

# **National Service Alumni- A promise for the future**

Outcomes of an HBS Individual Student Research Project

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Submitted to Prof. Jane Wei-Skillern

“They answered the call to help save the world.”

“They stayed true to their values of personal responsibility, duty, honor, and faith.”

--Tom Brokaw, *The Greatest Generation*

“And those who would become doctors and lawyers and businesspeople would remain advocates for social change and education reform . . . And they would make better decisions because of their experience teaching in public schools.”

“To become a more effective movement [we need] to foster the leadership and collaboration of our alumni.”

--Wendy Kopp, *One Day, All Children* . . .

“Come home and teach your neighbors about the communities you discovered in Africa, Latin America, Asia, and the Middle East.”

--National Peace Corps Association Web site

“The alumni network will . . . engage alumni to be lifelong civic leaders, social entrepreneurs, and champions of the organization and the service movement.”

--City Year Inc, Grant Proposal

“To coal and iron mines, to freight trains, to fishing fleets in December, to dishwashing, clotheswashing, and windowwashing, to road-building and tunnel-making, to foundries and stoke-holes, and to the frames of skyscrapers would our gilded youths be drafted off, according to their choice, to get the childishness knocked out of them, and to come back into society with healthier sympathies and soberer ideas. They would have paid their blood-tax, done their own part in the immemorial human welfare against nature; they would tread the earth more proudly, the women would value them more highly, they would be better fathers and teachers of the following generation.”

--William James, “The Moral Equivalent of War”

## **1. Introduction**

National service is about the power of shared experiences to change the world. Proponents believe that when diverse groups of people, especially young people, face hardship together, their personalities are changed and strengthened irrevocably. When people have engaged in full-time service together, they will be better prepared and more motivated to tackle the great issues that face our society.

Over the past decade, national service programs have approached “critical mass.” More than simply an experiment in democracy, they are fast becoming an established feature in the American landscape. Yet for many of those leaders and organization who

made this happen, national service has become an end in itself, not a means of achieving a better tomorrow .

National service alumni programming is about the effort to translate the power of national service into the improvements in healthcare, foreign affairs, and race relations that the founders envisioned. To date, aside from a few committed individuals who toil without resources or recognition, these efforts have gone unnoticed. This paper is a first step toward rectifying that error. We begin with an overview of the national service movement.

## **2. Background on National Service**

This paper is concerned with the opportunities for, and obstacles to, building a constituency for civic activism in this country by serving, uniting, inspiring, and mobilizing the alumni of national service activities. Yet what, exactly, is national service?

The notion of service, while inspiring, is in fact often so broad and vague as to be meaningless for the purposes of direct action. In business, service has come to be a catch-all phrase encompassing all economic activity that does not relate to the direct production of a physical good. More narrowly defined, service might mean any vocation, such as chauffeur or maid, where one is providing direct support to another. Clearly, this broad definition does not serve the purposes of this research project.

Even in the context of “doing good”<sup>1</sup> the idea of service can be confusing. Teachers, police officers, and social workers all fit into this category of service. Yet these people also, while more promising, are still too scattered and disparate a group to

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<sup>1</sup> In this paper the terms social service, do-gooding, philanthropy, and social enterprise will often be used to express similar and overlapping notions.

effect meaningful change, or perhaps to derive meaningful benefits by general association. (Of course, people associate in this country, by the millions, along local community and religious and athletic and party lines. I speak here of a more intimate ideological association than is usually observed in America.)

For our purposes, national service shall here refer to any organized program where Americans dedicate a substantial but limited amount of full time work toward filling unmet human needs or to work for the “common good” in a self-sacrificing way. It is not my intent to divert into a lengthy discussion concerning the true meaning of sacrifice or altruism. Nor shall I spend much time defending any particular conception of human needs. While I might not identify say, corporate law, as a term of service, I leave it to the individual to identify their own status.

That said, there are three categories of service that are widely seen to dominate the field of service—military, religious, and government sponsored service corps.

In many ways, military service was the original model for all other conceptions of national service. In 1906 William James gave a speech entitled “The Moral Equivalent of War” in which he argued that young men living in a world at peace would require some form of organized, character-building, service to take the place of the military service that had historically built their character.<sup>2</sup> He spoke of the necessity to pay a “blood-tax” that would ensure “they would tread the earth more proudly, the women would value them more highly, they would be better fathers and teachers of the following generation.” Of course, the belief that shared hardship, especially through military service, built character could be traced back to the ancient Greeks.

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<sup>2</sup> William James, “The Moral Equivalent of War,” Speech delivered at Stanford University, 1906. Available in City Year’s July 2000 *National Service Reader*.

In our more modern context, the recent fetish for America's "Greatest Generation," the men and women who lived through World War Two, follows the same trend. Not only did these Americans serve with distinction to eliminate the greatest threats to global democracy—European Fascism and Nazism and Japanese militarism—but they are seen as having continued to contribute to society throughout their lives. The Baby Boomers, in contrast, are portrayed far more self-indulgently. Popular culture is highly critical of the decadent '70s, the "me-generation" '80s, and perhaps even the anti-establishment tenor of the 60's protest movements. Those who served in World War Two, it is said, were never so selfish.<sup>3</sup>

Upon the conclusion of the war, President Truman continued to advocate for the military draft, on the grounds that "I want our young people to be informed on what this government is, what it stands for—its responsibilities. And I think the best way to do this is through a universal training program."<sup>4</sup>

Today, our military is an entirely volunteer, professional force. However, it remains a bastion of opportunity for minorities and the economically disadvantaged. Our armed forces are among the most diverse groups in American society—few Americans interact with as many people from different backgrounds as do members of the military. And military service is still a highly prized and respected trait. With nearly 2 million active and reserve members of the US armed forces, and millions of veterans, the military would certainly dwarf any other groups of service alumni.

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<sup>3</sup> Tom Brokaw, *The Greatest Generation* (Random House, 1998)

<sup>4</sup> Harry S Truman, "Remarks to the President's Advisory Commission on Universal Training," December 20, 1946, *Public Papers of the Presidents of the United State*, (Washington: United States Government Printing Office, 1964)

Religious service, too, is a tradition in this country. Americans are among the most religious people in the world, and this commitment has frequently been tied to notions of social justice. This is especially true within the Christian faith, where service to community has also been explicitly tied to a sense of evangelical mission. The Jesuit and Lutheran Volunteer Corps, both modern American creations, provide secular social services via hundreds of volunteers in a dozen cities each year. Jesuit Volunteer Corps claims nearly 7,000 alumni since the programs founding in 1956, and Lutheran Volunteer Corps claims 1,000 alums since 1979.<sup>5</sup> The Church of Jesus Christ of Latter-day Saints has 60,000 missionaries in service at any given time, though most are dedicated to sharing a religious message of conversion.<sup>6</sup> Catholic missionaries are similar.

