

# CENTRE FOR VOLUNTARY SECTOR STUDIES



## A DECADE OF GROWTH AND ACHIEVEMENT

## Contents

A Decade and Counting...	2
Finding Balance: Successful Integration of Ethnic Groups	4
Youth Community Service: Developing Lifelong Volunteers	6
Women's Voluntary Organizations are Different	8
Closing the Loop: Building Civil Society	10
In Good Company: Research Assistants at CVSS	12
On the International Scene	14
Nonprofit Management Education: An Interdisciplinary Frontier	15
Research Grants	17
Listing of Available CVSS Working Papers	18

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## *A Message From the Dean of the Faculty of Business*

I AM DELIGHTED TO congratulate the Centre for Voluntary Sector Studies (CVSS) and its Director Dr. Agnes Meinhard on the Centre's 10th anniversary. The work of CVSS demonstrates how business schools can extend their reach into the nonprofit sector. The Centre's mandate to increase the understanding of the unique problems faced by voluntary organizations and by doing so contribute to more effective management and policy outcomes is indeed a mission.

Over the last decade, CVSS has generated 12 research grants in excess of \$250,000; hosted 2 conferences, and employed scores of research assistants. Their research activity has led to 8 refereed journal articles; 16 peer-reviewed conference proceedings; 3 book chapters; 30 working papers; and several technical reports. The activities and energy of the Centre have been responsible, in large part, for the development of Canada's first undergraduate certificate program in Interdisciplinary Studies in Nonprofit and Voluntary Sector Management and for the delivery of professional workshops to a number of nonprofit organizations. Currently, the CVSS team is finalizing 4 papers for publication, preparing 2 books summarizing their research, and is collaborating with Ryerson and international research centres on new projects.

CVSS continues to demonstrate the very best of the educational philosophy of Ryerson University and the Faculty of Business that stresses partnership: professional oriented research and education and community engagement.

Again, congratulations for a remarkable first ten years. We look forward to watching the growth and evolution of CVSS over the next decade.

Dr. Ken Jones  
Dean, Faculty of Business  
Ryerson University

# A Decade and Counting . . .

*Agnes Meinhard, Director*



2006 MARKS THE end of the first decade of research and education at the Centre for Voluntary Sector Studies. To celebrate, we decided to publish this retrospective of our accomplishments. Looking back, we have seen a blossoming of research about the voluntary sector and a pro-

liferation of educational programs in a diverse and multidisciplinary field. We are proud of our role in contributing to this growing body of knowledge and education. In fact, when established, CVSS was one of only two university research centres dedicated to studying the nonprofit sector. The following pages will give you a taste of who we are and how we came to be.

When I arrived in 1992, Ryerson was just beginning its transformation from a polytechnical institute to a full-fledged university. A cornerstone of this transformation was a new emphasis on research. Those were exciting activity-filled days, backed by substantial financial support, that helped Ryerson become respected for both research and teaching. The energy of that time fostered new collaborative efforts.

I discovered that many of my colleagues were interested in the nonprofit sector, but aside from a small cadre of researchers in Canada, few scholars were involved in empirical research. Given this situation, I saw an opportunity for Ryerson to establish a niche and approached Bonnie Patterson, the Dean of Business at that time, with a proposal to create a research centre that would address the unique organizational challenges facing nonprofit organizations. She immediately saw the logic and benefit for students of situating such a centre in a business school. The nonprofit world is in need of skilled workers and many of our graduates are attracted to the sector.

The proposal was successful and by fall 1995, the Centre for Voluntary Sector Studies was “in business.” Mary Foster came on board as Associate Director of the Centre. Her marketing background, boundless energy, and practical experience with nonprofit organizations assured that CVSS

was off to a great start.

Our initial goals were two-fold. First, we sought significant research funding to carry out our initial major project. We were awarded a SSHRC grant in 1997 to conduct a comparative study investigating the responses of women’s voluntary organizations to changing social, political and economic environments. This was the first large quantitative study conducted in Canada to focus on women’s organizations in comparison with other organizations.

After we secured this first grant, we began developing an academic program that would offer students practical skills for employment in the nonprofit sector based on a sound theoretical understanding of how organizations function. In 1997, CVSS collaborated with Ryerson’s School of Business Management, the School of Public Administration, and the School of Social Work to offer a Certificate Program in Interdisciplinary Studies in Nonprofit and Voluntary Sector Management. This program was the first truly multidisciplinary course of studies offered at Ryerson. To launch it, we held a conference, “Spotlight on Nonprofit Organizations,” with Ed Broadbent as the keynote speaker. Many nonprofit agencies attended. The Broadbent report, put forth by a group of national voluntary agencies called the Voluntary Sector Roundtable, recognized the strength of the sector and noted the need for redesigning structures and processes in the face of a changing environment for nonprofits. The time was ripe for increased research and education to be offered in the field of nonprofits.

By its fifth anniversary, the Centre was established in both its research and educational mandates. We had proved our long-term strength with additional research funding from outside agencies, the graduation of the first three students from the certificate program and the release of thirteen working papers. In the next five years, we consolidated our research agenda and gradually expanded our research team. Ida Berger came on board and spearheaded a project examining the influence of ethnicity on volunteering and the role of nonprofit organizations in integrating new Canadians. This research was funded by a special grant made available in 2000, the Year of the Volunteer. Soon after, we were awarded another SSHRC – Kahanoff Foundation grant to study changing perspectives on the relationships among the public, nonprofit and corporate sectors. Several new

projects followed. For example, in partnership with Dr. Cecilia Rocha at Ryerson's Centre for Studies in Food Security, we are examining the role of the nongovernmental sector in Brazil in ensuring food security in three of Brazil's poorest provinces.

CVSS engages not only in academic research, but also provides research services to nonprofit organizations. We worked with agencies like Ontario Youth Employment Centres, Easter Seals, First Nations Technical Institute, and Supportive Housing in Peel by sharing our research expertise. CVSS researchers are actively involved in national and international conferences and round-table discussions on the future of the nonprofit sector. In July 2004, we acted as the local host for the 6th Biennial Conference of the International Society for Third Sector Research (ISTR).

One of the most satisfying aspects of being the director of this wonderful Centre is the opportunity not only for collaborating with interesting colleagues, but also for leading teams of young research assistants, helping develop their investigative skills and instilling in them a love for research. Too many students have graced our Centre to be able to name them all, but some stand out for their tireless contributions: Ilan Alleson, Grace Kim, Grace MacDonald,

Louise Moher, Katie Rabinowitz, Donald Taylor, and Hong Tran. In fact, the idea for this publication came from our current team: Itay Greenspan, Maame Twum-Barima, and Pike Wright. Under Pike's direction, they envisioned the format, collected information and statistics, interviewed people from past and present and wrote the articles. The cover art is also designed by a CVSS team member: Tamar Alleson.

