



# The Building Bridges Coalition

*Doubling the number of international volunteers by 2010.  
A project of the Brookings Institution's Initiative on International  
Volunteering and Service.*



Strategic Plan 2007-2009

# Mission



The Building Bridges Coalition, a project of the Brookings Institution's Initiative on International Volunteering and Service, is a consortium of leading international volunteer organizations, universities & colleges, corporations and government agencies working collaboratively to double the number of international volunteers serving abroad by 2010.

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Note: Nothing in this document should be construed to imply the Brookings Institution's endorsement of advocacy for particular legislative or other policy actions.

# Brookings Institution Initiative on International Volunteering and Service



The Brookings Initiative on International Volunteering and Service seeks to enhance cross-cultural understanding by expanding international volunteer service efforts, and improving service quality, capacity and positive impacts in communities throughout the world.

Its main components are:

- **The Building Bridges Coalition (BBC)** is a consortium of leading international volunteer organizations, universities & colleges, corporations, and government agencies working collaboratively to double the number of international volunteers serving abroad by 2010. Within the Building Bridges Coalition, there are also two affinity groups -- Corporate Engagement and Campus Engagement.
- **The Public Policy Group**, co-chaired by Senator Harris Wofford and John Bridgeland, focuses on policy development and education, and advances recommendations that include doubling the Peace Corps and creating a Global Fellowship to sponsor individual volunteers.
- **The Research and Impacts Group**, led by the Center for Social Development at Washington University in St. Louis and Brookings Fellow David Caprara, focuses on assessing the status and impacts of international volunteering and service and promoting effective practices.

# BBC Member Responsibilities



- Coalition members work together to achieve the goals of this strategic plan.
- Members sign-on to demonstrate their commitment to the goals and their belief in the importance of the initiative by using the following form:  
[http://www.surveymonkey.com/s.aspx?  
sm=GxCeOPvoUgT2lcBhm\\_2bXswQ\\_3d\\_3d](http://www.surveymonkey.com/s.aspx?sm=GxCeOPvoUgT2lcBhm_2bXswQ_3d_3d)
- Coalition members are officially recognized as a part of this important movement to enhance cross-cultural understanding by expanding international volunteer service efforts, and improving service quality, capacity and positive impacts in communities throughout the world.
- Coalition members are encouraged to actively participate in one of the six workgroups executing the strategic plan

# Goals



1. To double the number of international volunteers sent abroad annually by 2010.
2. To improve the quality of international volunteer service.
3. To maximize positive impacts of international service in communities throughout the world.

# Strategies



**Goal #1:** To double the number of international volunteers sent abroad annually by 2010

## Strategies

- 1a.** Increase public awareness of international volunteer opportunities
- 1b.** Encourage organizations to commit to scaling up
- 1c.** Foster partnerships among international volunteer organizations, universities & colleges, corporations, and government agencies
- 1d.** Engage university and college campuses to increase international volunteerism
- 1e.** Support the Public Policy Group to expand national resource commitment to international volunteering and service

**Goal #2:** To improve the quality of international volunteer service

## Strategies

- 2a.** Establishing and promoting effective practices for international volunteer service
- 2b.** Creating a forum for interaction and information sharing for international volunteer organizations, universities & colleges, corporations, government agencies, and other stakeholders in the field of international volunteerism
- 2c.** Encourage increased corporate engagement and improved social and business impact in international strategic volunteering programs

**Goal #3:** To maximize positive impacts of international service in communities throughout the world

## Strategies

- 3a.** Support the Research and Impacts Group to implement the comprehensive research agenda and improve effectiveness in international volunteer service

# Tactics



**Goal #1:** *To double the number of international volunteers sent abroad annually by 2010*

Strategy 1a: Increase public awareness of international volunteer opportunities

Tactics

- Develop Marketing Plan
- Refine Communications Plan
- Partner with communications firm
- Conduct public relations campaign
- Develop internet strategy
- Leverage technology group

Strategy 1b: Encourage organizations to commit to scaling up

Tactics

- Promote pledge campaign
- Regular reporting and tracking of pledges and results

Strategy 1c: Foster partnerships among international volunteer organizations, universities & colleges, corporations and government agencies

Tactics

- Develop strong links among all groups involved in the Building Bridges Coalition

# Tactics (continued)



**Goal #1 (cont.):** *To double the number of international volunteers sent abroad annually by 2010*

Strategy 1d: Engage university and college campuses to increase international volunteerism

## Tactics

- Best practice and information sharing for universities and colleges involved with international volunteerism
- Promoting partnerships with international volunteer organizations and corporations
- Address funding issues
- Host a Campus Engagement Conference at American University

Strategy 1e: Support the Public Policy Group to expand national resource commitment to international volunteering and service

## Tactics

- Develop strong links between the Public Policy Group and the Building Bridges Coalition through cross-representation and regular leadership meetings
- Provide necessary information to the Public Policy group
- Support the Public Policy Group with necessary policy action such as testimony and congressional education.