National service through government-sponsored programs has seen the most publicity, promotion, and expansion in the past 20 years. [See Exhibit 1 for a timeline of government-sponsored national service.] The earliest modern service programs were the Civilian Conservation Corps (CCC) and other jobs programs established by Franklin Roosevelt through the Works Progress Administration (WPA). These were New Deal programs designed to employ Americans during the depths of the Great Depression. During their histories the CCC employed over 3 million people, and the WPA an additional 8 million, to build roads, fight fires, paint artwork, and even write fiction.

As previously noted, the government's next biggest service project was in fact World War Two, which dominated the economy for the next decade. In 1961 President

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<sup>5</sup> Jesuit Volunteer Corps, "Who JV's Are," Jesuit Volunteer Corps Web site, <<http://www.jesuitvolunteers.org/whojvsare.html>>, accessed October 9, 2002.

Lutheran Volunteer Corps, "LVC Alumni Page," Lutheran Volunteer Corps Web site, <http://www.lvchome.org/LVC%20Alumni%20Page.htm>, accessed October 9, 2002.

<sup>6</sup> Church of Jesus Christ of Latter-Day Saints, "Frequently Asked Questions," LDS Web Site, <http://www.mormon.org/question/faq/category/0.8791.798-1.00.html>, accessed November 17, 2002.

John F. Kennedy established the Peace Corps with three specific goals: providing social services to countries in need, educating other countries about Americans, and educating Americans about other countries. The plan was a major initiative of the Cold War, designed to demonstrate that people in our capitalist nation cared about improving the social welfare of the least well off. The Peace Corps has since seen its budget attacked and been placed in half a dozen different government agencies, but has always survived.

In 1965 President Lyndon Johnson launched Volunteers In Service To America (VISTA) as a domestic service program modeled on the Peace Corps. A few years later the Retired and Senior Volunteer Program (RSVP), Foster Grandparent Program, and the Senior Companion Program were launched to bring the elderly into the service fold.

In late 1993, building on President George H. W. Bush's National and Community Service Act, newly elected President Bill Clinton created AmeriCorps and the Corporation for National Service. AmeriCorps was a major policy initiative supporting the work of 20,000 members in the very first year. It was also a serious compromise among leaders who alternately desired a national service program as a way for poor students to pay for college (service came with an education voucher), those who felt volunteerism was the best way to heal social ills, and those who continued in the William James tradition that our republic depended on a generation of young people that paid a "blood-tax" in service.<sup>7</sup>

Most recently, in the aftermath of September 11, President George W. Bush issued a public call to service by asking that every American perform 2 years, or 4,000

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<sup>7</sup> Steven Waldman, *The Bill: How Legislation Really Becomes Law: A Case Study of the National Service Bill*, (Penguin USA 1996).

hours, of service in their lifetime. He also established the USA Freedom Corps as an amalgam of existing AmeriCorps, Senior Corps, and Peace Corps programs.<sup>8</sup>

### **3. Industry Map**

One of the largest obstacles to greater collaboration in the national service alumni “industry” is that it has never really been defined as an industry at all. For one thing, the entities that work with alumni are extremely small and must serve a scattered constituent base. There is a diversity of organizational structure, funding sources, goals, and programs. How then, is it even possible to discuss all of these groups at once? It is not even possible to say that every organization exists to provide services to national services alums. Some do, but others seek to use the power of alums to further organizational, national, or social agendas. These organizations *are* characterized by exclusive interactions with national service alumni for the furtherance of their goals, whatever they may be. They also provide the following services / programs to a greater or lesser extent:

- **Job networking / support** – Typical for college alumni associations, some national service alums receive periodic updates about open positions in fields related to the area of service. Paper and online sharing of alumni contact information is also geared toward letting alums reach out to each other.
- **Educational services** – Many national service alumni, especially of AmeriCorps programs, have not attended or completed college. Alumni therefore often need support in choosing, applying to, and paying for higher education. There is also a

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<sup>8</sup> George W. Bush, “President Delivers State of the Union Address,” White House Web site, <http://www.whitehouse.gov/news/releases/2002/01/20020129-11.html>, accessed October 9, 2002.

cottage industry around helping AmeriCorps and military alums navigate the bureaucracy of the federal scholarships they have been awarded.

- **Social connections** – For many alums, their highest priority is simply to stay in touch with the specific individuals with whom they served. After a year of service, young service alums especially tend to scatter. Alumni look for “alumni notes” publications, or local social events where they can reconnect with people.
- **Support for the service program** – This can take two forms. Service programs, especially private not-for-profits, are eager to generate a revenue stream from alumni donations. Alumni also can help by volunteering in various aspects of the program.
- **Re-entry support** – For many alumni, returning to the “normal world” after a year or two of service is traumatic. Alumni organizations and more senior alumni themselves can provide handbooks, seminars, and events that help people acclimate.
- **Service opportunities** – Many people look to their service program for ways to continue volunteering on a part time basis. This might include, for example, one-time work at a food bank or regular activities mentoring children.
- **Issue Education** – As part and parcel of the myriad communications efforts (emails, newsletter, etc.) some alumni organizations also seek to provide information updates on topics related to the primary field of service (education, foreign relations, etc)
- **Political Activism** – Includes mechanisms for alumni to have an impact on public policy- by lobbying, letter writing, public protests, etc.

- **Member discounts and special opportunities** – such as affinity credit cards, lodging and car rental discounts, access to group insurance plans, or even retail discounts for a variety of products.

Without exception, the accomplishments of alumni are considered to be among the most important outcomes of national service programs. In most cases, in fact, the larger goals of the organization will be more directly served by alumni than by current corps members. If this seems unusual, consider the breadth of the issues that many service organizations have chosen to attack. Teach for America hopes to build a world where “all children in this nation will have the opportunity to obtain an excellent education.” This is no empty vision, though the organization has no plans to produce more than 2,000 or so new teachers each year in a country with a teacher deficit nearing 1 million per year. City Year, a slowly growing program that offers 1,000 corps members per year, hopes that 1 million young people will have the opportunity to do service each year by 2020. The Peace Corps, with never more than a few thousand volunteers each year, is charged by congress with teaching all of America about the rest of the world.

