Faculty & Staff Scholarship

12-1997

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Introduction

Many of us may be learning the wrong lessons from the computerization that is currently transforming our world. Rather than using our machines to work smarter and in new ways, we are using them (or, perhaps, they are using us) to work harder in the same old ways. While the introduction of new technologies into organizations has brought many dramatic changes in the way we work, in far too many instances, computerization has also allowed bad habits, poorly planned operations, and effective processes and pointless activities to be done more and more efficiently more rapidly and at less cost. Part of the reason for this is undoubtedly the human tendency to adapt new technology to existing routines rather than engaging in any more fundamental redesign of work.

In the current issue of *Educom Review,* Ben Schneiderman argues that "Computers should not just mimic human behavior; they should improve upon it" (Schneiderman, 1997). Like many of those most articulate about electronic technologies, Schneiderman develops his point within the paradigm of computers house thinking machines, the infamous electric brains potentially capable of artificial intelligence. He discusses the Gary Casperov chess match with IBM's Big Blue as a paradigmatic example of computers as thinking machines to make his point. Thus in a narrow sense Schneiderman's point of improving human capacity is almost certainly refers specifically to strictly mental capacities: computation, calculation, and ultimately cognition. He fails to comment directly on the peculiar sociology of the machine-person interface inherent in this contest. It is presented as simply a match of two brains: one organic and one electronic.

The Computer Misnomer

For most of us who are not engineers or programmers computers are not simply (and in an increasing number of cases, not at all) about 'computing' in any calculation or computational sense. We need to occasionally remind ourselves that computation in the zeros and ones of base 2 is the nearly miraculous basic operation underlying all contemporary electronic procedures. That is why it is called 'digital'. However, we might also note that there is nothing inherent in the process of

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digitalization that predisposes digital devices either toward or away from strictly mental models.

It is increasingly clear that, in a fundamental cents, deconstructing and then recomposing mental or cognitive processes is no more – and no less – basic to computer operations than modeling other human capacities, tools and resources. The computer is no more inherently an electronic brain then it is an electronic central nervous system, or an electronic thumb or any electronic voice or an enabler of electronic group process; the function is in the software and what it is programmed to do and not inherent in the machine itself. It now appears likely that any human capacity or capability – from banking to the library card catalog, photography and driving a car, piloting a satellite or airplane or performing surgery can potentially be disaggregated, digitized and modeled or reconstructed in new, interesting and useful ways. Regrettably, this extends also to most of the base, vile, illegal, criminal and violent of human activities as well as recent developments in cybercrime and experiments in drone warfare illustrate.

Artificial association in electronic communities or an all-electronic organization are, in principle, no less feasible than artificial intelligence. (Note: This comment was first made in the original version of this paper more than two decades before the pandemic of Covid19 brought to the fore the prospect of entire TV networks being produced from multiple locations, entire school systems operating via Zoom-casts, and hundreds of thousands of entire organizations operating remotely online, not to mention entire symphony orchestras and dance companies, and choirs of hundreds or thousands performing as flash mobs. (For example, see https://enchantmentathamilton.org/20200601ForTheLongestTime.mp4 .) These examples of electronic association are no longer just remote possibilities as they were in 1997. The pandemic has made them facts of social life.) While computer programs can permit us to do a number of things we are already doing in much the same old ways, the challenges of doing them better may prove to be much more challenging. This is the major challenge facing all of education in 2020, for example.

Electronic Association: Communicators, not Computers

For growing numbers of us, the digital devices which count most in our daily lives or less important house computers then they are as communicators – digital aides to Communication and community. Because this idea figures large in the remainder of this paper and because the phrase digital communications and community flows somewhat awkwardly off the tongue, I propose to use the phrase electronic association to refer to this whole complex idea.

Membership in a scientific and scholarly organization like ARNOVA is largely grounded in a particular model of association that can be summed up with the phrase *scientific association.* Like hundreds of other similar groups throughout the world, ARNOVA members join and gather together for a broad range of motives that include mutual aid, self-help, recognition of individual achievement, and other related concerns, all of which can be summed up in the phrase *scholarly community.*

Groupware is a relatively new category of software intended to support and enhance this and other types of electronic association. Currently most groupware has focused on work groups them through local area networks in corporate employment, and groupware and intranet concepts evolved from a predominately market- and business-oriented management view of the world grounded in the work group and the corporate stakeholder model. An intranet typically involves private use in specific organizations through firewalls, encryption, dedicated client-server groupware systems the other similar arrays of the publicly available resources (particularly the network connections – "backbones" and "pipes" and the TCP/IP protocols – of the internet. An "extranet" is approximately speaking, a corporate firm and its stakeholders, like customers and suppliers, who have reason to access its operations and information.

Despite their corporate origins, a number of groupware applications have already proven useful in furthering the ends of scholarly community, others stand ready to make additional contributions, and still others are currently under development. In the case of scientific communities organizational concepts that have only recently begun to come into use like inter-organizational systems and organizational sets, and concepts which have never received full recognition vertical and horizontal linkages may prove to have as much potential as work group and corporation (Scott & Meyer, 1991; Warren, 1987; Warren & Lyon, 1988).

An internet is merely a network of networks. It is a matter of historical record that the network protocols and conventions that originally created "the" Internet (such as wide area networking, email, FTP, telnet) were the work of a voluntary association of European scientists – physicists – seeking improved methods of scholarly communication and scientific association with their colleagues internationally.

The Internet emerged originally from a model of scientific community put forward by European and American groups of physicists implemented in the TCP/IP protocols written by Tim Berners-Lee (Harnad, 1990; Harnad, 1991; Harnad, 1992; Harnad, 1996). After a crisis environment emerged in the 1990s over a pending shortage of IP addresses, internet stakeholders in private companies and government established a nonprofit, ICANN, the Internet Corporation for Assigned Names and Numbers, has had international responsibility of assigning addresses for more than two decades (Lohmann, 1999). Thus, the development of the Internet offers a fascinating case study of the interactions of scholarly commons, markets and states. The real internet was originally a nonprofit, noncommercial venture underwritten by government (including ARPA, DARPA, National Science Foundation, and the U.S. Commerce Department) (Lohmann & McNutt, 2001).

