organizations need to raise the standard of how they communicate their services and products to gain public attention.

Concurrent with the demand for high-tech communications is a relatively new trend that has government and the non-profit sector adopting the approach of the business sector in clearly defining their customers and in tailoring the marketing of their products and services to meet the customer's needs.

Those customers often get their first impressions of an organization's image through its Web site, an increasingly popular and often an organization's most easily accessible communications tool. The image conveyed by that first impression often tells the Web site visitor how the organization sees itself and who it sees as its customer.

Some Web sites convey that the customer is a politician or an organization president, because that individual's name and image is posted prominently on the home page. Other Web sites are designed to serve existing customers – current members, grantees or supporters. To an outsider, such a Web site may be confusing.

Still other Web sites are user friendly for newcomers. They have links that clearly describe what information is available, and the information is useful to those who are not familiar with the organization and its services or products.

In addition to sending messages about who its customers are, an organization's Web site also indicates how it collaborates with other groups. Collaboration can be denoted through links to other Web sites, specific mention of related organizations, and descriptions about how these groups work together.

A Web site is an effective gauge of an organization's public image. Since that public image is a reflection of how an organization operates, a Web site analysis can reveal a great deal about the organization itself.

PROJECT BACKGROUND

Operating Context

The fellow examined collaborative efforts, as demonstrated by statewide Web sites and other Internet presence, among national and community service programs and funding agencies within each of the 50 states. As the primary partner in Unified State Plan implementation, and as the partner provided with the most resources from the Corporation for National Service, state commissions and their Web sites were the focus of the research.

Web sites hosted by other members of the "state service network" (defined as the partners named in the state's Unified State Plan) were included in the findings but were not reviewed with the same level of detail as commission Web sites. Research focused solely on statewide Web sites rather than national, regional, or citywide sites.

The fellow examined use of the Internet to implement Unified State Plans in several areas: communication, collaboration, publicity, recruitment, training and technical assistance, and use of the Unified State Plan itself on the Web site.

Answers to the following questions were explored:
- Are states beginning to implement the Internet strategies in their Unified State Plans?
- Is the Unified State Plan process leading to additional collaboration among the state service partners?
- How is collaboration reflected on state service Web sites?
- What are the barriers state service partners and service programs face to collaboration and Internet development?
- What resources do state service partners need to further their efforts in collaboration and Internet development?

Methodology/Data Collection

The following methods were used to collect data:

- The researcher read all Unified State Plans. All information on use of the Internet to implement portions of the plans was extracted and entered into a master document.

- Unified State Plan reports submitted by February 5, 1999, were reviewed. Information about implementation of Internet strategies was included in the master document.

- Web sites were reviewed several times throughout the course of the fellowship to track address changes and updates.

- Biweekly state office reports were reviewed for information about Unified State Plan implementation and Internet developments.

- All state commissions (and Corporation state offices for states without commissions) were contacted by phone, E-mail or fax, requesting them to respond to a series of questions. Contact was successfully made with 43 states.

RESULTS

Summary of Findings

The following is a national summary of findings from the fellow's state-by-state research on use of the Internet to implement Unified State Plans. Additional detail for each state is available in a master document that was submitted to the Corporation for National Service at the conclusion of the fellowship. This master document contains text on Internet strategies from each of the Unified State Plans and ensuing reports, printouts of selected pages from all identified state service Web sites, and findings from individual contacts the national service fellow made with each state.

Implementation of Internet strategies in Unified State Plans

Forty-eight states (including Puerto Rico) have submitted Unified State Plans to the Corporation for National Service. (States that have not yet done so are the District of Columbia, North Dakota, South Dakota and Oregon.) The majority of the 48 plans (79 percent) propose using the Internet to accomplish goals toward achieving a broad vision of service.

Plans with little or no mention of Internet strategies:	10
Plan providing few details on Internet strategies:	10
Plans providing some level of detail about Internet strategies:	22
Plans providing many details about Internet strategies:	6

Twenty-nine plans specifically state that all streams of service (AmeriCorps, Learn and Serve, and the National Senior Service Corps) would be included in Internet development. Two plans specifically exclude some streams in their discussion of Internet development.

Plans discuss Internet development for one or more of the following purposes:

Collaboration:	33
Evaluation:	6
Promotion:	23
Recruitment:	10
Training and technical assistance:	27
Electronic availability of Unified State Plan:	7

Twenty-eight states are currently implementing Internet strategies from their Unified State Plans.

(NOTE: Several states submitted Unified State Plans to the Corporation for National Service at the end of 1996 or in 1997, well before the required deadline of March 1998. Careful review of these plans did not yield any Internet development trends. In fact, some states submitting Unified State Plans earlier than the required deadline are not as far in their implementation of the plan's Internet strategies as states that submitted plans in 1998. Possible reasons for this may include degree of focus on Internet implementation or other more pressing issues in that particular state, such as local funding, state government structure or programmatic issues.)

Status and Content of State Commission Sponsored Web Sites

Only half the states (25) have up-to-date service Web sites. Some of these states feature full-fledged, up-to-date Web sites with complete program directories, detailed information for potential recruits and for current programs, and links to other relevant volunteer service Web sites within the state. In other states, the commission is merely mentioned on a Web page that includes other boards and commissions.

States with up-to-date or mostly up-to-date Web sites:	25
States updating existing Web sites:	3
States developing their first Web site:	6
States with basic Web sites (brief mention of commission only):	5
States with outdated Web sites (information no longer inaccurate):	2
States with no Web site:	11

All 25 up-to-date Web sites were evaluated for content and purpose. These findings showed the following:

Collaboration (specific mention):	2
Evaluation:	1
Promotion:	25
Recruitment:	11
Training and technical assistance:	8
Electronic availability of Unified State Plan:	5

In addition to specific mention of collaboration, evidence of how the state service network works together is reflected in the range of programs represented on the Web site. Web site analysis showed the following breakdown:

Web sites that only include AmeriCorps*State programs:	3
Web sites that include all commission sponsored programs AND other volunteer and service programs but NOT all Corporation-sponsored programs:	6
Web sites that include all Corporation-sponsored programs but NOT other volunteer and service programs:	9
Web sites that include all streams of service AND other volunteer and service programs:	7

Other Findings Related to Collaboration and Internet Development

Attempts were made to reach all 50 states, Puerto Rico and the District of Columbia. The fellow successfully contacted service partners in 43 states either through face-to-face meetings, phone or E-mail. These contacts yielded the following information:

Successful collaboration within state service networks:

Of the 43 states contacted, the following observations are made:

- Six states (Colorado, Massachusetts, Missouri, New York, Texas and Vermont) specifically mentioned that collaboration among service partners and unified state planning had occurred prior to the Corporation for National Service requirement. This collaboration includes, but also extends well beyond, Internet development.

- Three states (Indiana, Nebraska and New Jersey) specifically mentioned that the requirement of a Unified State Plan had enhanced collaboration within their service networks, specifically in the development of Internet communications.

- Based on overall responses to questions about collaboration, the national service fellow concluded that a total of 20 of the 43 state service partners contacted are indeed collaborating with other service partners within their states in the area of Internet development. The remaining 23 state service partners who were contacted appear to be primarily focused on Internet development for the specific streams of service managed by their own agencies.

Barriers to collaboration and Internet development:

State service partners identified a long list of barriers and challenges to further collaboration and Internet development. They include the following:

- Twelve of the 43 states contacted said lack of access to the Internet (both E-mail and the Web) is a barrier. While getting all service programs on-line is a concern, a larger challenge to collaboration is lack of Internet access for one or more of the primary service partners. This is particularly true in the case of Corporation state offices, which historically have been prohibited from gaining access to the World Wide Web.

- Nine states identified a variety of challenges and barriers related to state commission sponsored Web sites that are hosted on the state government Web site. Some state commission staff did not know if the commission was part of the state government Web site. Others did not know their Web address, or said the URL was too long and difficult to remember, or it was constantly changing. (The fellow confirmed that many commission Web sites hosted on state government Web sites experienced frequent URL changes, making them difficult to locate and publicize.) Still other state commission staff said they had difficulty getting the state Webmaster to update their site regularly, or they experienced other bureaucratic hurdles connected with having a Web site hosted with state government.

- Six states faced challenges in maintaining Web sites that had been set up by consultants with high fees (the commission couldn't afford the cost of updates) or by interns or consultants who had since left the organization without training staff in Web site maintenance.