In the fall of 2006, CVSS will relocate to a permanent space in the new Business building at the corner of Bay and Dundas in downtown Toronto. My hope for the coming decade is to consolidate CVSS as the home base for Ryerson researchers interested in the nonprofit sector to continue to support the nonprofit community in their endeavours, and to enhance educational opportunities for students interested in the nonprofit world.

We've had a great first decade. On to the second!



Agnes Meinhard, Ph.D.  
Director, CVSS

## What's in a Name?

What do you call the 161,000 organizations that account for 6.8% of Canada's GDP, provide jobs for 2 million Canadians, and benefit from the efforts of 6.5 million volunteers? Well, nobody knows for sure! Interchangeably, they are referred to as voluntary, nonprofit, charitable, or nongovernmental organizations. As a group they are often referred to as the voluntary or third sector. Whatever it is called, the work of this sector extends to all parts of Canadian society: serving the disabled, needy, abused and disadvantaged; providing sports, cultural, and recreational activities to all; educating and advocating on environmental and health issues; promoting human rights and equality; and giving voice to the disenfranchised. Taken together, the volunteer 'labour force' of the sector translates into 1.2 million full-time jobs, adding more than \$13 billion annually to the economy. Given the entrenched presence of these organizations in Canada's historical, social, political and economic life, and their contributions to building a better world, this sector is now often referred to as "civil society". Whatever we call it, the voluntary sector makes a significant social and economic contribution to Canada.

\*These estimates come from analyses of three Statistics Canada datasets: the National Survey of Nonprofit and Voluntary Organizations (2005), the National Survey of Giving, Volunteering and Participating (2000), and the Satellite Account of Nonprofit Institutions and Volunteering (2004).

# Finding Balance: Successful Integration of Ethnic Groups

WHILE ENGAGING IN voluntary behaviour enhances social and economic success for all Canadians, it has special significance for immigrants. In 2004, with the help of a SSHRC grant, Ida Berger led a CVSS team in developing a framework to trace the relationship between ethnic identity and voluntary behaviour, and examining how that relationship is affected by attitudes, norms and social barriers. We found that participation in the voluntary sector varies greatly by ethnicity.

Why is this important? Voluntary participation in civic life has a positive effect on individuals: it provides a sense of belonging, develops trust in society, creates co-operation and sharing, boosts self-esteem and enhances feelings of empowerment. So if some ethnic groups are 'outside' the mainstream voluntary sector, then they may also be 'outside' the processes through which they may participate fully in Canadian society. Volunteering clearly has a role to play in successful social integration by contributing to economic prosperity, peace, security, stability and social justice.

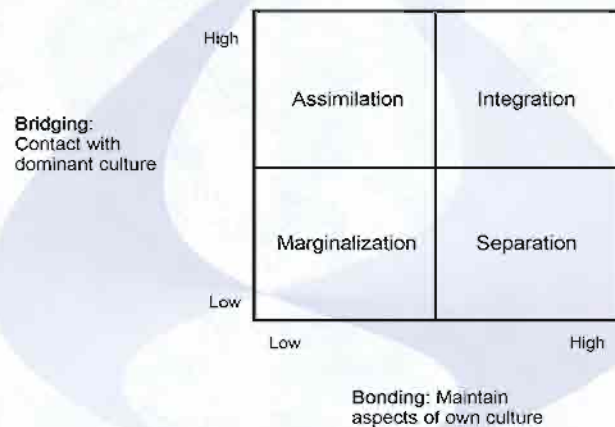
Picture this: a new Chinese immigrant to Canada seeks out a volunteering experience at a Chinese-Canadian non-profit agency. That person speaks Mandarin, meets other new Chinese immigrants and shares experiences with them. Eventually, through these community contacts s/he locates a job in a Chinese business. Now picture this second case: the same Chinese immigrant seeks out a similar opportunity from a community agency not associated with a particular ethnic group. With support in overcoming language barriers, this new immigrant shares experiences with a range of people from different ethnic backgrounds, and also agrees to be paired with an established Canadian in the community. Eventually, through these community contacts s/he finds employment in a business that has no

particular Chinese links.

While both scenarios can build feelings of belonging, community connectedness, trust and support, they represent two very distinct types of social cohesion. The first represents a "bonding" function between like individuals, while the second represents a "bridging" function in which individuals develop relationships and networks with people different from themselves. The difficulty is that "bonding" experiences, without overlapping connections outside the group, can lead to marginalization and isolation – the opposite of social integration.

These ideas build on Berry's theory of acculturation. The model describes four groups based on the value of ethnic identity (bonding) and the value of participation in the

Berry's Model of Acculturation<sup>1</sup>



host society (bridging). According to this model, minority group integration is the most positive and inclusive strategy of acculturation. Integration is maintaining aspects of one's own culture (bonding), while also interacting and connecting with the dominant culture (bridging). Finding

1. Berry, J.W. (1997). "Immigration, acculturation, and adaptation", *Applied Psychology: An International Review*, 46(1), 5-68.

"The Centre for Voluntary Sector Studies has played an important role in moving the Faculty of Business research agenda forward. As a focal point for collaborative research in the nonprofit sector across the University, CVSS has provided opportunities for many faculty. In my mind, a highlight of CVSS's work was its sponsorship of the International Society of Third Sector Research (ISTR) Conference in July 2004 which showcased Ryerson's role in this area. CVSS has also attracted external funding to Ryerson and CVSS Research Associates have received a number of grants from SSHRC and other agencies. The Centre has an impressive history of achievement, exemplified by the unique Ryerson mandate of linking theory with practice in promoting quality research which addresses important issues in the voluntary sector.

On behalf of the Faculty, I want to congratulate CVSS on its 10<sup>th</sup> anniversary."

Wendy Cukier, Ph.D.  
Associate Dean, Faculty of Business  
Ryerson University

the proper balance between these competing values seems to be crucial in fostering an inclusive, multicultural Canadian society.

Using data from the Statistics Canada Ethnic Diversity Survey, the research team focused on the experiences of eight self-identified ethnic groups in Toronto: Anglo-Saxon, Chinese, French, Former Soviet Union, Italian, Jewish, Polish and South Asian. Our research shows that groups that reach out and engage with the host society are more socially successful than those that maintain close ties only within their own ethnic community. The most successful groups are those that do both bridging and bonding. This is what defines integration in Berry's model.

In many ways, this research has been experimental and new. Cross-cultural research on the Canadian voluntary sector is a relatively new domain. What is the right bal-

ance of bridging and bonding behaviours? How can it be attained? How can mainstream nonprofit organizations be motivated and supported to reach out and welcome volunteers from other ethnic communities? These questions remain to be considered.

CVSS has recently been awarded a grant from the Centre for Excellence on Research in Immigration and Settlement (CERIS) to further our research. We hope the results can be used to develop a better understanding of the role of nonprofit organizations in integrating new Canadians, to consider some public policy issues surrounding ethnic community integration and to highlight directions for further study.