It is also a matter of record that once the nonprofit, scholarly internet was up and running, commercial vendors were positioned to respond much more raplidly than any nonprofits or public agencies to the opportunities it presented. The response was not just limited to usage, but also included lobbying efforts that resulted among other things in President Clinton's promise to "privatize" the

internet and the public divestiture of core internet management from NSF to a commercial vendor. The resulting wave of commercialization of the internet has become more powerful with time – just as a number of nonprofit Cassandras predicted several years ago that it would. As if to illustrate the growing private hegemony, IBM Corporation is currently running a magazine advertising campaign counterposing a poor, innocent, ill-informed young child who believes the internet is for his use (educational? Socialization? Game playing?) against the more mature, wiser viewpoint that the real internet is about making money!

Even in the midst of the commercial exploitation of public internet resources, there is a vision that emphasizes balancing commercial exploitation with concern for the social implications of technology behind much of the current initiatives for electronic association. Thus, one standard computer-industry mantra endorsing Schneiderman's previously noted principle and emphasizing electronic association goes something like the following:

> All this is not about making technology. It is about networking people through network technology. It is not just an age of smart machines, but an age whereby people can combine their intellect and their know-how for breakthroughs and creativity *in wealth creation and social development.* (Tapscott, 1997, 24)

To be sure, the nonprofit role is not completely discounted in the present state of the internet. Commercial vendors have learned the strategic value of nonprofit vehicles of collaboration in market development: Thus, the Java programming platform, which went rapidly from an unfinished language to "core" internet technology in a matter of months is the proprietary product of Sun Corporations, but standards for the language are ratified by a nonprofit consortium

Sun, Google, Apple, Microsoft, IBM and other key innovators in the computer market place have made extensive strategic use of nonprofit associations, collaboratives and research use in their product- and market-development activities. Seventy-five companies recently formed the IP Multicasting Initiative to accelerate adoption of videoconferencing technology. This group has its work cut out for it, either in cutting production costs or in marketing this still costly technology. Presently, videoconferencing technology costs are estimated to run from $40,000 to $200,000 per equipped conference room, although less functional desk-top systems (mostly used for one-to-one conferencing can be use up for $1,500 (Newcombe, 1997B).

The internet can be conceptualized not only as an aggregation of hardware and software created and operated by individuals. To a social scientist, it is important that overtime the internet has also become a kind of complex social organization. As it presently exists the internet might even be considered an electronic community in approximately the same sense of a metropolis becoming a megalopolis. One of the central characteristics of the internet as an electronic association, however, is the cyborgism that is inherent in those interaction patterns. *Cyborg* is a strange

sounding neologism for a being that is part human and part computer. This portmanteau term appears to be derived from *cyb*ernetic *org*anism, but it could as easily apply to *cyb*ernetic *org*anization.

Indeed, basic to the point of this paper is the prediction that in the very near future, scientific communication will become increasingly cyborgian: the traditional, written, face-to-face interactions of networks of colleagues engaged in research presentation and scholarly association will be supplemented by entirely new levels of increasingly higher-level person-machine interaction. Indeed, web pages, client-server technology, on-line web site databases, chatrooms, MOOS, two-way interactive video, in combination with videotaping as well as such "simple" technologies as voice mail, email, internet search programs for an increasingly complex, cyborgian universe in which human-human, human-machine and machine-machine interactions are mixed in increasingly complex combinations. In a cyborgian world, even the simplest telephone calls do not actually "transmit" the human voice but rather digitally deconstructs the audio stream at the speaker's end, transmitting the digital code and reassembling a facsimile sound for the listener.

Applying Schneiderman's Principle

Thus, in this age we need to be asking: what if the direction of Schneiderman's principle – getting beyond mimicry to improvement – were applied not just to the computer and to improving our mental capacities, but also to the communicator and our capacities for human association and communication? (Note: That is exactly what we have been seeing during the pandemic and the results are, at times, truly amazing.) Could electronic association transcend the face-to-face limitations of voluntary association in the here and now? Oul d it result in improvements in the instrumental activities of social science? Could electronic association improve expressive satisfactions of the type we associate with "true" or "real" community? The immediate response of contemporary Luddites, the technophobes, of course, will be an immediate and loud, "No! Certainly Not. Computer technology is destined, like television, to spoil all genuine human relations and diminish civil society!" At the same time, a large body of technoenthusiasts will respond "Yes! Of Course." As always, one should expect to find the truth somewhere in between those poles.

Periodic Associations: Neutralizing Cinderella Effects

It is possible to suggest that electronic association has already brought bout a general class of qualitative improvements in scholarly community, not only in ARNOVA but in scientific communities generally. One of the very first of these innovations was the widespread adoption of email discussion lists by a broad spectrum of narrowly defined scholarly communities, a development that was documented in the weekly listings in the ***Chronicle of High Education***. Third sector studies were among the earliest adopters of this technology with ARNOVA-L (which I founded in 1991) and followed shortly thereafter by ISTR-L and other

examples. In important respects, the ARNOVA-L experience was repeated over and over in thousands of cases worldwide. One key cybernetic consequence of that experience was the way in which email discussion lists allowed uninterrupted daily, even hourly, flow of scholarly communication in what had been inherently episodic associations.

Episodic, or *periodic associations* are human associations (groups or organizations) characterized by extreme fluctuations over time between two modes of existence: A shorter *assembly mode* in which the association is gathered for a conference or convention, and members are active and engaged in face-to-face interactions. Then there is a typically much longer *interim mode* in which the members of the organization are physically distanced from one another and the organization as a whole is largely inactive, except, perhaps for employed staff and a few officers, and disengaged, except, perhaps, for committee members in contact with one another about the next assembly.