- Six states indicated a barrier to Internet development is lack of knowledge, both for state service partners and for service programs. These states said they would like to receive training for themselves in setting up Web sites, listservs and other Internet tools; and in maintaining Web sites. They also asked for training for programs in effective use of the Internet, such as how to conduct research and how to find resources.

- Six states indicated lack of time as a barrier, while two states pointed to lack of staff as a barrier.

- Other barriers identified include lack of funding (two states), too many other priorities (three states), and outdated program directories on the Corporation for National Service Web site (two states).

Other Findings Related to Internet Development

State contacts and Web site review yielded these additional findings on Internet development within state service networks:

State service sites other than commission sponsored web sites:

Twenty states have one or more statewide service learning Web sites. One state has a statewide Senior Service Corps Web site.

Directories:

Thirteen state commission sponsored Web sites include searchable databases or maps with directories that allow visitors to view volunteer and service opportunities by area and/or topic.

Training and technical assistance resources:

Several state commission sponsored Web sites include training and technical assistance resources for programs, such as calendars of upcoming events, documents and resource links.

Hosting:

Twenty-one states have Web sites hosted on state government servers. Another 13 states have their own domain name or have their Web site hosted by a non-profit organization. Four state commission Web sites are hosted on education agency servers.

Web site funding:

Information on Web site funding was collected from 10 states, five of whom indicated that they use PDAT funding for their Web sites (Idaho, Mississippi, Montana, Nebraska and Oregon). Two other states (Maine, North Carolina) indicated use of federal funds but did not specifically identify PDAT funds as the source. Two additional states (Maryland, Texas) indicated an interest in identifying funds from foundations or other grants. One state (New Jersey) receives Web design services as an in-kind donation from the state office of information technology.

Web site maintenance:

Thirteen states indicated that they maintain their Web sites in a variety of ways. Often they are updated intermittently by commission staff, many of whom said that heavy workloads prevented them from updating the Web site as often as they would like. Other commissions expressed frustration with a lack of direct access to the site, having to rely on a government information or technology office to make necessary changes to program directories, calendars, and other time-sensitive parts of the Web site.

A creative approach to Web site maintenance has been implemented by the Mississippi commission, which has trained three staff members to keep the Web site up to date. Other solutions include use of a volunteer Webmaster (Vermont) and use of an intern (New York).

Web site usage data:
Few states maintain data on who or how many people use their Web sites. Of the five states that indicated some tracking of users, data ranged from 3,000 hits in 18 months to 1,500 hits a day.

Listservs:
At least six states are using statewide listservs for at least one stream of service. Another six states expressed to the researcher an interest in starting their own statewide listservs.

Other Internet developments:
Several states are involved in innovative uses of the Internet, including the following:
Indiana – The state has established an Electronic Youth Advisory Council Web site, which offers on-line discussions. < http://www.theyouthvoice.net/>
Kansas – The Kansas Youth Action Council occasionally uses free Web chat rooms for meetings <http://www.chatweb.com>
Maine – On-line surveys are conducted via the state commission Web site. <http://www.state.me.us/spo/mccs/>
West Virginia – All service programs participate in WISe, a free, statewide electronic bulletin board funded by West Virginia Public Television. Program directors and others log on with a password to WISe, where they can both post messages and view all other messages posted on a particular topic. <http://www.wvwise.org>

Implications

Most states have a Web site, are updating a Web site or are developing one. Some states are using Internet tools other than a Web site; others would like to use listservs, chatrooms or other tools. The research did not evaluate how effectively these tools are currently being used.

(NOTE: It is difficult to gauge the actual level of resources directed toward Internet development because some of the fellow's contacts with states seemed to be viewed as a monitoring or compliance contact. As a result, some responses may have been altered to present information in the most positive light rather than accurately reflecting the status of Internet development in that particular state.)

There is no one way to establish, fund or maintain Web sites. All decisions must be based on a self-assessment of each state's unique combination of available resources, challenges and needs. At the same time, some states are doing a better job than others in establishing, funding and maintaining effective Web sites. Their experience may be helpful to other states who are struggling with one or more of these issues. Resource materials developed as part of this fellowship provide recommendations for model state service Web sites and list outstanding existing Web sites as examples.

A Web site offers one indicator of Unified State Plan implementation and collaboration. Research of Web sites and contacts with state service partners showed that states have differing views on the importance of implementing Unified State Plans. Some place a high level of importance on Unified State Plan implementation. Others were involved in a unified state planning process before it was required by the Corporation for National Service, thus have not been affected by Corporation policies. Still other states appear to have gone through the motions of unified state planning without a real commitment of time or resources to implement the plan.

These differing levels of collaboration on the unified state planning process are a reflection of several factors:
- personalities of and previous working relationships among state service partners;
- geographical location of state service partners (those located in the same city often indicate better collaboration); and
- inconsistent messages from headquarters staff of the Corporation for National Service (headquarters organization does not encourage collaboration among programs; communication between individual headquarters staff and state service partners does not always emphasize collaboration).

While some states indicate that collaboration does occur between service partners, the collaboration is not adequately reflected in the state service Web site. The majority (72 percent) of states with Web sites fail to reflect collaboration among state service partners by excluding information on service programs run by one or more of the service partners.

When state service partners view their customer as the general public, they design their Web site through the lens of that customer, who does not distinguish which volunteer and service programs are operated by which government or non-profit entity. Web sites designed for a broader audience tend to reflect a broad range of volunteer and service opportunities.

The breadth of focus of a Web site appears to be linked to:
- how the commission views its role;
- the level of real collaboration in a state or the level of responsibility the commission has agreed to accept to create real collaboration; and
- the degree of involvement and cooperation from other Unified State Plan partners and/or other volunteer and service entities in the state.

All of these factors are affected by access to the Internet, level of Internet usage and the perception of barriers to either gaining access or using the Internet. Internet development alone does not appear to facilitate collaboration, but it can enhance collaboration in states committed to implementing Unified State Plans.

Recommendations

Recommendations from states covered a broad range of ideas, including requests for resources that are already widely available. Other recommendations are part of broader communications issues between the Corporation for National Service and state representatives. Some of the recommendations require additional funding.

For some state service partners, the Internet is still shrouded in mystery. Much of what programs and commissions say they need is already available – they just don't know where to find it.

But state service partners say they don't need another manual or resource book to tell them how to build better Web sites and how to reflect collaboration through their Web sites. What they say they do need is a resource person who is easily accessible by phone or E-mail, an occasional reminder that the resource person is available to assist them, and personal contact with the resource person.

That resource person could be provided in the form of a national consultant that would provide training and technical assistance by coordinating cluster resource people, who in turn would identify or develop state resource people. This resource person could also identify and secure a funding source to provide small payments to state, cluster and national TA providers.

Another model for providing training and technical assistance in Internet development would utilize AmeriCorps*VISTA Team Tech and/or AmeriCorps members to provide technical assistance to the entire volunteer service network in their states. One drawback to this second model is the short-term nature of a one or two-year service commitment. This deficiency could be overcome by identifying the AmeriCorps program director or VISTA supervisor as the state contact rather than the AmeriCorps*VISTA or AmeriCorps members themselves.

Recommendations for the Corporation for National Service

The Corporation for National Service should implement the following recommendations:

1. Provide state service partners with a training and technical assistance provider who is available by phone and E-mail and who can travel to states for individualized, face-to-face consultations. The training and technical assistance provider, which would include a network of regional and state-based consultants, would assist state service networks in improving their Internet access, Web presence and other technological capabilities.

2. Provide Web access to Corporation state offices to allow further collaborative Web development. This step is imperative for continued implementation of Internet strategies in Unified State Plans.

3. Post the fellow's resource materials on the Corporation for National Service Web site and distribute them to state service partners. Continue to update these resources and provide additional resources in printed and electronic formats.

4. Expand the amount of, and remove any existing restrictions on, PDAT funds available for Web development, Web access, and purchase of hardware and software.

5. Seek a national funder to provide monthly Internet service for state service networks and their programs. Also seek a national funder to provide programs with necessary hardware and software for Web access and other technological capabilities.

6. Provide regular updates to the state service partners regarding the Corporation's Web site content, such as deletions or additions, changes in page URLs, and highlights of special features to which state service Web masters can link their sites.

7. Ensure that the Corporation's Web site has up-to-date program directories. If headquarters staff is unable to maintain these directories, the Corporation could provide links on its Web site to updated directories on state service Web sites.

8. Organize multi-state meetings of service network staff involved in Internet development for peer training, consultations and information exchanges.