Compared to the size of the issues they address, these organizations will always be tiny and resource-constrained. However, these organizations understand that their visions can be realized by leveraging the strength of a slowly growing group of alumni who insinuate themselves into powerful positions throughout the country. Alumni initiatives are as follows<sup>9</sup>:

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<sup>9</sup> Note on Sources: Information about alumni programs was derived from dozens of Web sites, brochures, books, interviews, and federal tax forms. These sources occasionally provide conflicting information. Facts have been checked, and interview data was ultimately held to be the most reliable. A complete listing of sources is available in the Bibliography.

## **The Corporation for National and Community Service (Corporation)**

Though a program of the federal government, the Corporation is in fact a highly devolved organization. Created by an act of congress simultaneously with AmeriCorps, the Corporation also came to house existing VISTA, Senior Corps, and student service programs. The Corporation has recently been placed under the rubric of the USA Freedom Corps, along with the Peace Corps.

Student service learning programs take place part-time within schools, and are not considered full time service. Senior Corps programs are not time delimited, and so people never really transition to alumni status. As one employee from the Corporation noted, “Senior Corps alumni are mostly dead.”

Members of the VISTA and AmeriCorps programs, on the other hand, may work singly, in pairs, or in large groups with private nonprofits. Members do not work directly for the government. Instead, most funding is distributed in block grant form through state-based agencies who then apportion it to local nonprofits. City Year, for example, receives funding to support 1,000 AmeriCorps members each year. Boston-based Generations Incorporated supports exactly three AmeriCorps members. Their resultant alumni strength is therefore quite different. For this reason, efforts to support AmeriCorps alumni have been fragmented.

### **Corporation efforts**

In recent years neither the Corporation nor any of its constituent programs had any dedicated capacity to support, or even recruit the help of, alumni. During a Corporation sponsored celebration of VISTA’s 35<sup>th</sup> Anniversary in 2000, however, staff

became aware of a pent-up demand for (as well as the latent power of) alumni services. The director appointed staff person Brian Harvey Alumni Coordinator for AmeriCorps programs.

As an employee of AmeriCorps, Mr. Harvey is expected to utilize the power of alumni to support the current program. Most importantly, Mr. Harvey's mission is to garner the support of alumni in recruiting new AmeriCorps and VISTA members.

Mr. Harvey reports directly to the Director and has a dedicated line item in the AmeriCorps budget, though this amount supports only his salary, travel, and a limited communications program (such as web site development and periodic postcards.) There also exists a small amount of donor funds at his disposal that may be used in circumstances where the Corporation is prohibited by law from using federal dollars. (For example, in many contexts the government may not purchase food during conferences or meetings. Mr. Harvey can use this fund to pay for lunch at alumni social events.) The program's greatest resource is the most complete database in existence of AmeriCorps members and their best, last known addresses. Mr. Harvey can also rely upon unbudgeted support from Corporation offices located in every state. Staff at these offices are often more aware of independent alumni activities than the Washington DC staff can be.

The AmeriCorps alumni program has focused principally in three areas: recruiting new members, providing housing options for current members, and building an online capacity for alumni networking. Mr. Harvey spends much of his time traveling across the country, inviting alumni to speak about their experiences at recruiting events. The Corporation has discovered that national service alums are among the most compelling

advocates of the service experience. As for housing, most AmeriCorps and VISTA members live on a stipend that approaches the US poverty level. As such, identifying housing options is one of the greatest challenges for current members. Alumni often open their homes to current members, and act as an informal network of information about low cost housing.

The online community has been the most capital-intensive recent accomplishment. Recently re-launched, the online community contains a searchable directory of current and former members, message boards, and online chat functions. Due to privacy restrictions, current members and alums must *opt-in* to sharing their contact information. Therefore of the 200,000+ names available in the directory, fewer than 10,000 show any information beyond year and location of service. AmeriCorps hopes that tens of thousands will log-on and choose to make their contact information available.

Brian Harvey has a vision of AmeriCorps alums that identify as strongly with the AmeriCorps movement as much as returned Peace Corps volunteers identify with their own. He hopes for dozens, hundreds of local alumni groups that each supports their members as well as the program in whatever ways they choose.

### **National AmeriCorps Association (NAA)**

Shortly after the launch of AmeriCorps, a group of influential leaders within the national service movement helped create AmeriCorps Alums, Inc to “encourage alumni of the AmeriCorps programs to continue to support volunteerism and to form a strong national network to leverage AmeriCorps potential.” These “friends” of AmeriCorps were not alumni themselves but believed it important to build an independent

constituency to defend AmeriCorps, particularly in light of the 1994 “Republican Revolution” which was widely seen to be hostile to national service programming.

AmeriCorps Alums became the National AmeriCorps Association, and was co-located with, and principally funded by, the Points of Light Foundation, a nonprofit foundation created by President George H. W. Bush to support his foray into national service. For years AmeriCorps Alums languished with minimal funding or programming, even going for more than a year without an executive director in 2000. Despite the efforts of a recent executive director to refocus the organization around the dual purpose of member services and support for AmeriCorps, the Association recently lost all funding and has ceased all operations.

### **Teach For America Alumni Association**

From the outset, TFA has pledged that it is their alumni who will fulfill the organization’s purpose of changing education in America. As a young organization plagued by vicissitudes in funding, however, TFA found it more important to focus on the quality of their core programs. Within the past 2 years TFA has significantly ratcheted up alumni programming, with an estimated budget of close to \$500,000 per year. This policy shift seems directly attributable to a conversation between Wendy Kopp, the founder of TFA, and Julie Mikuta, a TFA alum who convinced Kopp to hire her to expand their alumni capabilities. Though some of the budget comes from targeted fundraising, the bulk is simply monies the larger organization has allocated to this task.

The TFA Alumni Association is a wholly subsidiary program of TFA. With 7 full-time staff they have the most resources of any national service alumni initiative.

Staff include: Vice President of Alumni Affairs, Deputy Director of Alumni Affairs, Communications Director, Office Assistant, Operations Manager, and Regional Directors in New York City and Los Angeles. In addition, TFA has moved to professionalize the role of local chapter leader by offering stipends to TFA alums who are willing to manage the local alumni group.

Convinced that existing social programs were not sufficiently mission focused, these newly stipended alumni leaders were charged to build events around educational policy and other issues linked to TFA goals. The mission is to help alumni accomplish their education-related goals.