Periodic associations and their assemblies are distinctly commons, although they can be found in all four sectors (Lohmann, 1992). Family reunions, legislative sessions, scientific, disciplinary and professional conferences, and even certain types of periodic markets, from the medieval Champaign Fairs, to the annual furniture markets in High Point, North Carolina. Monthly, quarterly and annual meetings in general tend to be periodic associations in this sense also. Virtually all corporate boards of directors whether for business or nonprofit corporations are periodic associations. Governing bodies meet, transact their business and adjourn, usually having made arrangements for governance in the interim, including rules for administrative discretion in the interim. Thus, the words of one computer pundit apply as much to nonprofit governance and to governance in the public sector:

> (We have not yet) fully thought through what it means to have
> governance in an age of networked intelligence where you and I
> can communicate directly across a mile-wide highway at the
> speed of light (Tapscott, 1997, 23).

Over the course of the present century, telephony (including conference calling) has put an increasingly serious dent in periodic association; but computer networking has the apparent capability to virtually eliminate periodicity in organizations. However, networking technology should not be expected to be value-neutral with respect to the operation of periodic associations, implementation of workgroup networks with internet linkages have, however, already redefined the prevailing views of organizations in a large number of cases.

> The digital revolution, as we have learned, is a tremendous force
> for decentralizing power, for empowering individuals, smaller
> institutions and local communities, as opposed to empowering
> large central bureaucracies (Eisennach, 1997).

Networked communications appear to objectify and reaffirm a highly decentralist vision and to flatten perceived hierarchies: The legal and political

entity of the formal organization as a whole is much less vital than the work-group for most workers. The formal organization functions as an important constraint (in terms of resources and policies) and legitimization. Within the work group, roles have been redefined as the traditional secretary has virtually disappeared in many organizations in place of a kind of collaborative information assistant. Secretaries in many work groups were quick to realize that mastery of word processing, printers, copies, fax machines, voice mail and other technologies could be very empowering.

Email and Discussion Lists

Email is an already powerful supplement to the telephone for organizational communication in the interim, which also appears capable of enhancing and sustaining mutuality and community arising during the assembly period and creating opportunities for involvement not otherwise possible. Thus, those who for reasons of distance, cost or other commitments may be unable to join in the assembly period may still be able to participate fully in the interim. But email is not groupware in any but a narrow sense. It is the marriage of email and list processing – programming that enables performing identical operations on a list of items – in this case, addresses which makes the email discussion list into something approaching groupware: A one-to-many medium available to each and all of the many on the same terms.

The ARNOVA-L discussion list grew out of exactly such circumstances. At the ARNOVA business meeting in London in July, 1991, various members were discussing the limitations of our periodic assembly format. I suggested that we might explore this new medium of email discussion lists and agreed to find out more about it by the following year. The list was actually operationalized in the next several months with an initial subscription list of 12 addresses collected at that meeting. By the business meeting at the 1992 conference in Chicago, many more members signed up and the list has been growing steadily ever since.

This was followed in short order by Richard Steinberg's creation of a restricted list for ARNOVA board members, sometime later by Pam Leland's creation of a list for discussing teaching issues and in 1996 by Harriet Bograd's creation of the highly innovative and action-oriented Cyber-Accountability list, which has gotten the attention of tax attorneys, accountants and public officials concerned with nonprofit financial reporting at the federal level and in most states. Meanwhile, at least a dozen more email discussion lists were popping up I other parts of third sector cyberspace. Electronic discussion lists represent the best of 1970s software technology and they are anything but technologically or aesthetically elegant, but they have proven to be an interim boom for faculty members, other researchers, students and other members of the scholarly chattering classes. The experience of participation in science-wide international discussion lists, of which ARNOVA-L was one of the pioneers, is easily repeated in classroom specific discussion lists for student-instructor exchange outside of the physical classroom.

If the ARNOVA-L discussion list were to merely mimic existing behavior we would only send and receive messages on the list for one conference period each yer; thereby possibly reducing travel costs or enabling participation by some additional members. Instead, ARNOVA-L, like virtually every other scientific and scholarly discussion list in existence, offers a marked new opportunity not previonsly possible in periodic associations. Through the list, members can engage regularly with not merely a handful of close colleagues, but with a broad cross-section of the third sector research community at any time throughout the year and at very low cost.

From the very earliest, messages sent through the ARNOVA-L discussion list were fully archived and indexed and are fully searchable at any time by any subscriber.

ARNOVA Abstracts

Recent transformations of ARNOVA Abstracts, from which I recently resigned as editor, may be an equally clear case of Schneiderman's principle in operation. Established in the mid 1970s as a mutual aid/self-help vehicle for the smaller Association for Voluntary Action Scholars (AVAS) well before the advent of Google Scholar and at a time when major databases largely ignored voluntary action, completely ignored civil society and often even denied the existence) of nonprofit organizations, the original methodology of ***Citizen Participation and Voluntary Action Abstracts*** involved editors selecting titles from the paperbound ***Current Contents*** listings, contacting authors to request review copies of their articles, assigning articles to reviewer/abstractors, mailing the articles to the abstractors, following up on requests and reviews, collecting reviews and organizing them into issues for distribution to AVAS members. This complex process was deemed not only necessary and expensive, but a vital service for AVAS members.

