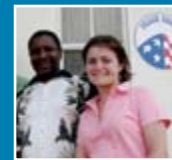




PEACE CORPS

////// Charting the Future of International Service

Commemorating the 50th anniversary of the Peace Corps,
and looking to the next fifty years of international
volunteer service



Presented by:

Gerald R. Ford
School of Public Policy
UNIVERSITY OF MICHIGAN

 UNIVERSITY OF MICHIGAN

“ I want to express my thanks to you, as a graduate of the Michigan of the East, Harvard University.

I come here tonight delighted to have the opportunity to say one or two words about this campaign that is coming into the last three weeks.

I think in many ways it is the most important campaign since 1933, mostly because of the problems which press upon the United States, and the opportunities which will be presented to us in the 1960s. The opportunity must be seized, through the judgment of the President, and the vigor of the executive, and the cooperation of the Congress. Through these I think we can make the greatest possible difference.

How many of you who are going to be doctors, are willing to spend your days in Ghana? Technicians or engineers, how many of you are willing to work in the Foreign Service and spend your lives traveling around the world?

On your willingness to do that, not merely to serve one year or two years in the service, but on your willingness to contribute part of your life to this country, I think will depend the answer whether a free society can compete. I think it can! And I think Americans are willing to contribute. But the effort must be far greater than we have ever made in the past.

Therefore, I am delighted to come to Michigan, to this university, because unless we have those resources in this school, unless you comprehend the nature of what is being asked of you, this country can't possibly move through the next 10 years in a period of relative strength.

So I come here tonight to go to bed! But I also come here tonight to ask you to join in the effort...

This university...this is the longest short speech I've ever made...therefore, I'll finish it! Let me say in conclusion, this university is not maintained by its alumni, or by the state, merely to help its graduates have an economic advantage in the life struggle. There is certainly a greater purpose, and I'm sure you recognize it. Therefore, I do not apologize for asking for your support in this campaign. I come here tonight asking your support for this country over the next decade.

Thank you. ”

Senator John F. Kennedy

October 14, 1960



PEACE CORPS



ANNIVERSARY

1961-2011



PEACE CORPS

Charting the Future of International Service

Commemorating the 50th anniversary of the Peace Corps, and looking to the next fifty years of international volunteer service



Presented by the Gerald R. Ford School of Public Policy at the University of Michigan.

Gerald R. Ford
School of Public Policy
UNIVERSITY OF MICHIGAN

Sponsored by the [Brookings Institution Initiative on International Volunteering and Service](#), the [National Peace Corps Association](#), and the University of Michigan, with support from the [Building Bridges Coalition](#).



Table of Contents

01 A Greater Purpose

Susan M. Collins, Joan and Sanford Weill Dean of Public Policy, Gerald R. Ford School of Public Policy, University of Michigan

06 "Time to Be Inventive Again"

The Honorable Harris L. Wofford,
Peace Corps Architect

09 The Contemporary Landscape

Lex Rieffel, Nonresident Senior Fellow, Global Economy and Development Program, Brookings Institution

13 "What Great Companies Can Do"

Stanley S. Litow, President, IBM International Foundation and Vice President of Corporate Citizenship and Corporate Affairs, IBM

15 "A World of Reciprocity and Circular Engagement"

Michelle Nunn, CEO, Points of Light Institute,
Founding Director, HandsOn Atlanta

17 "International Service 2.0"

Steven C. Rosenthal, Executive Director, Cross Cultural Solutions and Chairman, Building Bridges Coalition

19 Measuring Impact: A Complex Challenge

James S. Jackson, Director, Institute for Social Research, University of Michigan

24 "Monitoring Impact"

Carrie Hessler Radelet, Deputy Director
of the Peace Corps

27 "An Evidence Base to Guide Programs and Policy"

Amanda Moore McBride, Associate Professor and Associate Dean for Social Work, Brown School; Director of the Gephardt Institute for Public Service; Research Director of the Center for Social Development at Washington University in St. Louis

30 "Ripple Effects"

Roopal Shah, Co-founder and former
Executive Director, Indicorps

33 New Leadership for a Global World

Alejandro Toledo, Former President of Peru

37 New Initiatives and Policy Proposals

Kevin F. F. Quigley, President, National
Peace Corps Association

43 "ServiceWorld: A Common Strategy to Solve Our Toughest Challenges"

John M. Bridgeland, President and
CEO of Civic Enterprises

46 "Challenges and Opportunities in International Service"

Stephen P. Groff, Deputy Director of the Development Co-operation Directorate at the Organisation for Economic Co-operation and Development (OECD)

49 "A New Role for Government"

Sonal Shah, Director of the White House Office of Social Innovation and Civic Participation

51 The Role of Universities

Alan F. Guskin, President Emeritus, Antioch University and former Chancellor, University of Wisconsin-Parkside

56 "To Become Better Citizens of the World"

Mary Sue Coleman, President of the
University of Michigan

58 "Promoting International Competency"

M. Peter McPherson, President of the Association of Public and Land-Grant Universities

61 The Future of the Peace Corps

Aaron S. Williams, Director of the Peace Corps



In honor of the fiftieth anniversary of the U.S. Peace Corps, the University of Michigan, the Brookings Institution Initiative on International Volunteering and Service, and the National Peace Corps Association sponsored the National Symposium on the Future of International Service. This symposium was held fifty years after the campaign speech John F. Kennedy delivered from the steps of the Michigan Union building—the speech that called on America’s youth to serve their nation, by serving those with pressing needs around the globe. At the University of Michigan, Kennedy’s speech ignited a movement to link America’s men and women to opportunities to serve those in developing nations. With the help of student activists, supportive faculty and staff members, and a receptive campaign team, it was a movement that quickly spread across the country, and that inspired Kennedy to launch the U.S. Peace Corps by Executive Order shortly after winning the Presidency.