9. Continue building the online network begun by the fellow through CNSTech, an electronic mailing list targeted at members of the national service network who are interested in technology. Almost 100 subscribers currently participate in this forum.

Recommendations for State Service Partners

State service partners developing Web sites should implement these recommendations:

1. Include all volunteer and service programs in the state on one Web site, including those not sponsored by the commission or the Corporation.

2. Ensure that those unfamiliar with the service network can easily utilize the Web site by using clear language, simple and attractive design, and logical navigation.

3. Provide a searchable database, clickable map or a directory of all volunteer and service programs in the state.

4. Provide other useful resources on the Web site, such as dates for upcoming training opportunities and tips on recruiting new volunteers or members.

5. Purchase an exclusive domain name for the state service Web site that will be easy to publicize.

CONCLUSION

Improved collaboration within the national service network through Internet development requires changes at both the federal and state level. The responsibility lies with both the Corporation for National Service and all partners in the field. An additional commitment of federal resources is required to implement this report's recommendations.

At the same time, states must increase their own commitment to effectively collaborate within their service networks, and to adequately reflect that collaboration through their most visible communications tool: their Web site.

The resource materials developed as part of this fellowship will assist states in improving their service Web sites. The resource materials also provide additional information to help both state service partners and programs more effectively use the Internet.

A list of all resource materials is attached to this report. They are also available on the Web at:
http://www.ostberg.org/serveweb

RESOURCES FOR STATE SERVICE PARTNERS

A variety of resources to help state service partners and programs use the Internet effectively have been developed as part of this fellowship. These resources are available in print and will soon be available on the Web. All are in the form of fact sheets or tip lists:

1. State Service Web Sites – A comprehensive, alphabetical list of service Web sites in each state.

2. Building a Model Web Site: Recommendations for State Service Partners – A list of tips for planning, creating and publishing a state service Web site. Examples of outstanding state service Web sites are included.

3. Training and Technical Assistance on State Commission Sponsored Web Sites – An alphabetical list of states that include up-to-date training and technical assistance resources on their commission sponsored Web sites. The list includes a brief description of what resources are included on the site and the Web site address.

4. Maps and Databases on State Commission Sponsored Web Sites – A list of state commission Web sites that feature either a state map of service or a database of service opportunities.

5. General Web Resources for Non-Profits – A list of Web sites that contain useful information for non-profit organizations and volunteer program managers, including online courses, publications, resource lists, databases, and more.

6. NonProfit Resources on the Internet: E-mail Based Mailing Lists – A list of E-mail based mailing lists (sometimes called listservs) for individuals and organizations in the national and community service network.

7. Non-Profit Resources on the Internet: E-mail Newsletters – A list of free E-mail newsletters geared toward non-profit organizations.

8. Non-Profit Resources on the Web: Free Tools – A listing of free tools to help organizations set up their own online volunteer databases, E-mail, chat rooms, E-mail based mailing lists and incoming faxes.

9. Technology-Related Web Resources for Non-Profits – A list of Web sites to help non-profit organizations use technology more effectively.

10. Accessibility Resources on the Web – A list of resources to assist organizations in making their Web sites more accessible to people with disabilities.

CHART CODES

Internet Strategies in Unified State Plans

Level of detail on Internet strategy in Unified State Plan:
1 - minimal mention
2 - few details provided
3 - some details provided
4 - many details provided

Streams of service representation on the Web:
- have or plan to develop Web site(s) but no state plans to include all service programs
+ have or plan to develop Web site(s) that fully integrate(s) all service programs

Types of information:
C - Collaboration and communication within the state's service network
E - Evaluation
P - Publicity/public relations
R - Recruitment
T - Training and technical assistance
U - Unified State Plan

Status and Content of State Commission-Sponsored Web Sites

Appearance of Web Site:
+ in Design column - design is attractive but simple enough that it loads quickly and doesn't hinder navigation of the site or detract from its content in any way
+ in Navigation column - Web site is easy to navigate and information is organized in way that makes it easy to locate

Types of information:
C - Collaboration and communication within the state's service network
E - Evaluation
P - Publicity/public relations
R - Recruitment
T - Training and technical assistance
U - Unified State Plan

Internet Strategies in Unified State Plans (July 1999)

State	Level of Detail	All Streams?	Type of Info (see below)						Implementation
Alabama	1		C						
Alaska	1						T		
Arkansas	1								
Arizona	4		C				T		Web site in the works
California	1							U	
Colorado	3	+	C						yes
Connecticut	2	+	C		P				yes
Delaware	1								
District of Columbia									
Florida	3	+		E	P		T		updating Web site
Georgia	1	-	C						
Hawaii	2		C				T		
Idaho	1	+			P				
Illinois	1						T		
Indiana	4	+	C	E		R	T		yes
Iowa	2	+	C			R			
Kansas	3	+			P		T		special request to CNS
Kentucky	3	+	C		P	R	T		Web site in the works
Louisiana	3	-	C	E	P		T		yes
Maine	2	+	C		P		T		yes
Maryland	1								updating Web site
Massachusetts	3	+	C			R	T		yes
Michigan	3	+			P			U	yes
Minnesota	3	+	C				T		
Mississippi	4	+	C	E	P		T		yes
Missouri	3	+							yes
Montana	2	+	C		P				yes
Nebraska	3		C				T	U	new Web site
Nevada	3		C	E			T		
New Hampshire	3	+	C		P	R			
New Jersey	3	+	C						updating Web site
New Mexico	2	+	C						
New York	4	+	C		P	R	T	U	new Web site
North Carolina	3	+			P		T		updating Web site
North Dakota									
Ohio	3	+	C		P	R			yes
Oklahoma	3	+	C	E	P			U	Web site in the works
Oregon									
Pennsylvania	3	+			P		T		Web site in the works
Puerto Rico	3	+	C		P		T		
Rhode Island	3	+	C		P	R	T		yes
South Carolina	3	+	C		P		T		
South Dakota									
Tennessee	2		C						Web site in the works
Texas	4	+	C		P	R	T	U	yes
Utah	4				P		T		
Vermont	3		C		P		T		yes
Virginia	3	+	C				T	U	
Washington	2		C				T		yes-surveys done

State									
West Virginia	2		C			R			Web site in the works
Wisconsin	1								
Wyoming	2	+	C		P		T		

C = collaboration **E** = evaluation **P** = promotion **R** = recruitment **T** = training/tech. assist. **U** = Unified State Plan

Status and Content of State Commission-Sponsored Web Sites

State / Types of Info (see below): Navigation C E P R T U	Status / Notes	commission	CNS	other	Design					
Alabama	Web site up to date	x (ACorps)							P	
Alaska	Web site up to date		x						P	
Arkansas	Web site up to date	x		x					P	
Arizona	Web site in development									
California	Web site up to date		x		+	+			P	
Colorado	Web site up to date		x		+	+			P	
Connecticut	Web site up to date		x		+	+		E	P	
Delaware	basic Web site									
District of Columbia	no Web site									
Florida	updating Web site									
Georgia	basic Web site									
Hawaii	no Web site									
Idaho	basic Web site									
Illinois	no Web site									
Indiana	Web site up to date		x	x					P	
Iowa	basic Web site									
Kansas	outdated Web site									
Kentucky	Web site in development									
Louisiana	Web site up to date		x		+	+			P	
Maine	Web site mostly up to date		x	x					P	
Maryland	updating Web site									
Massachusetts	Web site up to date		x	x	+	+	C		P	

C = collaboration   **E** = evaluation   **P** = promotion   **R** = recruitment   **T** = training and technical assistance   **U** = Unified State Plan

Status and Content of State Commission-Sponsored Web Sites

State / Types of Info (see below): Navigation C E P R T U	Status Notes	commission	CNS	other	Design			C		P	R
Michigan	Web site mostly up to date	x		x						P	
Minnesota	updating Web site										
Mississippi	Web site up to date	x		x						P	
Missouri	Web site up to date		x	x	+	+				P	
Montana	Web site up to date	x		x						P	
Nebraska	Web site mostly up to date	x (ACorps)			+	+				P	
Nevada	no Web site										
New Hampshire	outdated Web site										
New Jersey	Web site mostly up to date	x		x						P	R
New Mexico	no Web site										
New York	Web site up to date		x		+	+	C			P	
North Carolina	Web site mostly up to date		x							P	
North Dakota	no Web site										
Ohio	Web site up to date		x	x						P	
Oklahoma	Web site in development										
Oregon	Web site up to date	x (ACorps)								P	R
Pennsylvania	Web site in development										
Puerto Rico	no Web site										