At the time I became editor in 1995, it was already becoming obvious that some simplifications and streamlining would be possible and even necessary. The first step involved acting to revise the cumbersome and time-consuming process of gathering post-prints and drafting abstracts, since ***Current Contents (C. C.)*** had already done this. The principal question was whether the abstracts – most of which were publisher generated – were copyright protected. Publishers, naturally enough, insisted that they were, but after a legal opinion from an attorney for the American Association for the Advancement of Science assured us that even though protected, it would be counterproductive for any publisher to vigorously defend such claims, since the whole point of an abstract from their perspective was "advertising" the product and copying and distributing an abstract increased the potential audience for their product. After learning this, we decided to go ahead with using the abstracts culled from our ***C. C.*** subscription (and some abstracts not included in ***C.C.*** to prepare future issues of what was renamed ***ARNOVA Abstracts.***

If we view the Abstracts as a way of disseminating information on new publications in the field to the membership, then certainly the new system offered faster service at dramatically lower cost and moving to full electronic distribution of

future issues promised to reduce costs even further. On the other hand, speed improvements and cost reductions were achieved in this case at the cost of a sharp decrease in participation, since the large panel of reviewer/abstracters were no longer necessary. Thus, the revised format of **ARNOVA Abstracts** must be given mixed reviews from the standpoint of electronic association. However much of an improved member benefit it may offer, in other respects it does nothing to improve the quality of member interaction, participation and involvement.

ARNOVA Website

In roughly this same period in the mid 1990s, the worldwide phenomenon of organization and association maintaining their own web sites was first coming into being and ARNOVA was among the early adopters in that regard. One aspect of the ARNOVA web site is particularly worth noting in the context of a discussion of electronic association. The timing of annual conference preparations and last minute modifications to the program had, in the past, precluded sending out detailed information on the program for ARNOVA as it has for many scholarly and scientific associations. Although the process is still not altogether problem-free, this year for the third time we were able to post up-to-date copies of the preliminary program on the web site for review and inspection by interested members. And when the latest update was not posted in a sufficiently timely manner, reminders and encouragements on the ARNOVA-L discussion list prompted action.

With sufficient interest and the cooperation of the conference planning committees it would also be possible to go considerably further in making additional information available online. For example, several years ago after the first ISTR (International Society for Third Sector Research) conference in Budapest, I created a prototype hypertext document which can be viewed at <*obsolete weblink no longer available*>. In addition to the title and author links to abstracts found in the document, it would be a simple matter to create additional topical (or keyword), country, and other indexes linked to the abstracts. Other, additional ideas for creating a hypertext-linked "docuverse" are discussed in my 1994 ARNOVA papers (Lohmann, 1994; Lohmann, 1996).

Internet web sites, of course, serve up truly public documents available to anyone with a browser anywhere. It is reasonable, therefore, to ask whether some basic intranet concepts (e.g., private, password-protected servers serving up essentially common goods, rather than purely public or purely private goods) apply in the sphere of a membership association, as they do in the case of a private corporation. A variety of high- middle- and low-end client-server systems are available to allow for creation of corporate intranets; most of these products might also be adapted to the particular requirements of a membership association like ARNOVA. Establishing a members-only server, or even a network of such servers, might offer a host of advantages for the typical scholarly membership association, but also presents a couple of serious drawbacks. While cost is a consideration with some of the higher-end products, technical support and training issues are probably

much more fundamental. What is the best way, then, for a membership association like ARNOVA to select a particular client-server system? Even if this choice is made how does a periodic membership association go about creating a community of users sophisticated in the use of its particular array? At the same time, how does a periodic scholarly association, heavily dependent on volunteer labor provide the necessary technical support to keep a wide-area network server in operation? These are not easy questions to answer but if some answers can be found the likelihood that ARNOVA might benefit from client-server technology would increase dramatically.

I have been working for several months with two such products, the First-Class server and its close cousin the First-Class Intranet Server in the hopes of establishing an ARNOVA association intranet. The uses of such servers may be very broad indeed. Special folders/subdirectories called "conferences" might allow much more focused discussions than existing email discussion lists, together with full, immediate and easily accessible access to the archives of past discussions. Through this medium, for example we might continue the Roundtables format from the conference into the interim between conferences. Likewise, members might establish and post their own resumes online for other members to learn more about them.

Similarly, special folder/conferences might be created for groups of interested researchers to discuss research in progress items and issues. Thus, for example, a special interest conference on research in congregations and religious organizations might be in order; or a conference for those interested in grassroots community organizations, nonprofit accounting, or other, similar narrow topics.

Many other possibilities for such a server come easily to mind: A public area, open to anyone with internet access via a web browser, for example, might be a central place for posting job openings in third sector research and teaching. Such a public orum could also include calls for papers and conference schedules as they become available for third sector conferences. Interested researchers might post listings of their publications, and conceivably even copies of their papers. (*Note: since this paper was first presented other public resources such as LinkedIn, Facebook, Academia.edu and ResearchGate.com, and most importantly in my view, archival services like the Berkeley Electronic Press Digital repository software, have come to provide many of these same services without the need for a dedicated server maintained by scholarly associations. The more fundamental underlying point, however, is the one made by Schneiderman above: that these are essentially new services enabling new ways of doing things and not just analogs of the "same old same old.")*

Problems of copyright violations are no longer insurmountable. First, operating such as system as a password-protected intranet should provide some measure of protection. Further, combining the archival and file transfer (FTP) capabilities of an intranet server with a standard, read-only format like Adobe Acrobat, and perhaps

even electronic signature and encryption capabilities could provide needed measures of protection roughly equivalent to the present paper-based systems.

At the core, however, the major barriers to moving a periodic association like ARNOVA beyond simple email would appear to be a labor problem. The likelihood of the association ever being in a position to have all of the staff necessary to operate a single central server seems remote. One such site I am familiar with has a full-time staff of two to serve approximately 2,000 subscribers. Given the general drift of the technology, therefore, it might be more feasible for ARNOVA to think in terms of a distributed network of interconnected servers, each operated by a volunteer assuming a reasonable portion of the total load. This might, in essence, be treated as a call for a new cyborg category of membership for discussion lists, archives, services and other electronic supports.