*For further details on this research, we invite you to consult our listing of CVSS Working Papers at the end of this publication and visit our website at [www.ryerson.ca/cvss](http://www.ryerson.ca/cvss).*

"First Nations Technical Institute (FNIT) would like to extend sincere congratulations to CVSS in its celebration of a decade of research and education. As a former client, FNIT can attest to the caliber of work performed by the Centre. We wish continued success to Agnes Meinhard and all members of the Centre as they move forward into the next decade!"

FNIT, Tyendinaga Mohawk Territory, Ontario

"Agi, congratulations on your achievements. I have truly benefited from and enjoy your insight, wisdom and sense of fun. You rock and keep it up!"

Deb Fels, Director  
Centre for Learning Technologies  
Ryerson University

"Easter Seals Canada congratulates the Centre for Voluntary Sector Studies for leadership in partnering with nonprofit organizations to conduct community based research. We are proud to have collaborated on documenting the serious impact of rising liability insurance costs on the voluntary sector."

Max Beck & Vanessa Pfaff  
Easter Seals Canada

"Congratulations! A decade! It seems like only yesterday that CVSS emerged from its earlier, marginalized incarnations. It now leads the country in undergraduate education in voluntary sector studies and has a track record second to none for research and publication."

Vic Murray, Ph.D.  
Adjunct Professor, School of Public Administration  
University of Victoria

# Youth Community Service: Developing Lifelong Volunteers

YOUTH VOLUNTEERS ARE a significant force in Canadian society. They contributed 15% of all volunteer hours (approximately 154 million hours) in 2000.<sup>1</sup> When the Ontario government mandated 40 hours of community service for high school students in 1999, nonprofit agencies, educational policy analysts and the media rushed to discuss the implications of this far-reaching initiative. The announcement dovetailed with research already underway at CVSS. Since 1996, we had been surveying community service programs in Toronto high schools to determine what type of service experience encourages students to stay involved in their communities.

The new government policy provided an opportunity to explore the changing relationship between government and the nonprofit sector. As other Centre research indicates, government funding cuts to the nonprofit sector have significantly changed the way nonprofits operate. In Ontario, the government had encouraged individual volunteering to replace losses caused by cuts in government funding. But the nonprofit sector viewed the new high school policy with some trepidation. Although enthusiastic about the prospect of new volunteers, nonprofit agencies were disappointed in the non-consultative way in which the government planned the new program. They feared being unable to handle an influx of youth volunteers, given already tight budgets for

**RESEARCH SUGGESTS THAT THE MORE HIGHLY STRUCTURED AND CURRICULUM-CENTRED THE COMMUNITY SERVICE PROGRAM IS, THE GREATER THE POSITIVE IMPACT ON THE STUDENT.**

staff and programs. They were also concerned about high volunteer turnover rates, high costs of training, and the threat of job losses for paid employees.

In addition, the Ontario government policy provided no direction on how the service component should be imple-

<sup>1</sup>Hall, McKee, & Roberts, 2001, *Caring Canadians, Involved Canadians: Highlights from the 2000 National Survey of Giving, Volunteering and Participating Ottawa: Statistics Canada.*

mented. This lack of direction, coupled by a lack of funding to administer the program, meant many schools left students on their own to fulfill the service requirement. This runs contrary to ample evidence indicating that simply appending community service hours to graduation requirements is not effective.

Some research, including ours, suggests that the more highly structured and curriculum-centered the program is, the greater the positive impact on the student. Key characteristics such as student opportunity for meaningful work, input, and reflection, as well as committed on-site adult supervision are key structural characteristics of school-based programs that benefit students and the community as a whole.

In our 1997 survey of 162 Toronto schools before the mandated service, almost half of the student volunteers surveyed reported that their volunteering was very meaningful. When volunteers were compared with non-volunteers on the various scales, we found that they scored significantly higher on self-esteem and social responsibility indicators. Approximately 30% of the students were unhappy and/or did not find the volunteer work meaningful. The unsatisfied students reported few opportunities to share their experiences with teachers, fellow students, or adult supervisors.

In follow-up interviews in 2004, we discovered that placements involving interpersonal contact are not the norm in the mandatory program. Students, if left to their own devices, will most often choose work that demands less physical, cognitive, or emotional investment. The program would improve if educators could ensure service that involves personal contact with the community. But schools don't have staff time to do this. Students submit their logs of community service hours with contact information for their supervisors; however, not one educator interviewed had ever contacted a supervisor to review the service experience. While all schools note enthusiasm for the program, the resources to implement a meaningful, structured program have not been provided.

Educators agreed that the compulsory community service component provides an equal opportunity for all students, regardless of background, to learn through community service. However, many pointed out that the students who are

visibly benefiting from the program are those who would have volunteered regardless of the curriculum requirement.

One educator, reluctant to evaluate the government policy, explained that “there has to be light reflecting off the program to see results. I can’t see anything, because all I see are the reports on the number of hours. Previously, in my class ... the students did reports, I did one-on-one interviews with them, they did large presentations ... now, there is nothing to reflect light. No one is asking questions about the effectiveness of the program.”

Would things have been different, had the Ontario program been more structured? Our research indicates that building partnerships with voluntary agencies, providing opportunities for students to share their experiences with others, and helping students understand the context for their volunteering are fundamental for successful educational programs. It seems plausible that the more positive the volunteering experiences of the students, the mandatory nature of the program notwithstanding, the greater the likelihood of continued volunteering in the future.

Clearly, an opportunity was missed with the first cohort of

students required to fulfill the new government mandate of forty hours of community service. Unless placements are well planned, students might not undergo positive social development or develop lifelong commitment to community. There is, of course, still time to strengthen the program in the future. A first step is already underway - the Ontario Ministry of Education has commissioned an official program evaluation. In addition, a survey of similar programs in other jurisdictions, as well as consultation with students, teachers and volunteer coordinators may lead to concrete ideas for improvement. This can also foster greater commitment from teachers and voluntary agencies working directly with students. With significant evaluation and support from the educational field, government policy makers and nonprofit managers, the program can be effectively retooled to benefit all. Finally, a structured program requires resources; there must be a willingness on the part of the Ministry of Education and the school boards to budget accordingly.

*For further details on this research, we invite you to consult our listing of CVSS Working Papers at the end of this publication and visit our website at [www.ryerson.ca/cvss](http://www.ryerson.ca/cvss).*

## What do students want from community service?

Real responsibility, challenging tasks, and a variety of activities – service with meaning

Input into choosing and designing community projects – I want to be more involved

A chance to talk about what I’ve learned – in class, and with my family and friends

Mentors and supervisors from the community organization – tell me how to improve

(Results from CVSS 1998 study)

“After a few years of coming to Toronto and attending ARNOVA, I learned of Agnes Meinhard and her colleagues. What they accomplished in a short period of time is an academic miracle. Within a decade, CVSS became the flagship of nonprofit research in Toronto if not Canada and a source of innovative research and training.”