In addition to policy-focused events such as convening alumni roundtables on various education issues, TFA provides the familiar online services—a member directory and message boards. The directory provides accurate contact and employment information on over 90% of TFA alumni. TFA also runs their Office of Career and Civic Opportunities through its alumni program. Ms. Mikuta noted that the online job bank was, by far, the most utilized portion of the TFA web site. Alumni have come to see the TFA alumni association as one of the first places they look for employment. TFA has formed partnerships with such firms as Bain & Co. and Goldman Sachs to “look favorably” upon TFA alums seeking employment. Dozens of graduate programs offer deferrals for TFA corps members, removing one obstacle to joining for college graduates who have been accepted to masters degree programs.

Teach for America’s Alumni Affairs team is the “gold standard” of national service alumni programs. They have collected the best data, mobilized the largest staff, and spent the most money to make their alumni powerful. Alumni accomplishments are

among the most prized metrics in the entire organization. For example, last year five TFA alums successfully were elected to local school committees in the Chicago area. Five of the nation's governors have policy or education advisors who are TFA alums. TFA is unique among alumni programs in that it has perhaps the most narrowly defined mission, coupled with the highest spending.

### **City Year Alumni Association**

City Year, too, describes its ultimate success as resting upon the success of its alumni. The organization would like to see its alumni continue their civic engagement as leaders and social entrepreneurs. They hope alums will help realize the vision of national service opportunities for every young American who so chooses. Some staff are also eager for alumni to become a regular funding stream for City Year.

In the past 7 years City Year , operating in an environment of minimal resources, has sought to build a database of alumni, maintain relationships where possible, and coordinate alumni involvement in City Year events. Alumni may look to the City Year website for links to online job sites, and may call the office for help with other problems. Unlike at Teach for America, City Year's program of post-corps job and school searching, Life After City Year (LACY), is a separate department.

The current staff of one and estimated budget of \$50,000 offers limited opportunities. City Year staff believe that outside funding must be committed to alumni programming before the true potential can be tapped.

### **Friends of VISTA**

Friends of VISTA is an independent not for profit that was founded in 1980 to support VISTA in the frequent congressional budget battles. The organization is now

largely defunct, though it does support a thriving online list-server, publicized largely by word of mouth, where alumni and current members chat about housing, health care, and volunteer best practices.

### **Oregon Friends of VISTA**

Within the past 2 years a particularly enterprising group of VISTA alumni in Oregon, with some support from the Corporation, has begun meeting on a regular basis to provide support for current corps members. Of an estimated 100 members, approximately 10 sit on committees designed to offer housing help, mentoring, and even emergency funds to VISTA volunteers.

This spontaneous, unincorporated, voluntary initiative is seen as a bright spot in the field of alumni programming, as it demonstrates the willingness of alumni to get involved.

### **The Peace Corps**

Though the original purpose of the Peace Corps clearly included a mandate to “bring the world home,” the Peace Corps itself was not able to dedicate substantial resources to alumni programming. Almost immediately, therefore, alumni (or RPCVs—Returned Peace Corps Volunteers) began forming their own affinity groups. To date there are more than 140 such groups throughout the country, each with a slightly different mission. Most are organized by geography, country of service, or particular issue. For example there are Friends of Gabon, Gainesville Florida RPCVs, and Gay, Lesbian and Bi-sexual RPCVs.

In 1981 a national umbrella organization was incorporated in Washington DC to help coordinate the efforts of the smaller groups. That organization is today called the National Peace Corps Association.

### **National Peace Corps Association (NPCA)**

Current goals of the NPCA include: educating Americans about the underdeveloped world, supporting the network of RPCV alumni groups, supporting the Peace Corps program, and working for world peace.

The NPCA operates in a variety of relationships with the smaller alumni groups. An RPCV might be a member of any of the various permutations of their local group, their country of service group, their issue group, and the national group. The NPCA counts 17,000 members of approximately 160,000 total Peace Corps volunteers. In addition, at \$40/year NPCA membership is usually more expensive than membership in a smaller group, but includes the membership in any of the smaller groups. For example, a member of a local group charging \$25/dollars per year can “upgrade” to local and national membership for \$15 more.

The NPCA operates with a staff of 10 and a budget of \$1.1 million. Dedicated staff include a database manager, communications, membership, and advocacy directors, and an accountant. Funding comes largely from direct memberships, revenue sharing with member alumni groups, and conference registration fees.

The organization’s principal programs are two quarterly printed publications and periodic alumni conferences. *WorldView* is a high quality, full color magazine with stories and book reviews about countries around the world. *3/1/61* is a newsletter that shares information about the latest goings-on among RPCVs. Conferences, including the

recent conference in honor of the 40<sup>th</sup> Anniversary of the Peace Corps, bring thousands of RPCVs together to hear powerful speakers, reminisce, and learn about current initiatives.

NPCA also operates three programs designed to utilize the power of the alumni network—The Advocacy Network, The Emergency Response Network, and GlobalTeachNet. The Advocacy Network keeps members informed about a range of international topics from HIV/AIDS to global climate change, and seeks to motivate members to action. The effectiveness of this program is not directly measured and its impact on such huge events seems minimal. However, it does indicate an interest on behalf of some RPCVs to get involved in political issues through their alumni network.

The Emergency Response Network keeps a database of RPCVs who would be willing to mobilize in case of international crisis. Organizations such as the Red Cross or Mercy Corps can utilize this database to identify skilled volunteers to travel to disaster areas. This program has seen some modest success in recent years.

GlobalTeachNet is an effort to bring a global perspective back to the United States by helping educators teach American students about foreign countries and cultures. An estimated 1/3 of RPCVs become teachers. GlobalTeachNet provides a bi-monthly newsletter, a list-server for educators, and small grants for RPCV's to design curriculum.

The National Peace Corps Association, representing 10% of the RPCV population, runs several strong programs and has just completed a major anniversary conference. While the executive director would appreciate a larger membership and higher funding levels, the organization seems stable and satisfied with its current level of accomplishment.

### **Boston Area Returned Peace Corps Volunteers (BARPCV)**

Launched in 1978, BARPCV is now a member of the NPCA. BARPCV is one of the largest, most successful of the member groups, with over 600 members. Doane Perry, the President of BARPCV, suggests that his local group spends more energy meeting the needs of current RPCVs, while the national organization is focused on recruiting new members. Like the NPCA, however, BARPCV identifies its mission as supporting members, supporting the Peace Corps, and advocating for social or political change in a few specific areas.