C = collaboration   **E** = evaluation   **P** = promotion   **R** = recruitment   **T** = training and technical assistance   **U** = Unified State Plan

Status and Content of State Commission-Sponsored Web Sites

State Types of Info (see below):	Status Notes	Programs Included:			Appearance:					
Navigation C E P R T U		commission	CNS	other	Design					
Rhode Island	Web site up to date		x		+	+			P	
South Carolina	no Web site									
South Dakota	no Web site									
Tennessee	Web site in development									
Texas	Web site up to date		x	x	+	+			P	R
Utah	Web site mostly up to date	x		x					P	
Vermont	Web site mostly up to date		x	x					P	R
Virginia	basic Web site									
Washington	Web site up to date		x						P	
West Virginia	Web site in development									
Wisconsin	no Web site									
Wyoming	no Web site									

C = collaboration   **E** = evaluation   **P** = promotion   **R** = recruitment   **T** = training and technical assistance   **U** = Unified State Plan

The information in this chart represents findings from a review of Web sites in July 1999.
For corrections, updates, or comments, please contact:
Anne M. Ostberg, National Service Fellow, 854 Ohio Street, St. Paul, MN 55107 Phone:
651-222-3461   Fax: 603-297-5095   E-mail: serveweb@ostberg.org

State-Commission Sponsored Web Sites: Hosting, Funding, Maintenance, and Usage

(URL summary:　　　state government – 21　　　.org – 13　　　.edu – 4)

State	Hosting/URL	Funding	
Maintenance	**Site Usage Data**		
Alabama	state government		
Alaska	state government		
Arkansas	state government		no direct access
Arizona	state government		
California	state government		commission staff
Colorado	community college system (.edu URL)		
Connecticut	CT Dept. of Higher Education (.edu URL)		commission staff
Delaware	state government		
District of Columbia			
Florida	own domain name (.org URL)		commission staff
Georgia	state government		
Hawaii			
Idaho	Northwest Regional Educational Laboratory (NWREL--.org URL)	PDAT	
Illinois			
Indiana	several Web sites: Indiana State University (.edu URL), state government		
Iowa	state government		
Kansas	Northeast Kansas Education Service Center (.org URL)		
Kentucky			
Louisiana	state government		
Maine	state government	partially funded w/federal grant	
Maryland	state government	will possibly pursue grant funding	
Massachusetts	own domain name (.org URL)		commission staff
Michigan	state government		no direct access
Minnesota	state government		
Mississippi	own domain name (.org URL)	PDAT	three commission
Missouri	own domain name (.org URL)		

State-Commission Sponsored Web Sites: Hosting, Funding, Maintenance, and Usage

State Maintenance	Hosting/URL Site Usage Data	Funding	
Montana	NWREL (.org URL)	PDAT	
Nebraska	Nebraska On Line (.org URL)	PDAT	
Nevada			
New Hampshire	state government		
New Jersey	state government	in-kind services for Web design from state office of Info Technology	
New Mexico			
New York	own domain name (.org URL)		intern w/comm. s... overseeing
North Carolina	North Carolina Central University (.edu URL)	Corporation for National Service	
North Dakota			
Ohio	state government		commission staff
Oklahoma			
Oregon	NWREL (.org URL)	PDAT	
Pennsylvania			
Puerto Rico			
Rhode Island	own domain name (.org URL)		
South Carolina			
South Dakota			
Tennessee	state government		
Texas	own domain name (.org URL)	seeking foundation funding	Univ. of Texas a... (Dana Center)
Utah	two URLs for same site: state government AND own domain name (.org URL)		no direct access
Vermont	state government		volunteer Webm...
Virginia			
Washington	state government		commission staff
West Virginia			
Wisconsin			
Wyoming			

State Service Web Sites

ALABAMA

Governor's Office on National and Community Service
http://www.adeca.state.al.us/americorps/index-americorps.html

ALASKA

Alaska State Community Service Commission
http://www.comregaf.state.ak.us/ASCSC.htm

Alaska Learn and Serve
http://www.ssd.k12.ak.us/CommSchool/Learn1.html

ARKANSAS

Arkansas Department of Human Services Division of Volunteerism
http://www.state.ar/dhs/adov/

ARIZONA

AZ Governor's Office of Community and Family Programs
http://www.governor.state.az.us/CFPO/index.html

CALIFORNIA

California Commission on Improving Life Through Service
http://www.cilts.ca.gov

CalServe Service Learning Initiative
http://goldmine.cde.ca.gov/cyfsbranch/lsp/cshome.htm

CA Campus Compact
http://www.sfsu.edu/~cacc/

COLORADO

Governor's Commission on National and Community Service
http://www.gcncs.cccoes.edu

CO Service Learning
http://www.cde.state.co.us/srvlearn.htm

CONNECTICUT

CT Commission on National and Community Service
http://www.ccncs.commnet.edu/ccncs/

DELAWARE

DE Division of State Service Centers (includes AmeriCorps, Senior Corps)
http://www.state.de.us/dhss/irm/dssc/dsschome.htm

DISTRICT OF COLUMBIA

Greater DC Cares (listing of volunteer opportunities)
http://www.dc-cares.org/

FLORIDA

Florida Commission on Community Service (under construction)
http://www.fccs.org/

GEORGIA

GA Department of Community Affairs (includes commission)
http://www.dca.state.ga.us/about/agencies.html

HAWAII

Governor's Office of Volunteer Services
http://hei01.hei.com/~volunteer-hi/

IDAHO

Idaho Commission for National Service
http://www.nwrel.org/cevsc/americorps/states/idaho/index.html

ILLINOIS

Illinois Learn and Serve (site also includes info. on commission, AmeriCorps and VISTA)
http://www.isbe.state.il.us/learnserve/pg1.htm

INDIANA

Indiana Commission on Community Service & Volunteerism
http://www.state.in.us/iccsv/

IN Service Learning
http://ideanet.doe.state.in.us/srvlrn/

Serve Indiana
http://serve.indiana.edu/

Indiana Electronic Youth Advisory Board
http://www.theyouthvoice.net/

Indiana InterCorps Council
http://www.windsorwebdesign.com/icc/

IOWA

IA Governor's Office for Volunteers
http://www.sos.state.ia.us/register/r4/r4govoff.htm

IA Service Learning
http://www.state.ia.us/educate/programs/sl/

KANSAS

KANSERV: National Service in Kansas
http://nekesc.org/~kanserv/kanserv.html

KENTUCKY

(no statewide volunteer or service Web sites found)

LOUISIANA

Louisiana Serve Commission
http://www.crt.state.la.us/laserve/

MAINE

Maine Commission for Community Service
http://www.state.me.us/spo/mccs/

Maine Campus Compact
http://abacus.bates.edu/mcc/

MARYLAND

Maryland Governor's Commission on Service (being updated)
http://www.mgcos.state.md.us/

MASSACHUSETTS

Massachusetts Service Alliance
http://www.msalliance.org/

MA Community Service Learning
http://www.doe.mass.edu/csl/

MA Campus Compact
http://www.tufts.edu/as/macc/

MICHIGAN

Michigan Community Service Commission
http://www.state.mi.us/mjc/mcsc/

MI Campus Compact
http://www.mcc.mna.msu.edu/

Connect Michigan
http://www.vcm.mna.msu.edu/ConnectMI.htm

MINNESOTA

Minnesota Dept. of Children, Families and Learning, School to Work Initiative
(includes commission)
http://cfl3.state.mn.us/stw/

Minnesota Office of Citizenship and Volunteer Services
http://www.admin.state.mn.us/mocvs/

Minnesota Campus Compact
http://www.stthomas.edu/www/MNCC_http/mncc.htm

Minnesota Senior Service Corps
http://www.northernnet.com/nssc/

MISSISSIPPI

Mississippi Commission for Volunteer Service
http://www.mcvs.org/

Mississippi Learn and Serve
http://mdek12.state.ms.us/ovte/OSPD/amercorp.htm

MISSOURI

Missouri Community Service Commission
http://www.movolunteers.org/

Missouri Learn and Serve America
http://www.dese.state.mo.us/divvoced/employ/learnserve.html

MONTANA

Montana Community Services Network
http://www.mt.gov/mcsn

NEBRASKA

Nebraska Commission for National and Community Service
http://www.nol.org/home/NVSC/