Ram A Cnaan, Ph.D.  
Professor and Associate Dean for Research and Doctoral Education  
School of Social Policy and Practice  
University of Pennsylvania

# Women's Voluntary Organizations are Different

AS WOMEN HAVE GAINED access to a wider range of professions in Canadian society in the past few decades, their presence has been especially significant in the voluntary sector. With their rich experience and valued contributions, women have been able to break barriers to managerial advancement that still exist in the corporate world. Sixty-six per cent of managers in nonprofit organizations are women, compared with 36% in the for-profit world. The contrast at the most senior levels of management is even more striking. According to several studies, women lead almost half of all nonprofit organizations, although this rate dips to around 30% in larger and more prestigious nonprofits. Nevertheless, it far exceeds the estimated rate of 2.5% to 15% in the corporate sector.<sup>1</sup>

In the past, volunteering was one of the few socially sanctioned extra-domestic activities available to most women. Canada's social history is replete with examples of women organizing to gain equal rights, as well as serving society as a whole. By the beginning of the twentieth century, they were administering organizations in the fields of philanthropy, arts and sciences and social reform. Indeed, these organizations laid the foundations of the modern Canadian voluntary sector and provided a blueprint for the emerging profession of social work.

Despite this long history, women's voluntary organizations in Canada had never been expansively surveyed. In 1998, CVSS received a SSHRC grant to survey the responses of women's voluntary organizations to the changing social, political and economic environment. For the purpose of this study, we defined a women's organization as one whose executive director and board chair were women, and whose board composition was two-thirds women. Combining qualitative and quantitative methods, we interviewed 351 executive directors of women's organizations and compared their responses to those of 294 directors of gender-neutral organizations. We anticipated differences between the two types of organizations for several reasons. First, because women's organizations provide different kinds of services and have different funding environments, we expected them to experience changes differently. Second, there is evidence that women's organizations are structured differently, which may affect organizational and interorganizational strategies.

1 All statistics from this paragraph come from McMullen & Schellenberg, 2002, Mapping the non-profit sector: CPRN Research Series on Human Resources in the Non-profit Sector, No. 1. Ottawa: Canadian Policy Research Networks.

Third, women's socialization experiences are different from men's, affecting not only how they perceive the environment, but also how they react to new and more competitive demands placed on their organizations.

Indeed, we found several significant differences. First, although all the organizations we surveyed were critical of government policy and pessimistic about the future, women's organizations were more so. "The cutbacks kicked down so fast that you couldn't plan ahead," said one interviewee. "It was almost like you were thrown into crisis mode and you react accordingly." They also felt more vulnerable to the whims of government. "We don't trust that [the government's] intentions, their directions, their signals are going to be good," said one executive director of a women's organization.

Second, unlike other organizations, women's organizations reported that they had been obliged to take over the service delivery for defunct organizations. They also complained that their clients' needs were of low funding priority. "Our front-line workers report that it is clear to women [clients] that they're not valued, that the impact of these cuts is that their lives and situations are not valued, and that it's easier for them to see themselves as victims," reported another executive director.

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WOMEN'S ORGANIZATIONS LAID  
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Third, although the trend in all voluntary organizations was to become more "businesslike" and develop new marketing orientations to help diversify revenue sources, women's organizations were less likely to do either for fear of diverting their energy from service delivery to commercial

and marketing activities. “You can’t be inflexible in an economic climate like this, but at the same time you can’t sacrifice your philosophy or your mandate to reach that goal,” one executive director explained.

Fourth, women’s organizations were less inclined to embrace competitive strategies and more likely to focus on collaborative relationships. “We pay attention to what other women’s organizations are doing and try to help in any way we can,” said one interviewee. “I think we have to be very, very careful that we don’t start applying for each other’s money and coming out with projects to get money to keep doors open that other people would normally be working on. We have to be very careful that we don’t do that to each other.”

Finally, one of the most interesting differences to emerge from this study is that women’s organizations, in keeping with their social justice roots, reported spending much more time engaging in political action than gender-neutral organizations. “We are out there; we’re talking to the media [and] the press, letting them know that there is a problem, that it’s not going away regardless of what Stats Canada wants you to believe,” one interviewee said. “If we put pressure on any level of government, they will eventually start paying attention and do something about it,” explained another.

As the first large-scale, comparative study investigating women’s voluntary organizations in Canada, these findings add new information to the growing body of knowledge about women’s organizations. They also pose some new questions. For example, are the differences noted in our study a result of feminist ideology, or do organizations composed mostly of women just behave differently? Most research does not separate these two determinants, but they may have important implications in understanding gender differences between organizations. Although we were not able to fully answer this question, our study provides some tantalizing clues. Our sample contains not only feminist organizations solely serving women, but also women-led organizations serving children, families and the general public. Both types of women’s organizations differed from gender-neutral organizations. This suggests that differences we found may not only be an expression of feminist ideology, as implied in some previous studies, but may also be the result of different cultural dynamics in women-led organizations.

*For further details on this research, we invite you to consult our listing of CVSS Working Papers at the end of this publication and visit our website at [www.ryerson.ca/cvss](http://www.ryerson.ca/cvss).*

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“It is my great pleasure to congratulate you on your anniversary from a fellow centre director. As one of the first centres of its kind in Canada and indeed in the world, you had both the difficult task of practically creating a new field of academic studies and the gratification in seeing it grow and develop. I know that feeling as I have been in the same position. I wish you and your centre continued growth and success for many years to come.”

Benjamin Gidron, Ph.D.  
Director, Israel Center for Third Sector Research and School of Management  
Ben Gurion University of the Negev

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# Closing the Loop: Building Civil Society

THE NEW SCIENCE of quantum physics proposes that relationships are the building blocks of nature. Things change form and property as they respond to one another. From CVSS's nationwide survey of nonprofit organizations, it was clear that society's three main sectors (government, for-profit and nonprofit) were likewise changing in fundamental ways in relation to each other. To gain deeper insight into each sector's role in forging a new concept of civil society, we decided to "close the loop" by conducting interviews with civil servants and corporate executives in addition to the interviews already conducted with nonprofit executives.

## THE CHANGING SCENE

Over the past two decades, relationships between government, nonprofits, and corporations have been significantly altered by a change in Canada's prevailing social and political philosophy. The traditional partnership between government and the voluntary sector has been gradually eroding, as Canada shifts from a social welfare conception of state to a neo-conservative philosophy of "less government is better." Our expansive post-war welfare state has been dramatically cut, especially funds to the nonprofit sector. On the other hand, government has altered its tax policies to encourage greater charitable giving by individuals and corporations. The federal government has also signed the Voluntary Sector Accord which declares "a public commitment to more open, transparent, consistent and collaborative ways of working together." What does each sector think of this changing reality?

## VIEWS FROM THE NONPROFIT SECTOR

We started our "loop" trail by surveying 645 voluntary organizations from across Canada. As a result of the rollback of the welfare state, these organizations felt an increased demand for their services from client groups. At the same time, funding cuts reduced the range of options open to them to service the increased client base. Overall, this led to an increased sense of vulnerability and deep concern for the future. In addition, voluntary organizations were required to be more accountable for every government dollar spent by reporting the outcomes of their activities. There was deep malaise on the part of the survey respondents at the precipitous way in which policy changes were introduced by government.