BARPCV exists with a budget of approximately \$12,000 and an entirely voluntary staff. Mr. Perry reveals that while some board members have expressed a desire for the organization to grow, the most vocal alumni have resisted a move to hire a professional staff. Board members fear that a staff presence would be a disincentive for other alumni to take an active role in managing the organization.

BARPCV manages a range of programs, including a speakers bureau, monthly “ethnic” dinners, welcome-home and send-off parties for current corps members, and opportunities to do community service. In general the organization is happy to host any initiative for which a motivated member takes leadership.

Though only an estimated 10% of Boston-area returnees are involved with BARPCV, Mr. Perry is unconcerned. The organization has been sustainable in its present form for nearly 25 years, and if an RPCV should choose to become involved, BARPCV will be there.

### **Smaller Service Programs**

In addition to the Peace Corps and various AmeriCorps programs, there are dozens of smaller service programs throughout the country.

In 1989 alumni of Coro, a year long public-service fellowship, established the Coro National Alumni Association (CNAA). Though Coro has existed since 1942, only recently have the alumni been organized for mutual and organizational support. Coro alums receive a bi-annual newsletter, and can receive regular jobs and news updates through CNAA list-servers. CNAA also supports a biennial conference. Coro currently enrolls 60 new fellows each year, and has a few thousand alumni all told. Alumni play a major role in “selection day” when the last round of applicants are put through a grueling interview process to determine the final corps members.

New York City’s Robert F. Wagner Urban Fellows program is a similar public service program, graduating around 25 fellows per year since 1969 and providing 703 alumni. Current fellows and alumni have continually clamored for an alumni program but none exists to date.

### **Benchmark Organizations**

#### **College-based Alumni Associations**

Associations of college graduates are among the oldest and most established alumni organizations in the United States. While all such alumni associations provide a forum for students to remain connected to their school, the primary focus and organizational structure depends on the charter of the school.

Private schools, such as Harvard University, tend to run their alumni programs in-house, with the express purpose of generating revenue for the school. Harvard provides comprehensive career services via an online alumni network, several high-quality publications, and access to more than 130 domestic Harvard clubs, and 65 overseas.

Public schools, such as the University of Texas, tend to have independent nonprofit alumni associations. UT has the Texas Exes, with a 40-person staff and \$9 million / year in program revenue. Because UT is publicly funded, the Texas Exes focus on social events, career networking, and legislative advocacy to increase the school's annual budget.

### **For-Profit, Online Alumni Groups**

A relative newcomer to the world of alumni associations, alumni websites have been among the few survivors of the dot-com crash. Classmates.com provides tools for school alumni, military veterans, and even company employees to stay in touch. Classmates provides a free limited membership, but charges an annual fee of \$36 for more comprehensive services such as the ability to access contact information on classmates or chat with them online. 31 million Americans have registered, and 1.7 million are purportedly paying the annual fee, providing more than \$7 million per month in revenues. Classmates principal benefit is the opportunity to contact lost friends, though some limited membership discounts—5% off a vacation planner or 40% of mail-order steaks—do exist.

### **Issue-based Membership Organizations**

Unlike college alumni associations, which can exist solely to funnel funds to the school, national service alumni associations often are intended to serve a broader social purpose. In this regard they have much in common with political membership organizations such as the National Rifle Association or National Organization for Women.

AARP is the “800 lb Gorilla” of these organizations. Representing 35 million people, fully 50% of American seniors, AARP makes lists of most politically influential organizations every year. The mission is to address “the needs and interests of persons 50 and older. Through information and education, advocacy and service, we seek to enhance the quality of life for all by promoting independence, dignity and purpose.” AARP is a highly centralized bureaucracy, with half a dozen monthly publications, including *Modern Maturity* the widest circulating magazine in America. AARP derives revenues of \$500 million in part from annual dues and publication subscriptions.

Many senior citizens join AARP explicitly for the retail discounts. Members receive substantial discounts at movie theaters, car rental agencies, and hotels nationwide. Members also have exclusive access to insurance and financial products provided under license by AARP partners. AARP derives substantial revenue from these licensing agreements.

Thousands of members volunteer to administer AARP’s signature driver safety, grief & loss, and tax consulting programs. AARP has recently launched a series of senior athletic events, including mini-triathlons.

Political lobbying and advocacy is managed entirely by a professional staff of 15-20 lobbyists, supported by nearly 50 policy analysts. Mechanisms for intervention include sponsoring grassroots work by members, Capitol Hill lobbying, and media messaging. Policy itself is managed by a National Legislative Council of volunteer members. During the last cycle an open call was made to the entire membership of 35 million. 250 people applied for spots on the council.

In many ways, AARP has it easy. They tackle the proverbial “apple pie” issues on behalf of one of the world’s loudest and largest constituencies – the American elderly. There are tremendous economies of scale that allow for their annual dues to be 1/3 those of the National Peace Corps Association, which must battle for world peace on 1/500 the budget. Yet AARP was built from scratch, founded in 1958 by a lone retired teacher. In mobilizing millions, in identifying a revenue stream, and in building a powerful advocacy force around a common agenda, AARP is a model for any membership organization.

#### **4. Problems and Opportunities in the National Service Alumni Industry**

The not-for-profit industry has a problem owning up to failure. While no organization seeks to highlight their missteps, nonprofits have every reason to believe that admissions of weaknesses can be their death knell. Most nonprofits have little control over their revenue sources, and are extremely susceptible to bad news. In other words, nonprofit funding streams are highly elastic, and subject to dramatic reduction upon the whim of the funder. For this reason, casual interviewers soon learn that every nonprofit is “growing fast,” “experiencing a turnaround,” “leveraging key partnerships,” and “ready to break the mold.” Yet the vast majority of nonprofits exist on tiny budgets and minimal staffing.

Problems of diagnosis notwithstanding, the following is a list of major obstacles to broader success, identified by the leaders of national service alumni programs.

#### **Funding**

Funding is the classic constraint for nonprofits. When presented with the hypothetical situation of an additional \$1 million in annual revenues, every alumni

coordinator and executive director knew exactly where to start spending the money.