Conclusion

Computers should help us not merely do what we have always done in the same old ways, but help us to do things better and do new things we never could do before. In the case of electronic support for a periodic membership association like ARNOVA, the measure of networked communicators should be whether they further the overall objectives of scientific communication and community and extend them into new realms of social and scientific development. It seems clear that ARNOVA-L and several other email discussion lists already meet that standard for third sector studies by neutralizing the Cinderella effect in the interim between conferences. The remodeling of ARNOVA Abstracts (and its subsequent demise in the face of Google Scholar, Zotero, and other unforeseen online resources) and the proposed ARNOVA web site are somewhat less clear, although both show promise of improved scientific communication and community for third sector scholars. Many opportunities also exist for improving scholarly communication and community through adoption of some type of client-server technology but only if a number of tricky cost and volunteer labor issues can be overcome.

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CITIZEN PARTICIPATION AND VOLUNTARY ACTION ABSTRACTS

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10000   Billis, David. 1992. "Planned Change in Voluntary and Government Social Service Agencies." *Administration in Social Work* 16:29-44.

     David Billis constructs a "social analysis" study to achieve a better understanding of change in nonprofits by examining the way in which their organizational structure differs from government. He contrasts the bureaucratic form of organization with the membership association which he considers the core distinctive group of the voluntary sector. Somewhere in the ambiguous middle are the voluntary agencies with people committed to the purpose of the organization and paid staff who deliver core services. These social service agencies do not have the same divisions as bureaucracies. The comparison between government and voluntary agencies leads to the conclusion that when dealing with organizational change the problems of government revolve around boundary and role confusion, where nonprofits must deal with the issue of status ambiguity. The type of change and the problems surrounding it differ in the two settings. He concludes by recommending the development of a new organization change paradigm for nonprofits. (David Billis, University of London, London School of Economics & Political Science; Center for Voluntary Organization, Houghton St., London WC2A 2AE, England).

10001   Birdsell, Judy M., Monica E. Schwann and Rick Tremblay. 1992, September. "Reaching Native Groups in the Northwest Territories - A Report of a Joint Project Between Government and a Voluntary Agency." *Canadian Journal of Public Health - Revue Canadienne de Sante Publique* 83:335-336.

     A brief report on a study of a rural health education collaboration between the voluntary Canadian Cancer Society and the public Departments of Health and Education of the Northwest Territories(NWT). The 53,000 residents of the NWT reside in 60 communities, scattered over 3.4 million square kilometers and speak 10 different languages. (Judy M. Birdsell, 225 Scarboro Ave SW, Calgary T3C 2H4 Alberta, Canada).

10002   Bond, Meg A. and Christopher B. Keys. 1993, February. "Empowerment, Diversity, and Collaboration - Promoting Synergy on Community Boards." *American Journal of Community Psychology* 21:37-57.

     This is a case study of conflict resolution and collaboration between parents and community members of an organization concerned with persons with developmental disabilities (MARC), which began in 1959 as a support group for parents dissatisfied with services to their mentally retarded children. As the group

expanded in scope and additional resources were needed, community members were added to the board, leading to suspicion and distrust between parent and community members. This led to a strategy of coempowerment, in which both groups were influential in decision-making. Coempowerment is dependent on mutial respect and works best in combination with collaboration, but is constrained by imbalances of resources. The role of boundary spanners and changes in membership composition are also discussed. (Meg A. Bond, University of Massachusetts at Lowell, Department of Psychology, 1 Univ Ave, Lowell, MA 01854).

10003   Boyle, A., M. Macleod, A. Slevin, N. Sobecka and P. F. Burton. 1993, April. "The Use of Information Technology in the Voluntary Sector." *International Journal of Information Management* 13:94-112.

The purpose of this study was to examine aspects of the use of information technology (IT) by organizations in the voluntary sector for efficiency and effectiveness. The study focuses on IT usage as a tool for cooperation rather than competition. The intent was to determine whether Michael Porter's five-forces model of industrial competition in the profit-making sector could be redefined to fit voluntary sector organizations. Various quantitative measures were obtained by a structured questionnaire to 30 voluntary agencies. This was augmented by semi-structured qualitative interviews with personnel from 10 smaller voluntary organizations. The use of IT in the voluntary sector is less well-developed than in the for-profit world. Yet, 95% of respondents considered the use of IT as a way to improve service provision. Most are using IT to improve efficiency, while a few are applying it to strategic decision-making. Porter's model shows evidence of implicit competition in the voluntary sector. Cooperation proceeds on a piecemeal basis with resources shared intermittently and in an unstructured manner. Growing use of IT is associated with heightened awareness of competition, since there is little in an IT infrastructure that would facilitate greater cooperation. (A Boyle, University of Strathclyde, Department of Information Sciences, Glasgow G1 1XW, Scotland).

10004   Brett, E. A. 1993, April. "Voluntary Agencies as Development Organizations - Theorizing the Problem of Efficiency and Accountability." *Development and Change* 24:269-303.

The purpose of this article was to consider some of the theoretical and practical implications of the growing number of cooperatives, NGO's and community groups thar are being increasingly used by policy-makers because they are thought to provide more accountable, equitable and effective services than public agencies. The article treats voluntary agencies as "value-driven" organizations, while asking how this differentiates them, in terms of efficiency and accountability, from their public counterparts. Problems of measuring efficiency

and enforcing accountability are examined in the context of existing theories, including neoclassical economics, public administration and new institutional economics. The author's concluding observations indicate sufficient similarities between cooperatives, NGO's and community groups to enable application of broad-based theories, along with philosophical and practical differences which make it possible for each to solve particular problems more effectively than their counterparts. (EA Brett, London School of Economics & Political Science; Center for Voluntary Organization, Houghton St., London WC2A 2AE, England).

10005   Campbell, Howard. 1993, June. "Tradition and the New Social Movements - The Politics of Isthmus Zapotec Culture." *Latin American Perspectives* 20:83-97.