NEVADA

(no statewide volunteer or service Web sites found)

NEW HAMPSHIRE

NH AmeriCorps
http://www.state.nh.us/americorps/

NEW JERSEY

NJ: Hangout - volunteer home page (commission, etc.)
http://www.state.nj.us/Support/helpoutnj/

NEW MEXICO

(no statewide volunteer or service Web sites found)

NEW YORK

New York State Commission on National and Community Service
http://www.nyscncs.org

NORTH CAROLINA

The North Carolina Community Service Information Clearinghouse (under construction)
http://www.nccu.edu/clearinghouse

NC Governor Mentoring Initiative
http://serve.nc.state.nc.us/

NORTH DAKOTA

(no statewide volunteer or service Web sites found)

OHIO

Governor's Community Service Council of Ohio
http://www.state.oh.us/ohiogcsc/

Ohio Community Service & Service-Learning
http://www.ohiok-16service.org/

OKLAHOMA

Volunteer Oklahoma (listing of volunteer opportunities)
http://www.connectok.com/volunteer/

OREGON

Oregon Commission for National Service
http://www.nwrel.org/cevsc/americorps/states/oregon/index.html

PENNSYLVANIA

PA Campus Compact
http://www.paccompact.org/

PUERTO RICO

(no statewide volunteer or service Web sites found)

RHODE ISLAND

Rhode Island Commission for National and Community Service
http://www.ricommission.org

Rhode Island Campus Compact
http://www.brown.edu/Departments/Swearer_Center/RICC/index.html

SOUTH CAROLINA

(no statewide volunteer or service Web sites found)

SOUTH DAKOTA

(no statewide volunteer or service Web sites found)

TENNESSEE

Tennessee Commission on National and Community Service
http://www.state.tn.us/finance/rds/tcncs.htm

TEXAS

TxServe
http://www.txserve.org

UTAH

Commission on Volunteers
http://www.volunteers.utah.org/

Utah Service Learning
http://www.usoe.k12.ut.us/servicelearning/

VERMONT

Vermont Commission on National and Community Service
http://www.state.vt.us/cncs/

Vermont Community Works (service learning)
http://www.state.vt.us/schools/gcs/cwrks

VIRGINIA

Virginia Office of Community Services
http://www.dss.state.va.us/

Virginia Campus Outreach Opportunity League (VA COOL)
http://www.richmond.edu/~vacool/

WASHINGTON

Washington State Commission for National and Community Service
http://www.wa.gov/wcncs/

WEST VIRGINIA

(no statewide volunteer or service Web sites found)

WISCONSIN

(no statewide volunteer or service Web sites found)

WYOMING

(no statewide volunteer or service Web sites found)

This information is also available on the Web at: http://www.ostberg.org/serveweb

The Web site addresses on this list were accurate as of July 1999. For corrections, updates, or comments, please contact:
Anne M. Ostberg, National Service Fellow, 854 Ohio Street, St. Paul, MN 55107
Phone: 651-222-3461   Fax: 603-297-5095   E-mail: serveweb@ostberg.org

Building a Model Web Site:
Recommendations for State Service Partners

The best state service Web sites are those that define their audience broadly. These outstanding state service Web sites are in states where the national and community service commission works closely with both the state education agency and the Corporation for National Service state office.

The model state service Web site does not draw artificial boundaries based on which agency or organization manages which service program. Instead, the audience is defined as the general public, which has an interest in all volunteer and service programs. The resulting state service Web site includes all programs funded by the Corporation for National Service:

- AmeriCorps (including AmeriCorps*State, AmeriCorps*National, AmeriCorps*VISTA, and AmeriCorps*NCCC)
- Learn and Serve America (including Learn and Serve K-12, Learn and Serve Community-Based, and Learn and Serve Higher Education Programs)
- National Senior Service Corps (including RSVP - the Retired and Senior Volunteer Program - and Senior Companion and Foster Grandparent Programs)

Furthermore, it also includes other volunteer organizations operating within the state: volunteer centers, the state office on volunteerism, Campus Compact, and others.

Once a state establishes a broader perspective and begins to build an inclusive state service Web site, service partners should proceed through four major steps:

1. RESEARCH what is being done in other states.

2. PLAN what belongs on your state's service Web site.

3. CREATE a Web site based on findings from research and planning.

4. PUBLISH and PUBLICIZE the site.

The pages that follow offer recommendations within each of these four steps to ensure that your state service Web site is of the highest quality.

1. RESEARCH what is being done in other states.

A model state service Web site has the following features:

- **Easy to use** – simple and logical navigation, easy to load graphics.

For examples, see:

Connecticut Commission on National and Community Service
http://www.ccncs.commnet.edu/ccncs/

Missouri Community Service Commission
http://www.movolunteers.org/

- **Attractive but not gaudy** – all graphics small enough to load quickly with a 28.8 baud modem.

For examples, see:

Nebraska Commission for National and Community Service
http://www.nol.org/home/NVSC/

Rhode Island Commission for National and Community Service
http://www.ricommission.org

- **Clear, simple language** - explains what national service is and what organizations comprise the state service network.

For examples, see:

Massachusetts Service Alliance
http://www.msalliance.org/

New York State Commission on National and Community Service
http://www.nyscncs.org

- **Searchable** – either a state service map or a database.

For examples of a database, see:

California Commission on Improving Life Through Service
http://www.cilts.ca.gov

Indiana Commission on Community Service & Volunteerism
(links visitors to ServeNet, a nationally maintained database of volunteer opportunities)
http://www.state.in.us/iccsv/

TxServe
http://www.txserve.org

For examples of a state service map, see:

Louisiana Serve Commission
http://www.crt.state.la.us/laserve/

Governor's Community Service Council of Ohio
http://www.state.oh.us/ohiogcsc/

- **All-inclusive** – either includes all service and volunteer opportunities in the state, or make it easy for the visitor to get to other Web sites that have service and volunteer opportunities.

For example, see:

TxServe
http://www.txserve.org

- **Useful information** – provides resources for volunteers and volunteer program managers, information on training events, and links to other Web sites with useful information.

For examples, see:

Rhode Island Commission for National and Community Service
http://www.ricommission.org
TxServe
http://www.txserve.org

2. PLAN what belongs on your state's service Web site.

- **Determine content.**

- **Decide how the site will be maintained.**

- **Determine how the site will be funded.**

- **Involve all partners in the decision-making process.** Make the process collaborative, then reflect those collaborative relationships on the Web site.

- **Define ALL potential audiences.** These may include:
    potential recruits
    current members
    current program directors
    potential program directors
    potential funders
    current funders
    elected officials
    media

- **Consider how programs and the public can/will use the Web site.**
    Potential uses include:
    evaluation
    training information
    technical assistance
    recruitment
    promotion
    collaboration

- **Get feedback on the Web site from many sources.** These sources may include:
    potential recruits
    commissioners
    non-profit director
    foundation staff
    business owner
    representative of an elected official

- **Consider the end user.**
    Example: Instead of including large PDF files of print documents, consider if users will actually take the time or have the technological capability to download them.
    Options include providing condensed version of documents, breaking one large document into several smaller PDF files or providing the document in HTML format.

3. CREATE a Web site based on the findings from research and planning.

- **Borrow best features from other Web sites.** Talk to other states; visit their Web sites and copy features from existing Web sites – there is no need to "reinvent the wheel."

- **Incorporate feedback from state service partners.** If the site reflects a true collaborative effort, the other service partners will have a vested interest in maintaining and/or funding the site.

- **Find creative solutions.** (Example: If the commission is understaffed, get another partner to take the lead, find volunteers, hire interns, etc.)

- **Include links** to resources existing elsewhere on the Web – including the Corporation for National Service Web site. Check links often to be sure they still work (URLs change often).

- **Include the Unified State Plan**, or, better yet, a summary of the plan, on the Web site.

- Ensure that the site reflects the best features of a model Web site:
    Easy to use
    Attractive
    Clear, simple language
    Searchable
    All-inclusive
    Useful

4. PUBLISH and PUBLICIZE the site.

- **Consider purchasing your own domain name.** This will ensure that the Web site address (URL) will remain the same. URLs of state service Web sites that are hosted on state government servers frequently change, making it difficult to find the sites again, making bookmarks and links invalid and making it impossible to publicize the Web site's URL. Purchasing your own domain name will also make the Web address easier to remember (such as www.txserve.org or www.msalliance.org). Domain names can be purchased for $35 a year from: www.internic.com

- **Notify the service community.** Once the domain name is purchased and the Web site is published, tell everyone about your Web site. Contact the Corporation for National Service, other commissions, the service and volunteer programs in your state, and any other partner who might have an interest in the information provided on the site.