Revenue may come from several sources, including philanthropic grants, allocations from host organizations, member dues, and for-profit type member services (health insurance, credit card, etc)

The most important step in getting money from individuals, corporations, or philanthropic foundations is to ask for it. For most established not-for-profits this requires a dedicated fundraising capacity, capacity that national service alumni organizations do not possess. It is also important to have a mission that dovetails with the donors own priorities. Between the religious focus of most American philanthropy and high-profile issues such as education, few major donors have expressed interest in national service alumni. City Year has relied upon volunteers to develop several strategic plans for alumni association growth, but awaits more substantial funding to pursue more ambitious programming.

While Teach For America has seen a measure of success by making a sizeable budget allocation to alumni affairs, such a move seems unlikely for the Corporation for National and Community Service or for Coro or the Urban Fellows. For independent alumni organizations like NPCA or National AmeriCorps Association, this type of funding is an impossibility.

For a membership-type program, funding by member dues seems particularly appropriate. A unique sort of “chicken and egg” problem here plagues national service alumni associations. Such funding is necessary to build out the programs and services that will take them to the next level of effectiveness. Yet without such services, members are disinclined to pay dues. The National AmeriCorps Association faced exactly this

problem. As an organization requiring regular payment of dues they were never able to penetrate more than 1%-2% of AmeriCorps alumni. Since eliminating dues, membership has increased but a potential source of income has disappeared.

Services such as financial and insurance products are high margin ventures for AARP. Such partnerships however, with life insurance from New York Life, for example, require high quality information about members—something that few alumni organizations have. To make the investment worthwhile, member organizations also need to have sufficient size. The Urban Fellow's 700+ alumni will never have the kind of personalized services made available to AARP's 35 million members.

### **Data**

Information about members and potential members is difficult and expensive to both obtain and maintain. Independent organizations such as the National AmeriCorps Association or the National Peace Corps Association have no access to lists of AmeriCorps and Peace Corps members. Instead, those organizations hope that alumni who want to sign up will contact them. On occasion they may attend events hosted by the federal government where all alumni have been invited. They disseminate literature to as many alumni as they can. Alumni are spread so widely, and resources are so constrained, that these organizations have never attempted a broader advertising campaign that Classmates.com might undertake. In essence, these organizations wait by the phone to hear from new members.

Organizations like the Corporation or Teach for America or City Year do not have the same problem. In theory all contact information on former corps members is located inside the organization itself. TFA recently built a database that covers 90% of all

historical corps members. And the Urban Fellows are not even sure they have the names of their 700 alumni.

Even with such data as a starting point, managing and maintaining it is a struggle. Though a government agency with a budget of several hundred million dollars, the Corporation's alumni data is kept by Mr. Harvey in a Microsoft Access file. Many others are simple spreadsheets for thousands of people. Especially for alumni who have recently completed their corps years, such contact information is almost immediately obsolete, with young people changing addresses repeatedly. At City Year the alumni director spent a significant portion of her job managing emails from people kind enough to notify her about changes of address.

The National AmeriCorps Association and City Year count as major accomplishments recent informal email surveys of members. These provide valuable qualitative data. Respondents, however, are limited to those few who choose to stay involved online. Survey results are therefore almost always skewed positively. While this provides necessary reinforcement to program managers, it does little to supply the criticism needed for program improvement.

Especially within AmeriCorps programs there is a large degree of duplicated effort. A Teach for America alum, for example, may find different data sets about themselves within TFA's proprietary online database, the National Alumni Association's online database, and the Corporation's new online "Member Connections" product, purchased off the shelf from Harris Publishing.

### **History of Unmet Expectations**

The current leaders of national service alumni programs report that alumni skepticism is one of the greatest barriers to their success. These organizations have started and stopped so many times that alumni feel used. Every new leader must begin again building credibility among alumni who are starved for a quality program. City Year's alumni coordinator recalled the damage done when the organization launched a "regular" alumni publication that lasted only a few issues. Other organizations tried to launch, then failed to support regional chapters.

Here, perhaps, is the explanation for the minimal ambitions on behalf of the more seasoned Peace Corps alumni leaders. With lower expectations come higher probabilities for fulfillment.

### **Unclear Affiliations by Alumni**

Partly as a result of the constant bureaucratic shifts, and partly due to the nature of the movement itself, many national service alumni do not identify with other alumni. Because AmeriCorps works by placing corps members at local nonprofits, alumni often feel more connected with their service host than with other corps members. This was certainly true at Generations Incorporated, where one AmeriCorps alum now serves on the board of the Boston nonprofit, but has absolutely nothing to do with the AmeriCorps organization or the national service movement.

For Brian Harvey, a major part of his job is explaining to alumni that the VISTA program still exists! Now called AmeriCorps\*VISTA, people who went through the program in the sixties and seventies feel little connection to today's volunteers.

At the Peace Corps, the terrific strength found in the 140 member clubs can also be seen as a weakness, as individual interests dilute the power of 16,000 active alumni.

## **Lack of Cooperation on Common Issues**

In key areas—building a nation-wide mentoring capacity, expanding career networking opportunities, supporting national service policy initiatives, recruiting new members, building an online presence—national service alumni associations have remarkably similar agendas. Examples of opportunistic cooperation, however, are few and far between. The Boston Area Returned Peace Corps Volunteers field a team for City Year’s day of service. The National AmeriCorps Association provided volunteer marshals during the Peace Corps’ 40<sup>th</sup> Anniversary Parade. Examples of formalized partnerships are nonexistent.

While some of this can be attributed, like everything else, to a lack of resources, alumni leaders perceive some serious differences in organizational mission. TFA believes that its focus on education issues makes useful partnerships with other service corps unlikely. Returned Peace Corps Volunteers believe that others do not share the “re-entry” experience of having to adjust to life after service.

## **5. Some Proposed Solutions**

Often in the world of nonprofits there exists an attitude of “if it ain’t broke, don’t fix it.” Yet many national service alumni organizations are not fulfilling their own missions.

In the more mundane world of benefits for members, there is room for improvement. After 40 years no more than 10% of RPCVs stay connected through an alumni organization. With ~7,000 alumni, City Year can rely upon no more than a few dozen for regular organizational support. Alumni seem universally excited about

opportunities for career networking, yet only Teach for America has a comprehensive jobs database. The Coro National Alumni Association and the National AmeriCorps association send out jobs updates with a few opportunities culled from mainstream job sites. As for networking, only TFA seems to have a solid grasp on who their alumni are. Aside from the National AmeriCorps Association, which has negotiated a few member discounts for Princeton Review Courses and the like, few alumni groups possess the scale to obtain the benefits that members of other organizations value so highly.