Finds that the success of the Coalición Obrera Campesina Estudiantil del Istmo (The Isthmus Worker-Peasant-Student Coalition -- COCEI) of Juchitán is due neither to blind adherence to tradition nor of spontaneous invention of a synthetic past. It is due instead to the movement's capacity for bridging the contradictions between local and external political forms, capitalist and communal economic practices, and 'indigenous' and modern urban culture. (Howard Campbell, Department of Sociology and Anthropology, University of Texas, El Paso).

10006   Cohn, Steven F., Steven E. Barkan and William H. Whitaker. 1993, March. "Activists Against Hunger - Membership Characteristics of a National Social Movement Organization." *Sociological Forum* 8:113-131.

A comparison of 1984 survey data from Bread for the World (BFW), one of the largest social movement organizations concerned with hunger, and the 1985 General Social Survey of the National Opinion Research Center (GSS).   Rather than overpopulation, BFW 'locates the causes of world hunger in the policies of national elites and multinational corporations.' A comparison of BFW members with the wider population shows a mixed picture. BFW members are representative of the general population in gender, age, marital and work status. BFW members are above average in education, income, prestige occupations, voluntary organization memberships, social and political liberalism, and religiosity. Controlling for vast differences between BFW members (85% have college degrees) and the general U.S. population (17%) accounted for nearly all the difference between the author's sample and the GSS data. BFW members were still more likely to join 'voluntary organizations that express religious and political commitments.' (SE Barkan, University of Maine School of Social Work, Orono ME 04469).

10007   Cosier, R. A. and D. R. Dalton. 1993, March. "Management Training and Development in a Nonprofit Organization." *Public Personnel Management* 22:37-42.

The four-module Management Training and Development program of the National Academy for Voluntarism (training arm of the United Way of America) is discussed in this paper. The program focuses on broad management topics: 1) development of managerial skills; 2) managerial leadership and team excellence; 3) organization change; and 4) strategic planning. (More specific topics are identified in the paper. Guidelines for the program include: use external talent (split between academicians and private consultants) for unbiased views and fresh ideas; recruit and gain commitment of noted experts by paying 'going rates'; avoid 'canned' presentations; encourage participant involvement; and open up programs to employees from other social service organizations. (RA Cosier, University of Oklahoma, School of Business, Department of Administration, Norman OK 73019).

10008   Couto, Richard A. 1993, February. "Narrative, Free Space, and Political Leadership in Social Movements." *Journal of Politics* 55:57-79.

Examines the implications for social movements of Hirschman's (1970) concept of "voice" and Evans and Boyle's (1986) concept of "free spaces" in the context of the American civil rights movement. Based on interviews with 50 local, primarily African-American leaders between 1978-1988. Narratives and "free spaces" are political mechanisms of social movements and also measures of political success. Concludes that "covert resistance becomes a social movement when previously proscribed places, segregated institutions, the media, public hearings, or electoral politics become spaces for the exposition of the community of memory's narratives." (Richard A. Couto, University of Richmond, Richmond VA).

10009   Diani, Mario. 1993, March. "Themes of Modernity in New Religious Movements and New Social Movements." *Social Science Information sur les Sciences Sociales* 32:111-131.

Offers a discussion of the ways Milanese adherents to neo-oriental religious groups and sects and Italian environmental activists articulate themes and ideas of modernity. Concludes that there is "enough evidence to argue for a closer inspection of what links and separates those movements which aim primarily at socio-political and personal change respectively." (Mario Diani, Cattedra di Sociologia, Università Bocconi, 20136 Milano, Italy).

10010   Gardner, Joel. 1992, September. "Oral History and Philanthropy: Private Foundations." *Journal of American History* 601-605.

There is a surprising dearth of foundation research, and most of the work which has been done involves biographies of individual philanthropists. This article reviews a number of developing and on-going oral historical research programs and notes the emergence of new centers for the study of philanthropy.

10011   Grabb, E. G. and J. E. Curtis. 1992, September. "Voluntary Association Activity in English Canada, French Canada, and the United-States - A Multivariate Analysis." *Canadian Journal of Sociology - Cahiers Canadiens de Sociologie* 17:371-388.

This study extends the work of Seymour Martin Lipset and others by examining the extent of voluntary association activity in Canada and the U.S. Early research suggested higher levels of voluntary association membership by Americans. This study uses Inglehart's World Values Survey (1981-83) to assess the effects of nation/language group on levels of voluntary association involvement at the bivariate level. The authors conducted the research in two stages; 1) basic differences in association involvement using all indicators; 2) the differences in voluntary association as influenced by five background variables. In a comparison of membership levels without controls Americans are likely to join more voluntary organizations than Canadians. When membership levels with controls were compared the authors found no support for the claim that Americans are more likely to be joiners than Canadians when working involvements, as opposed to nominal memberships, are considered. (E.G. Grabb, University of Waterloo, Department of Sociology, Waterloo N2L 3G1, Ontario, Canada).

10012   Harding, J. and G. Martin. 1993, January. "Shareware Database Management Software – An Assessment of Its Usefulness to Information Officers in Small Voluntary Sector Organisations in the UK." *Program - Automated Library and Information Systems* 27:37-50.

The purpose of this study was to focus on how small voluntary sector organizations in Great Britain might benefit most from, and utilize, the low cost of shareware currently available. A specific objective was to identify reliable shareware packages that could be used most effectively by small organizations. A survey of information workers in small organizations was conducted to discover what types of software are currently being used and whether organizations were aware of the availability of shareware. Major findings indicate that some good quality shareware products are available, but effectiveness depends on software skills, training and expertise of the user as well as quality of the software package. The added time necessary to evaluate shareware packages may require that more expensive and popular software packages be considered. A large quantity of inexpensive shareware is available to small voluntary sector organizations in the United Kingdom, but is not being widely used. (J Harding, National Council Voluntary Organizations, Center for Self Help, Regents Wharf, 8 All Saints St., London N1 9RL England).