- **Spread the word on appropriate listservs.**

- **Add your Web site's URL to all printed materials and correspondence** – your stationery, business cards, brochures, E-mail messages – any place where you would publicize your street address and phone number.

- **Get other Web sites to link to yours.** These include:
    Corporation for National Service (http://www.nationalservice.org)
    National Service Resource Center (http://www.etr-associates.org/NSRC)
    other state commissions
    other service partners in your state

- **Publicize your Web site through search engines.** For more information on this, please see: http://webcom.com/html/publicize.shtml

This information is also available on the Web at: http://www.ostberg.org/serveweb

The information in this document represents findings from a review of Web sites in July 1999. For corrections, updates, or comments, please contact:
Anne M. Ostberg, National Service Fellow, 854 Ohio Street, St. Paul, MN 55107
Phone: 651-222-3461   Fax: 603-297-5095   E-mail: serveweb@ostberg.org

Training and Technical Assistance on State Commission-Sponsored Web Sites

Several state commission-sponsored Web sites include training and technical assistance resources for programs, such as calendars of upcoming events, documents and resource links. The following is a summary of training and technical assistance resources that may serve as models for other states to use on their own Web sites.

CALIFORNIA

The California commission Web site offers several training and technical assistance resources, including:

- A list of Frequently Asked Questions (FAQ) and answers on AmeriCorps. These are the difficult type of questions a program might get from a reporter, including:
  Is this another make-work or jobs program? Is this a good investment?
  This list is unique among state service Web sites and could serve as an excellent resource for other states.
- An up-to-date calendar of events, including training dates and links to related Web sites.
- Documents available for downloading (all in PDF format), including the California AmeriCorps brochure, the commission's newsletter, and California's unified state plan.
- A list of related links, including other state commissions' Web sites, state and national government Web sites, non-profit Web sites and youth-related Web sites.

California Commission on Improving Life Through Service
http://www.cilts.ca.gov

COLORADO

The Colorado commission Web site features a page describing Program Development Assistance and Training (PDAT). The page provides an overview of PDAT, training philosophy, examples of approved PDAT activities, and commission contact information.

The Colorado Web site also includes a list of resource links to other Web sites, ranging from America Reads and Campus Compact to the Foundation Center and the United Way.

Governor's Commission on National and Community Service
http://www.gcncs.cccoes.edu

MAINE

The Maine commission includes links on its Web site to a series of state planning publications that are relevant to national and community service. The HTML-formatted documents include a report on the status of Maine's service programs and a guide to calculate the value of volunteer services.

The Maine Web site also includes links to state and national resources, such as the Maine Association of NonProfits and the National Institute for Literacy. Links are in a table format that can be viewed in its entirety on one screen, rather than a list that requires scrolling through a long page of text.

Maine Commission for Community Service
http://www.state.me.us/spo/mccs/

MASSACHUSETTS

The Massachusetts Service Alliance includes the following training and technical assistance resources on its Web site:
- A brief description of training services provided through the alliance and an up-to-date training calendar.
- A separate calendar of national trainings and events, including links to relevant Web sites.
- Resource links organized by topic (human needs, environment, service-learning, etc.)

Massachusetts Service Alliance
http://www.msalliance.org/

MICHIGAN

The Michigan Commission Web site includes a page with a brief description of training resources provided and lists the commission's phone number to call for more information.

Michigan Community Service Commission
http://www.state.mi.us/mjc/mcsc/

MISSISSIPPI

The Mississippi Commission provides information on its Web site about conferences and links to other resources, such as the Points of Light Foundation, Impact Online and the Mississippi Attorney General's Office.

Mississippi Commission for Volunteer Service
http://www.mcvs.org/

RHODE ISLAND

The Rhode Island Commission Web site includes a training and technical assistance section with a detailed description about the commission's training and technical assistance program (meetings, trainings, peer shadowing, etc.), plus many links to both state and national resources. These links cover a broad range of issues, such as education and literacy, evaluation and assessment, organizational and program development, and urban issues.

Rhode Island Commission for National and Community Service
http://www.ricommission.org

TEXAS

The TxServe Web site is sponsored jointly by the Texas Commission on Volunteerism and Community Service and the Charles A. Dana Center at the University of Texas at Austin. It includes the most extensive training and technical assistance information of any commission-sponsored Web site in the country.

Resource links are listed by service area (such as criminal justice, health care, museums, and education), source (federal or non-profit), and management issue (such as risk management and fundraising).

The Web site also includes management tools, including a guide to recruiting volunteers, a detailed calendar of state and national training events, and a link to <www.serviceleader.org>, another Dana Center Web resource for service and volunteer programs.

TxServe
http://www.txserve.org

This information is also available on the Web at: http://www.ostberg.org/serveweb

The information in this document represents findings from a review of Web sites in July 1999. For corrections, updates, or comments, please contact:
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Maps and Databases on
State Commission-Sponsored Web Sites

One of most useful tools found on state commission-sponsored Web sites is a link to a searchable database or a map that allows visitors to click on the region, county or community of their choice and see a listing of all volunteer and service programs in that area. The map approach works well in smaller states that have a limited number of programs in any given area. Larger states, like California and Texas, that may have dozens of programs in any one community, have chosen to utilize a text-based database that is searchable by area or by topic. The following is a summary of maps and databases on 12 state commission-sponsored Web sites.

ARKANSAS

The Arkansas commission Web site includes a link to the Arkansas Resource Information CyberCenter (ARIC), a searchable, on-line database of 15,000 community and human service organizations. One search yielded 66 organizations across the state that are seeking volunteers.

Navigation instructions: Click on What's Happening from the home page, then scroll down to the link for the Arkansas Resource Information CyberCenter (ARIC). Click on that link to go to the ARIC Web site. Then click on Search the ARIC Database. Scroll down to the Services Offered box, and select Volunteers Needed.

Arkansas Department of Human Services Division of Volunteerism
http://www.state.ar/dhs/adov/

CALIFORNIA

The state commission Web site features its own database that includes all streams of service and is searchable by county, by stream of service and by field of service (fields from which to select are environment, health, mentoring, public safety and tutoring).

Navigation instructions: From the menu on the left side of the home page, select 98/99 National Service Programs in California Database.

California Commission on Improving Life Through Service
http://www.cilts.ca.gov

CONNECTICUT

The state commission Web site has a map showing all counties in Connecticut. Viewers click on each county to see which streams of service have projects or programs within the county. (The database is still being updated to include specific contact information for each project from links within the county maps.)

Navigation Instructions: Click on Location of Programs from the menu on the left side of the home page.

Connecticut Commission on National and Community Service
http://www.ccncs.commnet.edu/ccncs/

INDIANA

The Indiana commission Web site links to Serve Indiana, a Web site with a broader approach to volunteerism, service and service-learning. Serve Indiana visitors who click on the Where to Volunteer link are connected to ServeNet, a national database sponsored by Youth Service America. ServeNet allows visitors to search for volunteer opportunities by city or zip code. It also includes an advanced search to select volunteer opportunities by issue area, activities, skills, or other categories. ServeNet is free for both individuals wishing to volunteer and for organizations seeking volunteers. (Note: the Maine commission also links visitors to its Web site to ServeNet.)

Navigation Instructions: Click on the Volunteer Now box from the home page to link to the Serve Indiana Web site. Then click on Where to Volunteer to link to the ServeNet Web site.

Indiana Commission on Community Service & Volunteerism
http://www.state.in.us/iccsv/

LOUISIANA

The Louisiana commission includes a state map on its Web site showing major cities and geographical areas served by AmeriCorps programs. Clicking on any blue section of the map reveals a brief program description in the text box at the top of the page. Learn and Serve sites are shown on a separate map. When the cursor is moved over any dot, which indicates the location of a Learn and Serve program, the local Learn and Serve contact name and phone number appears in the box at the top. No other streams of service have a map; however, the Web site does include information about all Corporation-sponsored programs.

Navigation Instructions: For the AmeriCorps map, click on AmeriCorps from the home page menu. For the Learn and Serve map, click on Learn and Serve America from the home page menu.