For other observers, including this author, the unorganized majority of national service alumni possess an unrealized power for good that is nearly unprecedented in modern American society. Simply put, national service alumni represent one of our best hopes to build an interest group for the general good. As agitators from Ralph Nader to Pat Buchanan have noted, powerful groups represent gun-owners, women, and the elderly. Yet no major organization advocates for citizens to become more involved in making our country a better place.

National service alumni define a new group of America's "best and brightest." Unlike previous conceptions of an American elite, this group did not all graduate from the same select colleges. In fact, many have not graduated from college at all. They don't congregate in New York, San Francisco and Washington DC, and they represent every ethnic and socio-economic classification. National service alumni are a group marked by diversity in almost every category except one—commitment to making a difference. Imagine running all Americans through a sieve, and asking for a truly representative group of all people who "get it"—that dedication to service is

transformational, and is a way to make the world a better place. National service alumni are that group.

So what would one do with such a group? That is indeed the question, but it has to amount to more than member discounts and job networking. At the outset of their service, these individuals responded to the call to be a part of something greater than themselves. Like the “greatest generation” they will respond again.

At a minimum, alumni should take control of the agenda promoting national service for more Americans. With the 10-year anniversary of AmeriCorps fast approaching, now would be an amazing time for our political leaders to be exposed to the combined will of 1 million national service alumni. Beyond that, political issues would be for the alumni themselves to decide. Caucuses could form around educational issues, foreign policy, or poverty. Such a constituency would not be easy to manage, nor simple to maintain, but would go a long way to fulfilling the original purpose of national service, which has always been a means, not an end in itself.

What follows are some steps that leaders and friends of national service alumni ought to consider. Depending on one’s orientation these may be viewed as alternative scenarios consisting of a higher functioning status quo versus a dramatically reconceived industry. Otherwise this may be looked at as a two-stage process, where the more basic improvements lead over time to the grand vision.

### **Increasing Basic Effectiveness through Cooperation**

Immediately apparent from the basic interviews conducted during this research was how much duplication of effort goes on. While good for vendors of online directories, this seems a serious waste in such a resource-constrained environment.

Alumni leaders, many working only a few blocks from each other, didn't seem aware of each other's missions or how they might be mutually supportive.

Build a high-level mechanism for alumni program coordinators to share best practices, information, etc.

To start, a simply monthly conference call would do wonders. Taking member databases as an example, different organizations built proprietary online directories, contracted for off-the shelf products, and use multiple office products for in-house data management. Especially where the same members are being managed, there seem opportunities for improvement.

Share data and data management solutions.

As noted above, there are ways to dramatically improve productivity in data management. In addition, so much activity is limited by each organizations incomplete knowledge of who might be interested in their programs. Leaders must find ways to share member data. Even if this means sending mailings to a proprietary list on behalf of other organizations or making online services more widely available, such activities as career networking could be made dramatically better.

Cooperate to build regional presences throughout the United States.

By definition a national phenomenon, service organizations have a devil of a time managing alumni all across the country. To a limited extent these challenges can be overcome with technology. Email newsletters and online job listings bring alumni closer than ever. But alumni remain close to each other and to their service organization only through face-to-face interactions. This is why Harvard's clubs are so popular.

Yet while TFA may never hope to sustain an independent alumni presence in, say, Minneapolis-St. Paul, it may be possible for that market to hold regular national service alumni social events. In Boston, City Year and the Corporation for National and Community Service and the Peace Corps might take turns at sponsoring monthly dinners.

Improve member services by leveraging the power of a much larger network

As AARP well knows, some member benefits can only be made available with sufficient scale. Such high potential initiatives as health insurance, affinity credit cards, or retail discounts only make sense for a large number of people.

**A Broader Vision for National Service Alumni- Building a Network for Civic Engagement and Social Action**

Other research must describe in detail the business plan for such a network. Some features of such a network might include a high impact communications strategy including a magazine, e-newsletter, and political alerts for key issues. Each alum, in addition to membership in the alumni association of their service program, might also carry an “I Serve!” card reminding them of their pledge to a lifetime of service and entitling them to discounts across the country.

Listed below are some of the principal obstacles to the creation of a major new initiative on behalf of alumni. Each supposes that the basic weaknesses in today’s organizations (poor data, etc) have already been solved.

Apathy by alumni

One very real concern is that the dismal level of alumni participation is an accurate indicator of likelihood that alumni would get involved in even a newly

conceived organization. AARP provides a counter-example of how a dauntingly high number of people with various political leanings and interests can find common ground and become one of the most influential forces in our system of government. Otherwise, it is impossible to prove that “if you build it, they will come” without actually building it. Like any entrepreneurial idea, at some level there must be a degree of faith that people will respond.

The fact that so many people have chosen to remain formally involved with other alumni despite all the current obstacles and lack of incentives is actually a heartening one.

#### No resources for growth

There are two elements to the resource constraint theory. The first suggests that it will never be possible to dedicate the level of cash that building an effective alumni network would require. Individual organizations’ struggles to find resources to support their own alumni would seem to lend credence to this theory. AARP, though, shows that it can truly take money to make money. With a half billion-dollar budget, AARP can also spend the resources necessary to maintain itself. As respects their core programs, Teach for America and City Year have recently reached a size (\$20 - \$30 million revenue) that affords them a similar measure of stability. Start-up funding, of course, is the rub. Here it will require a compelling vision and proven leadership to stimulate an investor to take a chance.

The other element of resource constraint is the so-called “myth of the fixed pie.” Nonprofits are notorious for the conviction that an extra dollar of revenue to one organization means a corresponding loss for another. But we have already seen that

sharing resources can *increase* the resources available to any individual organization.

Furthermore, there is reason to believe that stronger alumni associations will lead to the holy grail of national service fundraising- alumni donations.

### No shared mission

Peace Corps, City Year, Teach for America, and VISTA alumni, among others, often believe that they have little in common with each other. This must be widely and loudly declared by national service alumni leaders to be patently and simply false.

Though there are differences between the Peace Corps and City Year experiences, there are also differences between a Peace Corps volunteer who works on economic development in Burkina-Faso, and one who works on literacy there. In the same way that pilots and ground crews form cliques within the Navy yet easily stand shoulder to shoulder at the Army-Navy football game, national service alumni have much more to unite them than to divide them.

### **Conclusion**

The programs, departments, individuals, and independent organizations that serve national service alumni define an industry riddled with flaws and accomplishments. It is an industry with a history of neglect and rebirth, and ripe with tremendous possibility for the future.