10013   Heimovics, R. D., R. D. Herman and C. L. J. Coughlin. 1993, September. "Executive Leadership and Resource Dependence in Nonprofit Organizations - A Frame Analysis." *Public Administration Review* 53:419-427.

Recognizing the growing interdependence between government and nonprofit organizations, the authors examine the actions of nonprofit chief executive officers as they respond to the changes and stresses in this 'partnership'. The research builds on work that suggested that nonprofit organizations are particularly vulnerable to external events and are highly dependent on the efforts of their top executives. It also utilizes a multiframe orientation for understanding organizations and leadership developed by Bolman and Deal (1991). This research specifically examines two hypotheses: 1) Effective executives are more likely to employ a political frame; and 2) Effective executives are more likely to employ multiple frames in dealing with critical events. Findings support these hypotheses and suggest that effective executives work 'entrepreneurially' to find resources and revitalize missions for their organizations. The authors conclude by positing that effective nonprofit executives act in relation to external resource dependencies by mobilizing constituencies, forming coalitions, creating obligations and negotiating and bargaining. (Richard D. Heimovics, University of Missouri, Bloch School of Business & Public Administration, Cookingham Institute of Public Affairs/Kansas City MO 64110.)

10014   Kitschelt, Herbert. 1993, July. "Social Movements, Political Parties, and Democratic Theory." *Annals of the American Academy of Political and Social Science* 528:13-29.

New social movements are concerned with procurement of pure public goods, and occur in two forms: Environmental protection, land-use, transportation, waste disposal and other movements are concerned with a "politics of space" while women's, minorities' and other movements are said to be concerned with a "politics of social identity." Two contrasting hypotheses about new movements are discussed: 1) A cyclical model of challenges to representative democracy reflect recurring dissatisfactions with representative institutions; and 2) A structural differentiation model posits that the practices of left and libertarian social movements can alter the democratic process in advanced capitalism and trigger a pluralization of political decision modes. Three modes of democratic decision making are contrasted by dominant decisionmakers: legislators (liberal democracy); mass parties (organized democracy); individual citizens and social movements (direct democracy). A fourth mode of decisionmaking by interest groups (corporatist interest mediation) is also suggested. Contemporary social movements are efforts to "redress the balance between the three modes of democracy in favor of direct participatory methods.".

10015   Knoop, Riemer. 1993, June. "Public Awareness and Archaeology - A Task for the Voluntary Sector." *Antiquity* 67:439-445.

A spirited call issued to the European archeology community for a volunteer-led campaign ofpublic advocacy for salvage of the cultural heritage of all of Europe, including the central and southeastern regions. 'What is needed is a set

of Greenpeace-like strategies to ensure the reasonable survival of the heritage, which will be under heavy attack from all sides of the community...' Based on a public address to the 2nd general assembly of the European Forum of Heritage Associations at Alden Biesen in 1992. (Riemer Knoop, Archeological Information Centrum, Rapenburg 28, Postbus 11114, 2301 EC Leiden, Netherlands).

10016 Meyer, David S. and Douglas R. Imig. 1993. "Political Opportunity and the Rise and Decline of Interest Group Sectors." *Social Science Journal* 30:253-270.

David S. Meyer, Political Science, 5602 Haven Hall, Univ. of Michigan, Ann Arbor MI 48109.

Proposes a method of situating interest group activity in the larger political context of the political environments in which interest groups operate by building on theoretical and empirical studies of both social movements and interest groups. Interest groups can best be understood by redefining the unit of analysis from the individual interest group to the set of groups pursuing common agendas, labeled an "interest group sector." Using empirical and theoretical literature, they seek to establish the necessity and the theoretical parameters for sectoral analysis of interest groups. Data are offered on group formation in five U.S. public interest sectors (consumer, child welfare, animal rights, civil rights and poverty) between 1900 and 1980. A 6-stage framework is set out to describe a cyclical process of issue emergence, resource mobilization and organization building. The stages are labeled: social problem recognition; extra-institutional mobilization; media recognition; resource mobilization, niche building; and resource contraction.

10017 Peet, Richard and Michael Watts. 1993, July. "Development Theory and Environment in an Age of Market Triumphalism - Introduction." *Economic Geography* 69:227-253.

An attempt to delineate the implications of the environment for development theory in the context of global political changes in the 1980's and 'apocalyptic visions of impending global ecological crisis.' Argues that 'the poststructural and postmodern critique of Western science as rationality in its pure and universal form opens the way for a fuller understanding of the multiplicity of ways of comprehending the development-environment nexus.'.

10018 Quaddus, M. A., D. J. Atkinson and M. Levy. 1992, November. "An Application of Decision Conferencing to Strategic Planning for a Voluntary Organization." *Interfaces* 22:61-71.

Using a single voluntary organization as their setting, the authors illustrate decision conferencing in development of a strategic plan. Decision conferencing

is an example of computerized group decision support, characterized by a group-centered problem-solving environment intended to help managers make decisions while considering uncertainty, tradeoffs, preferences and judgement. Information technologies allow data capture, multi-attribute modeling, and various sensitivity analyses. Decision conferencing appeared especially appropriate given the variety of perspectives represented on the organization's management committee (e.g., volunteers from various backgrounds, health professionals and clients). It allowed the committee to focus on issues that would affect the future of the organization while airing all points of view. (As with many group processes, the committee had previously been unable to find an appropriate way of dealing with conflicting opinions.) Sensitivity analysis indicated which factors were important in their decisions and which were relatively insensitive. This allowed the committee to develop a strategic plan and outline implementation details in an efficient manner. (MA Quaddus, Curtin University of Technology, School of Information Systems, GPO Box U 1987, Perth Wa 6001, Australia).

10019   Rochon, T. R. and D. A. Mazmanian. 1993, July. "Social Movements and the Policy Process." *Annals of the American Academy of Political and Social Science* 528:75-87. (Center for Politics and Policy; Claremont Graduate School.).