To face this new reality and increase their chances of surviving the cutbacks, many organizations adopted a proactive approach. They increased their focus on marketing activities, became more entrepreneurial, worked more closely with other organizations and diversified their funding sources. These positive steps notwithstanding, nonprofit leaders are pessimistic about the future. They believe the situation for marginalized groups in society will only get worse. They feel that corporations are not making the voluntary sector a donating priority and they see the gap between society's "haves" and "have-nots" expanding.

## VIEWS FROM GOVERNMENT

The next phase of the "loop" took us to six Ontario government ministries, where we interviewed twenty civil servants with strong ties to the nonprofit sector.

The first theme of these interviews echoed concerns we heard from the nonprofit sector about accountability. "This [Ontario] government has been very clear on its commitment on accountability to taxpayers on how their tax dollars are being spent. And that has led all of us to be accountable for our programs and that means knowing what your programs are doing, not just how many dollars you are spending," explained one interviewee. While many civil servants applauded this policy move, most felt that standards of accountability should be drawn up by the agencies themselves or in partnership with them because "as soon as the government starts exerting more control, you take more ownership. The more ownership you take, the more accountable you are for anything that goes wrong. And it's to the government's advantage to make sure that there is a lot more distance between them and the groups."

Second, government officials saw themselves in a "brokering" role. One interviewee described this role using a flashlight metaphor. She likened new policy to the circle of light made by a flashlight. Some organizations are ready to take advantage, as the light shines directly on them, but there are others that need help adjusting to new conditions. These are the ones at the edge of the light, according to her metaphor, and it is her role as a civil servant to help them take advantage of the opportunities presented by new policy initiatives. Another part of this role is acting as a conduit for good ideas from the grassroots. "We're working very cooperatively and collaboratively with them to give them a voice

and to take that voice and to bring it forward to government to make some of the connections,” another interviewee explained.

The third theme that emerged from our interviews was the desirability of fostering partnerships among nonprofits and between nonprofit organizations and the for-profit sector. From the government’s standpoint, this is the ideal future for nonprofits in Canada.

#### VIEWS FROM THE CORPORATE SECTOR

The last leg of our “loop” brought us to the corporate sector. We interviewed executives from fourteen Canadian corporations, representing natural resources, finance, retail, technology, food and beverage and communications. All interviewees believed in the importance of a vibrant voluntary sector and agreed that it is time for corporations to give back to their communities. To this end, their companies offer support in different and innovative ways, both through direct giving and by encouraging and facilitating employee volunteer programs.

The corporate interviewees were enthusiastic about partnering with charitable organizations, thereby linking them to a worthy cause. In addition to providing their company with increased market exposure, partnerships and sponsorships increase employee pride and satisfaction. In comparison to government, corporations have lax accountability requirements; instead they rely on trust and previous reputation. Moving to more active partnerships from pure philanthropic donation is another way in which some corporations feel they have more involvement with their beneficiaries. In many companies, employee volunteering projects are common: topping up fundraising efforts of employees, giving paid time off, and rewarding employees by contributing to their favourite groups are just a few of the ways in which corporations encourage and support volunteering.

Overall, corporations acknowledged the importance of the nonprofit sector, but also were critical of inefficiencies in nonprofit organizations and the somewhat frequent duplication of services. One interviewee said “most of them out there are doing a terrific job. But I also wonder if they couldn’t streamline a little bit because it is almost overwhelming when you have ten organizations all doing wonderful things...maybe coordinate things a little bit?”

While corporate donors seem ready to increase their support, in their view, the onus for providing social, educational and cultural services still lies with the government. “I think there is a huge responsibility there for government and I am not sure that in my opinion they are taking responsibility for it. I think they try to dodge it whenever they can,” opined one corporate representative. They feel unable to comply with the growing number of requests resulting from government cutbacks. “Corporations and the private sector

are feeling the crunch, it’s everywhere – every charitable organization from grassroots to the most established and well known and successful are coming at you from every angle,” explained another corporate interviewee.

### ALL CORPORATE INTERVIEWEES BELIEVED IN THE IMPORTANCE OF A VIBRANT VOLUNTARY SECTOR AND AGREED THAT IT IS TIME FOR THEM TO GIVE BACK TO THEIR COMMUNITIES.

As we tie together all the threads in our research “loop,” we see an overall trend towards a more even distribution of the responsibility for sustaining civil society. And although only one corporation we interviewed was engaged in a partnership involving all three sectors, new research is pointing to the importance of tri-sectoral collaborations in tackling large societal and/or environmental problems, particularly in times of crisis.

*For further details on this research, we invite you to consult our listing of CVSS Working Papers at the end of this publication and visit our website at [www.ryerson.ca/cvss](http://www.ryerson.ca/cvss).*

“In May 2005, Agnes arrived in Hungary and spent two weeks teaching at our business school. Her lectures in managing change were very much enjoyed by the students. During her stay in Pécs, she presented an important CVSS paper on nonprofit commercial ventures that elevated the standard of our programme. I would like to express my appreciation for her contribution. Agnes, I wish you further academic success and good health! Minden jot kivanok Neked, Agi!”

Ferenc Farkas, Ph.D.  
Head of Management Department  
Faculty of Business and Economics  
University of Pécs, Hungary

# *In Good Company - Research Assistants at CVSS*

THE FIRST FOOTNOTE of every CVSS working paper contains an important clue about how research is accomplished at the Centre. It thanks all the research assistants who help in the long process of conceptualizing research, developing research instruments, completing literature reviews, gathering data, analyzing results, and helping to write and edit papers. For many years, CVSS has hired undergraduate students through the Ontario Work-Study Program at Ryerson University. We contacted a number of our former research assistants to understand how being a part of the CVSS research team prepared them for the future.

Grace McDonald came to the Centre in 1997 as a journalism student looking for a way to support her studies by learning research skills. "I didn't really know what I was getting into!" she says. Right away, Grace took on the job of organizing interviews for CVSS's cross-Canada survey of women's nonprofit organizations. "At one point I had about 10 staff people collecting data, we were calling hundreds of organizations across the country," Grace explains. "I can't even believe I did it – it was such a huge undertaking!" Grace notes that she had the independence to take control of her own learning. "One of the things I took away was confidence in my ability to manage projects – I wouldn't have gotten that without CVSS," she says.

Grace credits the mentoring she received from Agnes Meinhard and Mary Foster as instrumental to her career. She recalls how one day Mary convinced her to go further than undergraduate studies and pursue a career in law. "She sat me down and said, 'have you ever thought about it?' The next day I went out and bought my LSAT exam book." Grace now practices corporate finance law in Vancouver.

Ilan Alleson was also an undergraduate student when he became part of the CVSS team. "I enjoyed figuring out how to engage people in discussion," he explains, describing how he called executive directors of women's organizations for detailed interviews. Both Grace and Ilan mention how they came to understand the scope of the voluntary sector and the problems it faces through completing literature reviews on nonprofit issues. For Ilan, this translated to graduate studies working with nonprofits. "Rather than starting with a theory and testing it, I'm working with NGOs to explore our collective ideas and determine how to do research in the most practical and productive way for us," he explains.