Since 1906 Americans have discussed the future we might build if sufficient numbers of our citizens were forged in the fire of service through the “moral equivalent of war.” Today, 100 years later, we are finally on our way to realizing our vision of widely available, non-military, national service. But what next? To truly fulfill its

original promise, national service must lead to something even greater. Good health care for all. High levels of educational opportunity for all students. And sure, world peace.

Perhaps the most important asset alumni possess is the knowledge that, for at least one or two years, they committed themselves full-time to making the world a better place. This connection to a sense of what is possible in the world is exactly what will allow them to continue to make change, and it is their connection to service that alumni programs are responsible for preserving.

The good news is that nearly every national service program has taken official notice of the importance of connecting with alumni. And wonderful things are happening- from alumni service days at Boston's City Year to online networking at Teach for America. But these current efforts are barely achieving a minimal level of alumni or organizational support, to say nothing of ambitious plans for doing good.

The groundwork has been laid for the next stage of national service alumni activity. It will mean much more collaboration—leveraging the power of nearly 1 million diverse and passionate alumni. It will mean professional management and dedicated resources. But it is worth the effort.

There was a time in this country when world peace was spoken of without irony, and “do-gooder” was not pejorative. National service alumni offer hope that such an era may soon return.

## **Exhibit 1 – A Brief History of National Service**

### **1910**

American philosopher William James envisions non-military national service in his essay "The Moral Equivalent of War": "...instead of military conscription, a conscription of the whole youthful population to form for a certain number of years a part of the army enlisted against Nature, the injustice would tend to be evened out and numerous other goods of the Commonwealth would follow."

### **1933-1942**

Through the Civilian Conservation Corps (CCC), created by Franklin D. Roosevelt, millions of young people serve terms of 6 to 18 months to help restore the nation's parks, revitalize the economy, and support their families and themselves. The GI Bill links service and education, offering Americans educational opportunity in return for service to their country.

### **1961**

President John F. Kennedy establishes the Peace Corps, with authorizing legislation approved by Congress on September 22, 1961. President Kennedy says, "The wisdom of this idea is that someday we'll bring it home to America."

### **1964**

As part of the "War on Poverty," President Lyndon B. Johnson creates VISTA (Volunteers in Service to America), a National Teacher Corps, the Job Corps, and University Year of Action. VISTA provides opportunities for Americans to serve full-time to help thousands of low-income communities.

### **1976**

California Governor Jerry Brown establishes the California Conservation Corps, the first non-federal youth corps at the state level.

### **1989-1990**

President George Bush creates the Office of National Service in the White House and the Points of Light Foundation to foster volunteering.

### **1990**

Congress passes, and President Bush signs, the National and Community Service Act of 1990. The legislation authorizes grants to schools to support service-learning (Serve America, now known as Learn and Serve America) and demonstration grants for national service programs to youth corps, nonprofits, and colleges and universities.

### **1993**

President Bill Clinton signs the National and Community Service Trust Act of 1993, creating AmeriCorps and the Corporation for National and Community Service to expand opportunities for Americans to serve their communities. VISTA becomes part of AmeriCorps.

**September 1994**

The first class of AmeriCorps members - 20,000 strong - begin serving in more than 1,000 communities. In swearing in these Americans, President Clinton says: "Service is a spark to rekindle the spirit of democracy in an age of uncertainty....When it is all said and done, it comes down to three simple questions: What is right? What is wrong? And what are we going to do about it? Today you are doing what is right - turning your words into deeds."

**October 2000**

AmeriCorps\*VISTA commemorates 35 years of fighting poverty in America. Since 1965, more than 130,000 VISTA members have used a hands-on, grassroots approach to empower individuals and communities throughout the country.

**January 2002**

President George W. Bush calls for every American to serve 4,000 hours, or two full years, of service in their lifetime. He creates the USA Freedom Corps to aggregate the Peace Corps, AmeriCorps, and new homeland security corps into a single department.

## Exhibit 2- National Service Programs

Name	Issue Area	Founded	Approx. Members/Year	Approx. Total Alumni	Budget (\$000)
AmeriCorps	Service	1993	50000	300000	525,000
TFA	Education	1989	1500	10000	27,000
City Year	Service	1988	1000	6000	33,000
VISTA	Poverty	1965	6000	165000	?
Peace Corps	International aid	1961	7000	165000	275,000
Coro	Policy	1942	60	?	5,400
Urban Fellows	Policy	1969	25	703	750
Jesuit Volunteer Corps	Poverty	1956	500	7000	2,800
Lutheran Volunteer Corps	Poverty	1979	100	1000	?

## Exhibit 3 – Alumni Programs

Name	Alumni Program Start	Status	% Alumni Enrolled	Alumni Budget	Staff
Corporation for National And Community Service	2000	Department	n/a	60,000	1
National AmeriCorps Association	1995	<Defunct>	6%%	100,000	3
TFA Alumni Association	1997	Department	n/a	500,000	7
City Year Alumni Association	1997	Department	n/a	50,000	1
Friends of VISTA	?	Ind. Nonprofit	n/a	0	0
Oregon Friends of VISTA	2001	Private Initiative	n/a	0	0
National Peace Corps Association	1981	Ind. Nonprofit	10%	1,200,000	10
Boston Area Returned Peace Corps Volunteers	1978	Ind. Nonprofit	10%	14,000	0
Coro National Alumni Association	1989	Ind. Nonprofit	n/a	26,000	0

**Exhibit 4 – Alumni Program Services**

Program	Career Support	Educational Services	Social Events	Support for program	Service Opportunities	Issue Education	Political Activism	Member Discounts	Member Directory
Corporation for National And Community Service				<b>X</b>					<b>X</b>
National AmeriCorps Association	<b>X</b>	<b>X</b>				<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
TFA Alumni Association	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>			<b>X</b>		<b>X</b>
City Year Alumni Association	<b>X</b>		<b>X</b>	<b>X</b>	<b>X</b>				
Friends of VISTA							<b>X</b>		
Oregon Friends of VISTA	<b>X</b>		<b>X</b>	<b>X</b>					
National Peace Corps Association						<b>X</b>	<b>X</b>		
Boston Area Returned Peace Corps Volunteers	<b>X</b>		<b>X</b>		<b>X</b>	<b>X</b>			<b>X</b>
Coro National Alumni Association	<b>X</b>			<b>X</b>					

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