This article seeks to resolve a dilemma of social movement participation, by examining the nuclear freeze movement and the movement to control hazardous wastes: Although social movements frequently fail to achieve desired policy changes, even with widespread demonstrations of support, movement participation has become an increasingly popular form of political action. The article distinguishes three criteria of movement success: changing policy; gaining access to the policy process; and changing social values. The relative successes of the environmental movement can be attributed only partially to the focus of many environmental organizations on involvement in the policy process, while Presidential foreign-policy prerogatives constrain popular action on nuclear freezes. "A good definition of the task of any social movement may be that it takes an unlikely idea, makes it seem feasible, and then puts it into practice.".

10020   Salamon, Lester M. 1993, March. "The Marketization of Welfare - Changing Nonprofit and for-Profit Roles in the American Welfare State." *Social Service Review* 67:16-39.

In the decades prior to 1980, government spending increased substantially in the areas of health, social services, housing and education. Nonprofit organizations were often contracted to deliver these services. Accordingly, the expansion of government funding contributed to the growth of the third sector during this period. During the late 1970's and early 1980's, however, government spending patterns changed. Spending was increased for health and social security, but decreased for education, social service and income assistance. Large increases in health care spending led to overall growth in government spending, with the pool

of recipients shifted from the poor to the middle class. Nonprofit health organizations grew in response to increased government funding. Other kinds of nonprofits were foced to turn to increased fees and commercial income, resulting in a 'marketization' of service provision. Fees and commercial income were the source of over half of nonprofit income during this period. 'Marketization' has another dimension as well. During the 1980's, for-profit organizations made significant gains in market share hospitals (particularly short-term, specialty hospitals), home health care and social services (particularly day care). Nursing homes were the only area in which provision of for-profit organizations grew more slowly than nonprofits, largely because for-profits had already attained a leadership position in that industry prior to 1977. It is too early to determine the effects of these changes. Competition may result in improved service provision, but people unable to pay may be left unserved. (Lester M. Salamon/Johns Hopkins University, Institute of Policy Studies, Baltimore, MD 21218).

10021   Stalker, Joyce. 1993, December. "Voluntary Participation - Deconstructing the Myth." *Adult Education Quarterly* 43:63-75.

The author questions the validity of the belief that adult education is voluntary, compared to mandatory education for younger people, using a phenomenographical approach to deconstruct its underlying assumptions. There are said to be three unique characteristics of phenomenography: First, by deconstructing the "taken-for-granted", the commonplace becomes a worthwhile research task in its own right. Second, phenomenographists are concerned with variations in people's perceptions of their worlds, restricted "according to the individual's physical and social world." Thirdly, identification of conceptions are deemed more useful than knowing characteristics of the people who hold them. Extensive interviews with 20 respondents from a single government agency in British Columbia found two main conceptions regarding adult education: 1) Opportunities to attend adult education programs were determined from outside the individual. Workers were either told to attend by their supervisors or classes were perceived as a reward and workers competed to attend; 2) Opportunities to attend were self-determined. Interest in participation, while very individualistic, does not take place within a social void. Regardless of what conception is held, the long-term belief that adult education is voluntary is problemmatic. (J Stalker, University of Waikato, Department of Educational Studies, Hamilton, New Zealand).

10022   Szasz, A. 1992, December. "Progress Through Mischief - The Social Movement Alternative to Secondary Associations." *Politics & Society* 20:521-528.

A brief theoretical note in response to an analysis of state/civil society relations by Cohen and Rogers in the same journal. Two concerns are raised in the context of the politics of hazardous waste in the U.S.: 1) Calls for participation by "well-behaved" groups are inherently cooptative in intent; and 2) there are

circumstances in which 'mischief of faction' produces rational policy outcomes and other "political developments that all supporters of genuine democracy fervently hope for."

10023 Trojan, A., H. Hildebrandt, C. Deneke and M. Faltis. "The Role of Community Groups and Voluntary Organizations in Health Promotion." Pp. 441-466 in *Health Promotion Research*, B. Bardura and I. Kickbusch. WHO Regional Publications European Series, 37, 1211 27 Geneva/Switzerland: World Health Organization.

This article reports results of a survey of the involvement of 473 community organizations in Hamburg, Germany in health promotion. The project occurred within an action research framework which also resulted in a conference of more than 3000 representatives from local organizations to discuss the results of the study, and make policy recommendations to health authorities in the city.

10024 Wach, Howard M. 1993, March. "Unitarian Philanthropy and Cultural Hegemony in Comparative Perspective - Manchester and Boston, 1827-1848." *Journal of Social History* 26:539-557.

Reviews historical evidence of two-way, trans-Atlantic dialogue between early 19th century Unitarian philanthropists in the two cities, focusing largely upon Bostonians Joseph Tuckerman and William Ellery Channing, and Channing's Manchester disciple, John James Tayler. 'Rejecting the evangelical stress on sin, redemption and conversion, Utilitarian philanthropists sought to teach their way to social relations reconstructed to serve two versions of hegemony. In Manchester, middle-class Unitarians negotiated their demands for equality--religious, social and political--within the inherited hierarchical norms of English society. In Boston, rich Unitarians transformed their elite status into an informal aristocracy within an ascriptively democratic and formally republican political culture. The conceptual claims of philanthropy were thus enmeshed in the emergent conciousness of two stewart classes, within two distinctive social contexts, at a critical, self-defining moment of hegamonic consolidation.'. (Howard M. Wach, Clarkson University; Center for Liberal Studies; Potsdam NY 13699-5750).

10025 Wang, Jia and Betty S. Coffee. 1992. "Board Composition and Corporate Philanthropy." *Journal of Business Ethics* 11:771-778.

Examines the relation between board composition and corporate philanthropy in a survey of 78 boards of Fortune 500 corporations in 1984. The ratio of insiders to outsiders, percentage of insider stock ownership and the proportion of female and minority board members were all found to be significant predictors of firms' charitable contributions.