"It takes time to build relationships with NGOs, but I think that approaches involving communities in research agendas are becoming more popular within academic settings." Currently a doctoral student in Public Health Sciences at the University of Toronto, Ilan credits CVSS with introducing him to the research process, as well as giving him critical experience in developing grant proposals. "I've been very lucky with grants and a large part of that has to do with my experience working at CVSS."

CVSS's current team includes Maame Twum-Barima, a graduate of the University of Ottawa and currently a Nursing student at Ryerson. Maame has taken an instrumental role in analyzing interviews with the corporate sector regarding their relationships with nonprofit agencies. She enjoys the exposure to academic discussion in working at CVSS. "Agi is a professor and I have always wanted to have a closer relationship with a professor. But it is difficult when your only interaction is in the classroom – it is nice to have an outside friendship." Maame likes getting constructive feedback on her writing from CVSS staff and faculty. She hopes to become a medical doctor.

Hemant Karamchandani, an Accounting student at Ryerson, built a library database of CVSS materials in 2004-2005. "I was new to the country – I had no experience," he explains. "I wanted to work in an office environment, not in a retail store – and Agi gave me the job." Hemant notes that working at CVSS was his practical opportunity to apply his classroom knowledge of statistical programs like SPSS. This year, Hemant was awarded Mentor of the Year by the Ryerson Tri-Mentoring Program. He plans to become a Certified Accountant.

Wanting to move away from administrative work at Ryerson, Louise Moher also came to CVSS for research experience. She worked for CVSS from 2003-2005, and even co-authored a paper. "The atmosphere at CVSS is about teaching students to do research, and helping people to learn. The people who work for CVSS actually accomplish something beyond day-to-day tasks – they have a learning experience," she explains. Again, Mary Foster, the Centre's Associate Director, encouraged Louise to consider further academic study. As a result, Louise enrolled in Osgoode Hall Law School of York University and anticipates graduating in 2007. "The faculty at CVSS appreciated the role they could

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play in my future,” she explains.

Last summer, Itay Greenspan joined the CVSS team as Research Coordinator after completing a Masters of Environmental Studies at York University. His thesis work on advocacy nongovernmental organizations working with the Bedouin minority group of the Negev Desert in Israel gave him wide exposure to the nonprofit and voluntary sector, which was heartily welcomed by CVSS. Led by Ida Berger, CVSS Principal Research Associate, one part of Itay’s involvement is researching charity bike rides, and how personal identity, sports-tourism, and charity interact. “Ida respects my input,” he says. “I am treated as a co-researcher and colleague. It gives me pride to work with professors and be treated as an equal.”

This article would be incomplete without mentioning Pike Wright, former CVSS Research Coordinator and the magnificent editor and driving force of this publication. As is the pattern at CVSS, Pike too is moving on to graduate studies at the University of Toronto.

All research assistants noted that CVSS has a special working culture within the Faculty of Business – particularly in its leadership. “It was nice to be in the company of very smart women. Agi and Mary both are on my list of the most respected women I have met in my life,” Grace says.



(From left to right: Mary Foster, Pike Wright, Agnes Meinhard, Itay Greenspan, and Ida Berger. Missing: Maarne Twum-Barima)

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“Congratulations my dear Agnes! I am so glad that in this past year our two Centres have finally been able to connect in a study of civil society organizations in Brazil. Thank you for the insights, your guidance and your optimism. I am looking forward to many more conversations over some caipirinhas.”

Cecilia Rocha, Director  
Centre for Studies in Food Security  
Ryerson University

# On the International Scene

WHILE THE CENTRE FOR Voluntary Sector Studies' main contribution has been in the realm of the Canadian voluntary sector, we have also pursued opportunities to engage in international projects.

## COMPARATIVE RESEARCH

One of our earliest projects took advantage of a fortuitous coincidence that involved the founding of two almost identical organizations - egalitarian Jewish prayer groups - under vastly different environmental conditions. One organization was situated in a mid-size Canadian city, whereas the other was established in a small Israeli city. Both were created to provide an alternative prayer space that treated men and women equally. The socio-economic and demographic characteristics of the members of the two groups were virtually identical, as was their approach to religion and politics, yet their fates were strikingly different. One is thriving and growing, while the other, after years of teetering, has finally closed its doors. What an opportunity this provided to investigate some of the main tenets of organizational theory.

Briefly, organizational theory contends that in order to survive, newly created organizations must be seen as legitimate by the environment in which they reside. Therefore, the expectation is that the organization in a favourable environment would be the one to survive. The opposite happened in this study. We found that in Canada, where the prayer group was accepted by the larger community, strong internal bonds failed to develop as members drifted into other synagogue congregations. In Israel, however, where the community at large was hostile to the new congregation, the resolve of its members to exist and grow was strengthened.

Another comparative study involving Israel and Canada came about through a chance meeting at an international conference between Centre Director Agnes Meinhard and Professor Hillel Schmid from the Hebrew University of Jerusalem. Both researchers were interested in partnerships between nonprofit social service organizations and for-profit

business enterprises. Their discussions resulted in a grant from the Halbert Centre for Canadian Studies in Israel to explore the nature of cross-sectoral collaboration in the two countries. Although reasons and motivations for forming partnerships were similar, the results of the study did reveal some key differences between the two countries. In Israel, collaboration was based on informal relationships, networks, and acquaintances rather than by contract. In Canada partnerships were more formal and structured.

## NONPROFITS IN FOOD SECURITY ISSUES: BRAZIL

A current study provides the CVSS team an opportunity to expand its investigations of cross-sectoral collaborations. Since 2005, CVSS has been working with the Centre for Studies in Food Security (CSFS) at Ryerson to study a perplexing paradox in Brazil: although that country is self-sufficient in food, over 40 million Brazilians suffer from food and nutrition insecurity. CVSS and CSFS are investigating how government, nonprofits, and for-profit companies are forming Local Councils for Food and Nutrition Security. With a broad mandate to address food and nutrition insecurity, the effectiveness of the Local Councils will depend on the success of the interaction between these three sectors of society. CVSS and CSFS are examining this unique approach, as well as considering larger questions about the role of civil society organizations in ensuring food security. They do this by developing micro-credit programs, improving on traditional service delivery, and providing educational programs. This research, based in Brazil, is taking place over the next few years.

## BRINGING SCHOLARS TOGETHER: THE INTERNATIONAL SOCIETY FOR THIRD SECTOR RESEARCH

For four days in July 2004, CVSS co-hosted the Sixth Annual Conference of the International Society for Third Sector Research (ISTR) at Ryerson University. Approximately 500 scholars and practitioners from fifty-two countries convened to address the conference theme "Contesting

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"As an organizational theorist, I first met Agnes in books and papers. Later we co-operated in a study about the corporate-nonprofit relationships in Canada and Israel. I found a real partner and excellent researcher - supportive and encouraging. I enjoyed working with her and looking forward to future collaboration with CVSS."