# Tactics (continued)



## **Goal #2:** *To improve the quality of international volunteer service*

Strategy 2a: Establishing and promoting effective practices for international volunteer service

### Tactics

- Develop Effective Practices guidelines
- Assist constituents in implementing Best Practices

Strategy 2b: Creating a forum for interaction and information sharing for international volunteer organizations, universities & colleges, corporations, government agencies, and other stakeholders in the field of international volunteerism

### Tactics

- Facilitate information sharing and networking amongst coalition members
- Hold regular meetings to engage coalition members and to align leadership & strategy

Strategy 2c: Encourage increased corporate engagement and improved social and business impact in international strategic volunteering programs

### Tactics

- Research and development of white papers
- Convening of companies to share lessons learned: effective practices, innovative models and success stories
- Dissemination of lessons learned
- Foster opportunities for corporate-to-corporate partnerships

# Tactics (continued)



**Goal #3:** *To maximize positive impacts of international service in communities throughout the world*

Strategy 3a: Support the Research and Impacts Group to implement the comprehensive research agenda and improve effectiveness in international volunteer service

## Tactics

- Support the Research and Impacts Group in mapping areas of activity and impact across the field through an assessment of volunteer sending organizations based in the US
- Assist in development of an instrument that can be used across the field to measure dimensions of quality, scope, and impact
- Assist in development of a research evaluation handbook to be used with the instrument to assist programs in implementing research to assess effectiveness

# Building Bridges Coalition Leadership



- Building Bridges Coalition Chairman
  - Steven Rosenthal, Executive Director, Cross-Cultural Solutions
- Managing Director
  - Paul Joss, President, Engedi Enterprises LLC
- Steering Committee
  - Laurie Belton, Executive Director, WorldTeach
  - David Caprara, Director, Brookings Institution's Initiative on International Volunteering & Service
  - Matt Clausen, Vice President, Partnership Development, Partners of the Americas
  - Diane Melley, Director, IBM Corporate Citizenship and Corporate Affairs
  - Jack Hawkins, Global Head, Business Development & Corporate Affairs, Global Medic Force
  - Jim Lindsay, Executive Director, Catholic Network of Volunteer Service
  - Amanda Moore McBride, Ph.D, Research Director, Center for Social Development, Washington University in St. Louis
  - Kevin F. Quigley, Ph.D., President, National Peace Corps Association
  - Katherine A. Stahl, Executive Director, American University Career Center
  - Ed Wilson, Executive Director, Earthwatch
  - Senator Harris Wofford, Former CEO of the Corporation for National and Community Service

# List of Working Groups



Working groups have been formed to reach our objectives. The list below illustrates how the working groups fit within the larger initiative and also indicates their lead members.

## **Brookings Institution Initiative on International Volunteering and Service**

*Brookings Institution Initiative on International Volunteering \* (David Caprara, Brookings Institution)*

- Building Bridges Coalition
  - *Campus Engagement Group (Katherine Stahl, American University)*
  - *Corporate Engagement Group (Diane Melley, IBM)*
  - *Public Awareness Working Group (Kimberly Haley-Coleman, Globe Aware)*
  - *Technology Advisory Committee (Paul Joss, Engedi Enterprises)*
  - *Effective Practices Working Group (Erin Barnhart, Idealist.org)*
  
- Public Policy Group (Senator Harris Wofford and John Bridgeland)
  
- Research and Impacts Group (Center for Social Development at Washington University in St. Louis and David Caprara, Brookings Institution)

\* - The Building Bridges Coalition, the Public Policy Group, and the Research and Impacts Group are core elements of the Brookings Initiative on International Volunteering and Service Working Group which meets bi-monthly.

# Measurement and Tracking



- According to a baseline study approximately 50,000 international volunteers in documented programs were sent overseas in 2005. Our goal is to increase this number to 100,000 international volunteers sent overseas in 2009.
- Reports using consistent methodology will be issued regularly to detail our progress.
- The definition of an international volunteer is a person who volunteers outside of his or her current country of residence. For the Brookings Initiative, international volunteers may be people who engage in corporate volunteering initiatives outside of the US for companies with a significant US presence or a significant US base.

# Contact Information



## Building Bridges Coalition

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- Steven Rosenthal, Cross-Cultural Solutions, [steve@crossculturalsolutions.org](mailto:steve@crossculturalsolutions.org), 914-632-0022

## Brookings International Volunteering Project Contact Information

- David L. Caprara, Director, [dcaprara@brookings.edu](mailto:dcaprara@brookings.edu), 540-220-8841

[www.brookings.edu/global/volunteer](http://www.brookings.edu/global/volunteer)

[www.buildingbridgescoalition.net](http://www.buildingbridgescoalition.net)