Louisiana Serve Commission
http://www.crt.state.la.us/laserve/

MAINE

Like Indiana, the Maine commission links its Web site visitors to ServeNet, a national database of volunteer opportunities sponsored by Youth Service America. ServeNet is free for both individuals wishing to volunteer and for organizations seeking volunteers. AmeriCorps*VISTA member Sara Braaf worked with Learn and Serve participants to enter information into the ServeNet database about Maine organizations seeking volunteers. (Note: the Indiana commission also links visitors to its Web site to ServeNet.)

Navigation Instructions: Scroll down the commission home page, then click on ServeNet.

Maine Commission for Community Service
http://www.state.me.us/spo/mccs/

MASSACHUSETTS

The Massachusetts Service Alliance includes on its Web site a map with colored dots showing the locations of various service programs. Viewers who click on one of the dots will be linked to a separate page with program contact information and a brief description. While it appears as if map links are only available for programs sponsored by the Alliance and not for all streams of service, the Alliance Web site does include all streams of service in its directories, as well as volunteer centers and other statewide volunteer and service organizations.

Navigation Instructions: From the menu on the left of the home page, click on Citizen Service Opportunities to see a new list of links, then click on State Map from that list.

Massachusetts Service Alliance
http://www.msalliance.org/

MISSISSIPPI

The Mississippi commission is collecting information, via its Web site, about volunteer opportunities available in each county. Future plans include adding this list to the Web site. In the meantime, the commission offers Web site visitors a link to Campus Link, a database of volunteer opportunities near various Mississippi colleges and universities.

Campus Link visitors first click on one of nine regions shown on a statewide map. They then select a service area (public safety, education, environment, health and human needs), and are linked to a list of volunteer activities that fit their selections. Organizations included on the list are community-based organizations that are not limited to college volunteers.

Navigation Instructions: From the home page, click on the link labeled Click Here to Volunteer. Then click on Campus Link's Searchable Database.

Mississippi Commission for Volunteer Service
http://www.mcvs.org/

MISSOURI

The Missouri commission Web site links visitors to Community Connection, a statewide database of volunteer opportunities created by the University of Missouri at Columbia. The Community Connection database searchable by resource topic (issue area), service area (geographic region), zip code and network (coordinating agency, such as the United Way or a volunteer center).

Navigation Instructions: Click on Service Opportunities-Community Connections from the home page menu.

Missouri Community Service Commission
http://www.movolunteers.org/

NEW YORK

The New York commission's Web site includes a state map of service. Web site visitors can click on one of the map's regions to be linked to a list of all Corporation-sponsored programs in that region.

Navigation Instructions: Click on Program Map from the home page menu.

New York State Commission on National and Community Service
http://www.nyscncs.org

OHIO

The Ohio commission Web site includes a state map of service divided by regions. Visitors select a region, then click on the corresponding colored box below the map. They are then taken to a Web page showing an alphabetical list of links for each volunteer and service program in their selected region. Programs included in this list are all streams of service and voluntary action centers. Some individual program links include a brief description; all include contact information.

Navigation Instructions: Click on Picture of Service from the home page menu.

Governor's Community Service Council of Ohio
http://www.state.oh.us/ohiogcsc/

TEXAS

The TxServe Web site, sponsored jointly by the Texas Commission on Volunteerism and Community Service and the Charles A. Dana Center of the University of Texas at Austin, has a comprehensive searchable database of volunteer and service opportunities statewide. Visitors to the Web site have three options for limiting their search: by city or education service region, by search word or by category. The category search has 44 options that include all streams of service, many state departments that utilize volunteers, the United Way, volunteer centers and special service initiatives, such as the Shots Across Texas Infant Immunization Initiative. Search results yield a list of links that take the visitor to more detailed descriptions and contact information about service opportunities.

Navigation Instructions: Click on Service Opportunities from the home page, then click on Connecting Points from the menu on the left side of the page.

TxServe
http://www.txserve.org

This information is also available on the Web at: http://www.ostberg.org/serveweb

The information in this document represents findings from a review of Web sites in July 1999 and from contacts with state commissions between January and April 1999. For corrections, updates, or comments, please contact:
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General Web Resources for Non-Profits

The following is a list of Web sites that contain useful information for non-profit organizations and volunteer program managers, including online courses, publications, resource lists, databases, and more.

http://www.not-for-profit.org
This Web site contains a wide variety of information for volunteer program managers, board members and volunteers, including financial and accounting services, fundraising, public relations, research and policy studies, and many other categories.

http://charitychannel.com
The Charity Channel site provides several unique services, including 29 E-mail based mailing lists, an online document sharing service for professionals in the non-profit sector, a conference registry and a consultant registry.

http://www.cybervpm.com
http://www.serviceleader.org
These sites contain a great deal of information for volunteer program managers. Both are managed by people in the field of volunteer management, and both feature free monthly E-mail newsletters as well as many other useful resources.

http://home.att.net/~thesaint/orn.htm
This list of links of online resources for non-profits is compiled by Kevin Childs, founder of The Saints' Information Resource Network. It includes publications, organizations, fundraising resources and volunteerism sites.

http://www.idealist.org
This Web site contains a searchable database of resources for volunteers and non-profits, as well as job listings in the non-profit sector.

http://www.servenet.org
This site is very volunteer-focused and has limited resources for program managers. It does, however, provide a national database of volunteer opportunities that any organization can add their own information, thus providing a valuable, free resource to non-profits.

http://www.impactonline.org
Like ServeNet, Impact Online also provides a national volunteer database to which any organization can add information to recruit volunteers. The site also includes Introduction to the Internet, an online course for non-profits.

http://www.energizeinc.com

This site offers many publications about non-profit management for sale through its bookstore. It also includes free information and opinions pieces about the non-profit world.

http://nonprofit.about.com/
About.com uses human cataloging to locate Internet resources for and about non-profits. Categories include accounting, fundraising, legal resources, management and public relations.

http://www.nonprofits.org/
The Internet Nonprofit Center includes information for and about non-profit organizations. The site features a Nonprofit Locator that uses the IRS database of tax-exempt organizations. It also includes information on dozens of topics in the general categories of management, regulation, development, organization and resources.

http://www.allianceonline.org/
The Alliance for Nonprofit Management provides resources to those who deliver management and governance support services to nonprofit organizations. The Web site features information on board development, financial management and strategic planning.

http://www.cof.org
The Council on Foundations Web site provides general information about foundations and specific information on all member foundations, including links to their Web sites.

http://www.fdncenter.org
The Foundation Center Web site includes resources for both grant seekers and grantmakers, including an online library, information on individual foundations, and a guide to funding research.

http://www.philanthropy.com
The Chronicle of Philanthropy Web site contains articles from the current issue, job listings, information on upcoming conferences, a listing of workshops and seminars, and grant announcements.

http://www.naogwanc.org
The National Association of Grantwriters and Non-Profit Consultants contains links to resources including non-profit publications, grantwriting resources and job listings.

http://www.ncna.org
The National Council of Non-Profit Association's Web site includes a list of state associations for non-profits, with links to their Web sites.

This information is also available on the Web at: http://www.ostberg.org/serveweb

NonProfit Resources on the Internet: E-mail Newsletters

The following is a list of some of the free E-mail newsletters geared toward non-profits. E-mail newsletters do not offer a forum for discussion but provide information in a newsletter format at regular intervals (usually weekly or monthly).

Philanthropy News Digest
This newsletter contains news briefs about recent developments in the non-profit world. Subscribe through the Foundation's Center's Web site: <http://fdncenter.org>
or by sending a message to: LISTSERV@LISTS.FDNCENTER.ORG
with the words: SUBSCRIBE PND-L YOUR NAME in the body of the message.

Philanthropy Journal Alert
A twice-a-week newsletter, Philanthropy Journal Alert includes news about and for non-profits, updates on issues and trends, and information on conferences and job openings. Subscribe through the Philanthropy Journal's Web site: http://www.pj.org/pj_alert.cfm

Nonprofit Online News
Nonprofit Online News is a service of The Gilbert Center, an organization that describes itself as helping nonprofits communicate successfully . The newsletter features regular updates about Web-based resources and information for non-profits. Subscribe by using the form at the Nonprofit Online News web page: http://www.gilbert.org/news

CyberVPM.com Update
CyberVPM.com Update is published once a month and covers topics of interest to those working with volunteers in a wide variety of settings. Subscribe at the CyberVPM.com Resources for Volunteer Programs web site: http://www.cybervpm.com

VIRTUAL VERVE
VIRTUAL VERVE is a monthly electronic newsletter to highlight and encourage the development of opportunities that can be completed by volunteers working and reporting via home or work computers. To subscribe, send an e-mail to:
listproc@mcfeeley.cc.utexas.edu
and in the body of the message, type: subscribe vverve
followed by your name.