Hillel Schmid, Ph.D.  
Dean, School of Social Work and Social Welfare  
The Hebrew University of Jerusalem.

Citizenship and Civil Society in a Divided World.” Topics included Gender and Development, Social Economy and the Third Sector, Canada’s Nonprofit and Voluntary Organizations, and Legitimacy, Transparency and Accountability. The conference plenary featured Dr. Saad Eddin Ibrahim, an internationally renowned sociologist and advocate for democracy and human rights in Egypt. Ryerson’s own John Shields, a CVSS affiliate scholar, along with Ted Richmond of the Laidlaw Foundation, won “Best Poster Presentation” for their research on the restructuring of Canada’s nonprofit sector. This study is now available as a CVSS Working Paper.

The conference was acknowledged as the most successful of ISTR conferences to date in terms of the number of delegates, quality of scholarships and extent of donor support, much of it from Canadian sources: Canadian International Development Agency (CIDA), Social Science Humanities Research Council (SSHRC), Canadian universities such as Ryerson, York, Queen’s, Carleton and the Universities of Toronto and Montreal.

“With congratulations and best wishes in celebration of a decade of excellence in research and education in the voluntary sector. We are most honored by CVSS’s hosting of the Sixth International ISTR Conference in Toronto in July 2004 which brought together a global gathering of scholars, researchers, and practitioners to explore developments in the sector.”

Margery Daniels, Executive Director  
Masayuki Deguchi, President  
The International Society for Third Sector Research (ISTR)

## *Nonprofit Management Education: An Interdisciplinary Frontier*

LOBBYING GOVERNMENT; managing diverse staff and clients; fundraising amidst budget cuts; advocating for the downtrodden; promoting international volunteerism; social change theory. Consider these topics, and more, within a Canadian context of legal, economic and political change, and you begin to see the interdisciplinary challenge of providing nonprofit management education. CVSS took a lead role almost ten years ago in establishing Ryerson’s certificate program in Interdisciplinary Studies in Nonprofit and Voluntary Sector Management. At its inception, it was the first full university credit undergraduate program in nonprofit studies to be offered, and to this day it is the only interdisciplinary curriculum in Canada.

The original planning team envisioned a nonprofit management program based on sound theory and empirical research, combined with applied practice and skills development. Participants in the first meetings included Agnes Meinhard, representing the School of Business Management, and Carla Cassidy and Gerda Kaegi (who later became the coordinator of the program) from the School of Public Administration. Soon they were joined by Cathy McCarthy from the School of Social Work, John

Shields from Public Administration, Paulette Padanyi from Business Management, and Phil Schalm and Martha Ireland from the School of Continuing Education.

This diverse Ryerson group formed a strong and well-respected academic team that advocated for a new model of interdisciplinary education. “People saw this as an interesting and exciting program of high academic quality,” says John Shields who teaches courses in the program.

Although educational nonprofit courses were being offered elsewhere, none promised a rigorous academic understanding of the sector. According to Gerda Kaegi, nonprofit education needs to have a strong theoretical base in order to provide new job opportunities for graduates. “It has been a passion of mine since I started at Ryerson that Continuing Education courses should open doors, not close them,” she says.

In order to create a curriculum that would satisfy the needs of the sector, the planning team convened a roundtable of nonprofit agencies representing subsectors such as health and social services, aboriginal centres, ethnic and immigrant

services, sports and recreation and arts and culture. “For a whole day we listened to what they had to say and, as a result, we saw what they needed,” says Agnes Meinhard. Each of the three schools then took responsibility for the development of some of the ten courses that would be offered.

With no official “home” for the program, members of Ryerson’s Academic Council worried that a lack of central authority might affect its academic integrity. Ryerson had never had a true interdisciplinary program before. “In the USA and Britain, many of these programs are conducted from one departmental home, and as such, that school brings its own focus to the exclusion of others. But education shouldn’t be bounded by a single perspective, especially in nonprofits where many perspectives are valid,” says Agnes.

The team was persuasive and in 1997 Ryerson’s Academic Council approved their plan. To launch the program to the nonprofit community, a special “Spotlight on Nonprofit Organizations” conference was held at Ryerson in the spring of 1998, with Ed Broadbent as the keynote speaker. The first courses were offered in the fall of that year with students from a variety of backgrounds. Agnes remembers those courses as her best teaching experience. “The students were highly motivated and brought their rich experiences from nonprofit work,” she explains. “I learned so much from their examples and problems.”

“As the small group that was taking these courses for the first time, I think we felt as if we were pioneers,” says Donald Taylor, the first graduate of the program. “For me, it was the first time I met people outside of the nonprofit healthcare world – I remember how many similarities that nonprofits had,” he explains. Donald currently works in New Delhi for Habitat for Humanity International, where he trains and supports volunteer teams to build homes. “I don’t think I would be where I am now without taking the certificate program,” Donald admits. “I was offered

this position because I had both international experience and an academic background in nonprofits.”

**“MANY OF OUR STUDENTS ARE ALREADY INVOLVED IN THE GLOBAL MOVEMENTS OF THE DAY. THEY WANT TO KNOW HOW TO BE EFFECTIVE”**

To meet the needs of working students across the country, courses are offered in a number of ways: traditional in-class, distance via the Internet, intensive week-long format, and hybrid (which includes both classroom

sessions and online delivery). To reflect changing times, new courses on nonprofit law and international nongovernmental organizations will soon be added. “Many of our students are already involved as volunteers in the global movements of the day,” says Agnes. “They want to know how to be more effective.”

Today, the interdisciplinary nonprofit suite of courses is offered as an elective stream to students in the Arts and Contemporary Studies program and as a minor in many other disciplines. Interest in the nonprofit sector is growing and Ryerson, through this program, is a leader in creating new educational frontiers.

“Congratulations on a decade of research and education. CVSS’s initiative in forming an interdisciplinary team to develop a certificate program in Nonprofit and Voluntary Sector Management has put Ryerson in the forefront of nonprofit education in Canada. From the launch of the certificate program, to the adoption of courses as a minor in Public Administration, Social Work and Disability Studies, and finally to the incorporation of a nonprofit management stream in our Arts and Contemporary Studies program, hundreds of students have benefited. The Faculty of Arts looks forward to another decade of collaboration in this important area of research and teaching.”

Carla Cassidy, Ph.D.  
Dean, Faculty of Arts  
Ryerson University

# Research Grants

We gratefully acknowledge the support of the Faculty of Business, Ryerson University and the following research funders:

## Academic Research

YEAR	PROJECT	SOURCE
1995-1996	Environmental conditions and founding processes: A comparative case study of two nonprofit organizations	Faculty of Business (FOB)
1997-1998	Responses of women's voluntary organizations to the changing social, political, and economic environments – Pilot study	SSHRC Institutional Grant (SIG)
1998-1999	Community Service Programs in Toronto Secondary Schools	SIG
1998-2000	Responses of women's voluntary organizations to the changing social, political, and economic environments	Social Sciences and Humanities Research Council (SSHRC)
1999-2000	The Relationship between nonprofit organizations providing personal and social services and for-profit organizations: A comparative analysis between Canada and Israel	Halbert Centre for Canadian Studies
2001-2003	Closing the loop: Perspectives on the evolving relationship among the public, nonprofit, and corporate sectors	SSHRC
2001-2003	Commercial ventures in nonprofit organizations	Aspen Foundation
2003-2004	Religion, ethnicity and volunteering	SIG
2003-2005	Ethnicity, voluntary behaviour, and social integration	SSHRC
2005-2006	Multiculturalism and successful integration: The role of ethnocultural/ immigrant organizations	Centre of Excellence for Research in Immigration and Settlement (CERIS)
2006-2007	Employer-supported volunteer programs in Canada's financial sector	SSHRC-CURA Southern Ontario's Social Economy
2006-2007	Client volunteering in organizations serving individuals with psychiatric and intellectual disabilities	SIG
2006-2007	Human resource management in small nonprofit organizations: Pilot study	FOB
2006-2007	School-based community service programs in Canada: What exists and what works best (with Wilfred Laurier University)	Knowledge Development Centre – Imagine Canada

## Community Partnerships for Research

2001-2004	The value-added contribution of volunteers: An evaluation of Supportive Housing in Peel (SHIP)'s Volunteer Program	SHIP Partnership (Trillium Foundation)
2004-2005	Island or iceberg: Liability in voluntary organizations.	Easter Seals Partnership (KDC – Imagine Canada)
2001	Organizational analysis	First Nations Technical Institute

## Conference Funding

1998	Spotlight on Voluntary Organizations: Current Challenges and Future Directions	Ryerson Institutional Grant
2004	Hosted the sixth Biennial Conference of the International Society for Third Sector Research (ISTR)	SSHRC

# Available CVSS Working Papers [www.ryerson.ca/cvss](http://www.ryerson.ca/cvss)

*Environmental Conditions and Founding Processes in Organizational Creation: A Comparative Case Study*, Working Paper (WP) 1, Agnes Meinhard, June 1995.

*Board Renewal and Rejuvenation*, WP 4, Knud Jensen, July 1996.

*Donating Behaviour and Attitudes: An Exploratory Study of the Differences in Age Cohorts*, WP 5, Mary Foster and Agnes Meinhard, January 1997.

*Women's Voluntary Organizations and the Restructuring of Canada's Voluntary Sector: A Theoretical Perspective*, WP 6, Agnes Meinhard and Mary Foster, January 1996.

*Government Department Leads Successful Change Challenge: National Voluntary Health Organizations Plan for Future State*, WP 7, Irene Devine and Hedley Dimock, October 1997.

*Competition or Collaboration? Preliminary Results of a Survey of Women's Voluntary Organizations*, WP 8, Agnes Meinhard and Mary Foster, December 1997.

*'Reinventing' the Third Sector: Alternative Service Delivery, Partnerships and the New Public Administration of the Canadian Post-Welfare State*, WP 9, B. Mitchell Evans and John Shields, May 1998.

*Community Service Programs in Toronto's Secondary Schools*, WP 10, Agnes Meinhard and Mary Foster, November 1998.

*Entrepreneurial Ventures in Nonprofit Organizations: Determining Probability for Success*, WP 11, Susan Fitzrandolph and Leslie Miller, December 1999.

*The Impact of Volunteer Community Service Programs on Students in Toronto's Secondary Schools*, WP 12, Agnes Meinhard and Mary Foster, November 1999.

*Neoliberal Restructuring and the Third Sector: Reshaping Governance, Civil Society and Local Relations*, WP 13, B. Mitchell Evans and John Shields, July 2000.

*Structuring Student Volunteering Programs to the Benefit of Students and the Community*, WP 14, Mary Foster and Agnes Meinhard, July 2000.

*Strategic Responses of Voluntary Social Service Organizations to Funding Changes: The Ontario Situation*, WP 15, Mary Foster and Agnes Meinhard, August 2000.

*Revenue Diversification among Canadian Voluntary Organizations: A Response to the External Environment*, WP 16, Mary Foster and Agnes Meinhard, November 2000.

*Jewish Identity, Social Capital, and Giving*, WP 17, Ida Berger and Brenda Gainer, March 2001.

*A Regression Model Explaining Predisposition to Collaborate*, WP 18, Mary Foster and Agnes Meinhard, August 2001.

*Responses of Canada's Voluntary Organizations to Shifts on Social Policy: A Provincial Perspective*, WP 19, Agnes Meinhard and Mary Foster, December 2001.

*Corporate Social Responsibility in the Canadian Context: The new Role of Corporations in Community Involvement and Social Issues*, WP 20, Mary Foster and Agnes Meinhard, November 2002.

*Women's Organizations are Different: Their Response to Shifts in Canadian Policy*, WP 21, Agnes Meinhard and Mary Foster, November 2002.

*The Role of Social Capital: Bridging, Bonding or Both?* WP 22, Mary Foster, Agnes Meinhard and Ida Berger, November 2003.

*The Evolving Relationship Between Government and the Voluntary Sector in Ontario*, WP 23, Agnes Meinhard, Mary Foster and Ida Berger, November 2003.

*Third Sector Restructuring and the New Contracting Regime: The Case of Immigrant Serving Agencies in Ontario*, WP 24, Ted Richmond and John Shields, January 2004.

*Visible Minority Status and Philanthropy*, WP 25, Ida Berger and Justin Azaria, June 2004.

*The Process of Institutional Isomorphism in Ontario's Voluntary Sector*, WP 26, Agnes Meinhard, Mary Foster and Ida Berger, June 2004.

*Case Studies of Commercial Ventures in Nonprofit Organizations: Determining Probability for Success*, WP 27, Agnes Meinhard, Louise Moher and Susan Fitzrandolph, November 2004.

*Tapping the Voluntary Potential of Ethnic Communities in Toronto*, WP 28, Mary Foster, Ida Berger and Agnes Meinhard, November 2004.

*Ethnicity, Voluntary Behaviour and Social Integration*, WP 29, Ida Berger, Mihaela Dinca-Panaitescu, Mary Foster and Agnes Meinhard, July 2005.

*From Philanthropic Strategy to Strategic Philanthropy: Selected Canadian Case Studies*, WP 30, Mary Foster, Pike Wright, Agnes Meinhard and Ida Berger, November 2005.

*Closing the Loop: Corporate Links to the Voluntary Sector*, WP 31, Agnes Meinhard, Mary Foster, and Ida Berger, November 2005.

*Civic Engagement, Social Cohesion and Social Integration in Toronto, Canada*, WP 32, Ida Berger, Mary Foster and Agnes Meinhard, November 2005.

*The Influence of Religion on Philanthropy in Canada*, WP 33, Ida Berger, February 2006.

*Charity Auctions on the Internet: An Exploratory Study*, WP 34, Clare Chua and Ida Berger, March 2006.



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