Ideas in Action
Ideas in Action is published monthly by the Idealist and Action Without Borders. It includes information about useful resources for volunteers and nonprofit professionals around the world. Subscribe through the Idealist Web site: http://www.idealist.org/
Click on About Us, then click on Ideas in Action and sign up at the bottom of the page.

Pulse!

The online newsletter from the Alliance for NonProfit Management contains a brief digest of news in nonprofit management and resources to increase nonprofit effectiveness. Send an E-mail message to: alliance@allianceonline.org and type: subscribe PULSE!
in the body of the message.

Non-Profit Resources on the Internet:
Electronic Mailing Lists

Electronic mailing lists (sometimes called listservs) provide a forum for subscribers to engage in an interactive discussion via E-mail. Subscribers to mailing lists can receive many E-mail messages a day, unless they select the digest option for each mailing list to which they subscribe.

Lists of Lists
Lists of mailing lists are maintained at several Web sites, including the following:
http://www.liszt.com
http://tile.net

Charity Channel lists
The American Philanthropy Review's Charity Channel hosts many mailing lists related to various issues in the non-profit world. See the Charity Channel Web site for a complete list:
http://CharityChannel.com/forums/

CyberVPM
CyberVPM, online networking for managers of volunteer programs --- connect
with your colleagues all over the world to get advice, share wisdom,
discuss the profession of volunteer management, give support and offer
resources.   The conversation is conducted entirely via e-mail and
membership is free to all. For information and to subscribe, see
http://www.cybervpm.com
or write to cybervpm@cybervpm.com

Non-Profit and Technology Lists

NPTALK: This electronic forum is for professionals, experts, researchers, and advocates interested in the issues related to how nonprofit organizations utilize information technologies in their public policy activities. To subscribe, send a message to:
lyris@ombwatch.org
with the following text in the body of the message:
subscribe nptalk Your Name

CNSTech: This discussion is for individuals involved in Internet communications within the national and community service network. Topics include how the service network uses the Internet to recruit volunteers, provide information to the general public on project accomplishments, post training calendars for national service participants, or share evaluation results with program directors. CNSTech provides a forum to share concerns, ideas and successes in Internet communications. To join, send an E-mail message to:

LISTSERV@MAELSTROM.STJOHNS.EDU
In the body of the text type:
SUBSCRIBE CNSTECH FIRSTNAME LASTNAME
with your own name substituted.

National and Community Service Lists

VISTANET: for current and former AmeriCorps*VISTA members and others interested
in VISTA. To subscribe, send a message to:
LISTSERV@MAELSTROM.STJOHNS.EDU
In the body of the message, type:
SUBSCRIBE VISTANET
followed by your first and last names.

NSSCTALK: for project directors and others interested in news about the National Senior
Service Corps. To subscribe, send a message to:
LISTSERV@MAELSTROM.STJOHNS.EDU
In the body of the message, type:
SUBSCRIBE NSSCTALK
followed by your first and last names.

NSLCK-12: a discussion about service learning activities for grades K-12. To subscribe,
send a message to: LISTSERV@TC.UMN.EDU
In the body of the message, type:
SUBSCRIBE NSLCK-12
followed by your first and last names.

Service Learning (Higher Education): a discussion about service learning activities and
research in higher education. To subscribe, send a message to:
listproc@csf.colorado.edu
In the body of the message, type:
SUBSCRIBE SERVICE-LEARNING
followed by your first and last names.

ACList: a discussion about issues and resources related to AmeriCorps. To subscribe,
send a message to:
lyris@lists.etr.org
In the body of the message, type:
subscribe aclist Firstname Lastname

This information is also available on the Web at: http://www.ostberg.org/serveweb

Non-Profit Resources on the Web: Free Tools

Online Volunteer Databases

http://www.volunteermatch.com
A service offered by Impact Online, Volunteer Match allows users to search an online database of volunteer opportunities that are posted to the site directly by local organizations. Additional resources at the site include a searchable directory of nonprofits.

http://www.idealist.org
This Web site contains a searchable database of resources for volunteers and non-profits, as well as job listings in the non-profit sector.

http://www.servenet.org
This volunteer-focused site also provides a national database of volunteer opportunities to which any organization can add their own information.

Free E-Mail
http://www.hotmail.com   http://www.juno.com
http://www.emailaddresses.com (a listing of many other free E-mail services)

Free Chat Rooms
http://webex.com   http://www.delphi.com

Free E-mail Based Mailing Lists
http://www.egroups.com   http://www.listbot.com

Free Incoming Faxes
http://www.efax.com

Other Useful Tools

http://www.philanthropysearch.com/
This is a search engine serving the non-profit and philanthropic sector. The database can be searched by category (such as fundraising, tools, training, jobs or volunteering) or by type of organization (arts, environment, social services, religious or health).

http://www.InternetList.com/
Billed as the "Ulitimate Internet Directory," this service provides a searchable set of directories that lets users compare reportedly thousands of ISPs, web hosting services, and web design and development firms. These directories accompany editorial and user comments of service providers.

Technology-Related Web Resources for Non-Profits

These Web sites include resources that can help non-profit organizations use technology more effectively.

http://www.compumentor.org
CompuMentor, a nonprofit computerization assistance organization, provides training and support services, low cost software, and publications to nonprofits and schools.

http://www.benton.org/Practice/Toolkit
The Benton Foundation's Best Practices Toolkit contains Internet and other resources aimed at helping nonprofits make better use of information and communications technologies in their work.

http://nces.ed.gov/pubs98/tech/index2.htm
Technology @ Your Fingertips, provided by the Department of Education's National Center on Education Statistics, describes a process for getting the best possible technology solution for organizations. Information includes how to identify technology needs, acquire the technology, and implement a technology solution that will serve the organization's today and in the future.

http://www.coyotecom.com/tips.html
Coyote Communications Technology Tips for Not-for-Profit and Public Sector Organizations are produced by Jayne Cravens, owner of Coyote Communications and director of the Virtual Volunteering project at the University of Texas at Austin.

http://www.nonprofit-tech.org/
Nonprofit Tech, a relatively new organization (began in November 1998) offers a variety of free and fee based services to the nonprofit community, ranging from software development to answers to organization's computing needs. The Web site includes many features, such as a technology discussion forum, a learning series on using computers effectively and software reviews.

This information is also available on the Web at: http://www.ostberg.org/serveweb

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Accessibility Resources on the Web

The following is a list of resources to assist organizations in making their Web sites more accessible to people with disabilities.

http://www.cast.org/bobby/
Bobby is a web-based tool that analyzes web pages for their accessibility to people with disabilities. Bobby was created by the Center for Applied Special Technology (CAST), a not-for-profit organization whose mission is to expand opportunities for people with disabilities through innovative uses of computer technology.

http://www.serviceleader.org/vv/atech/access.html
This Web page provides information about how to make both an organization and its Web site accessible to people with disabilities. It also features links to other resources.

http://www.w3.org/WAI/
The Web Accessibility Initiative (WAI) is sponsored by the World Wide Web Consortium, which was founded in 1994 "to lead the World Wide Web to its full potential by developing common protocols that promote its evolution and ensure its interoperability." WAI, in coordination with organizations around the world, is pursuing accessibility of the Web through five primary areas of work: technology, guidelines, tools, education & outreach, and research & development. This site contains a fact sheet on WAI, plus guidelines for making Web sites accessible.

http://www.compuaccess.com/vision.htm
This page lists computer assisted devices that can be purchased to make computers accessible for people with disabilities. It is hosted by Adapted Computer Technologies, an organization that specializes in systems integration and training of computer assisted devices to all individuals with disabilities, rehabilitation/vocational counselors and employers of persons with disabilities.

http://libertynet.org/share
(Scroll down page and click on Special Needs Computing and Disability Resources)
This page, which features links to other resources, is produced by Share the Technology, a nonprofit corporation with a mission to provide usable computer equipment to schools and nonprofit organizations through computer recycling.

http://www.cybervpm.com/divers.htm#Disability Awareness
This Web page contains links to sites covering a broad range of disability issues.

This information is also available on the Web at: http://www.ostberg.org/serveweb
The information in this document represents findings from a review of Web sites in July 1999. For corrections, updates, or comments, please contact:
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