Speakers at the National Symposium were carefully selected to comment not only on what the U.S. Peace Corps and its 200,000 American volunteers have accomplished over the past five decades, but also on the myriad international volunteer service organizations that have sprung up in the wake of the Peace Corps, and on the challenges and opportunities they foresee in the decades to come. These speakers included many of the foremost actors and thought leaders in the field of international volunteer service, such as:

- The Honorable Harris L. Wofford, Peace Corps architect and President Kennedy’s special assistant for Civil Rights, spoke about Kennedy’s vision for the U.S. Peace Corps—including his hope that 100,000 Americans would serve overseas each year.
- The director and deputy director of the U.S. Peace Corps spoke about the organization’s new directions, including plans to focus on targeted initiatives of critical importance like malaria prevention, HIV/AIDS prevention and treatment, and agricultural efficiency.
- Alejandro Toledo, former President of Peru and someone who attributes much of his success in life to the support he received from two Peace Corps volunteers, spoke about how the Peace Corps might best reach and serve the developing world.

This monograph shares the presentations of these, and more than a dozen other prominent presenters who participated in the National Symposium on the Future of International Service. It is our hope that their words and wisdom will build understanding about the critical role that the U.S. Peace Corps has played in helping Americans better understand the richness of our world, in building lasting friendships between countries around the globe, in enhancing the economic and life prospects of people in need, and in inspiring thousands of innovative international volunteer service programs.



Gerald R. Ford
School of Public Policy
UNIVERSITY OF MICHIGAN

A Greater Purpose

Susan M. Collins, Joan and Sanford Weill Dean of
Public Policy, Gerald R. Ford School of Public Policy,
University of Michigan



“Time to Be Inventive Again”

The Honorable Harris L. Wofford, Peace Corps Architect



Beyond helping graduates prepare for careers and competition, Kennedy implied that universities and their students should look to, and should engage with, the world around them. He challenged the students to contribute their time, their talents, and parts of their lives to other nations. And he hinted that those contributions could help both America, and its democratic values, thrive.

Thousands of students gather around the steps of the Michigan Union to hear presidential hopeful John F. Kennedy's campaign platform at 2:00 a.m., on October 14, 1960.

PURPOSE

“A Greater Purpose”

– Susan M. Collins

At 2:00 a.m., on the morning of October 14, 1960, presidential hopeful John F. Kennedy visited the University of Michigan to deliver one of many campaign speeches his staff had scheduled in the weeks leading up to the election. The speech he delivered, however, broke from all their expectations.

Rather than his standard stump speech, Kennedy surprised everyone—including his closest campaign advisors—by talking to University of Michigan students about serving America, by serving its friends overseas.

“How many of you who are going to be doctors are willing to spend your days in Ghana?” he asked the students huddled around the Michigan Union steps. “Technicians or engineers, how many of you are willing to work in the Foreign Service and spend your lives traveling around the world?”

Kennedy was energized as he spoke, but also exhausted. It was well after midnight, and he’d been on the campaign trail for weeks. As such, a number of his thoughts trailed off mid-sentence, and at 380 words, his speech lasted only three minutes. But, however short or hastily put together it was, the speech struck a nerve with the thousands of students who had waited up to hear him. Heartfelt, honest, and inspirational, Kennedy offered an idea and a vision that they wouldn’t let go.

That idea? A greater purpose.

“This university is not maintained by its alumni, or by the state, merely to help its graduates have an economic advantage in the life struggle,” Kennedy argued. “There is certainly a greater purpose...”

Beyond helping graduates prepare for careers and competition, Kennedy implied that universities and their students should look to, and should engage with, the world around them. He challenged the students to contribute their time, their talents, and parts of their lives to other nations. And he hinted that those contributions could help both America, and its democratic values, thrive.

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Students at the University of Michigan rallied around his words. Within a few days, Al and Judy Guskin, married graduate students, had drafted a letter to the editor of the University’s student paper, the *Michigan Daily*, pledging to devote a few years of their lives, and challenging others to make similar pledges. “With this request, we express our faith that those of us who have been fortunate enough to receive an education will want to apply their knowledge through direct participation in the under developed communities of the world,” they wrote.

Beyond the work volunteers have done, the lives they’ve touched, the acts of kindness they’ve triggered, the Peace Corps experience has served as a model, and an inspiration, for many other international service programs.

The Guskins asked interested students to contact them, and were overwhelmed by the response they received. Over the next few weeks, they formed a student organization—Americans Committed to World Responsibility. They circulated a petition, collected a thousand signatures from students pledging to serve, delivered those signatures to Kennedy, and worked with student leaders across the nation to advocate for a government-sponsored international volunteer service program. Together with students from American University and the National Student Association, the Guskins served as key organizers of a national conference on the Peace Corps that spring.

Soon after Kennedy established the Peace Corps by Executive Order on March 1, 1961—less than five months after his speech at the University of Michigan—the Guskins helped lead the conference at American University where student representatives from 400 colleges and universities met to discuss the Peace Corps and what they might do to help communities in developing nations. That summer, they were asked to be part of the Peace Corps staff that selected volunteers for the first groups to enter training. In October, Al and Judy Guskin entered training at the University of Michigan, and served in the first Peace Corps group to go to Thailand.

Since 1961, some 200,000 Americans have served abroad through the Peace Corps. Those volunteers have built schools and libraries, planted crops and designed irrigation systems, distributed mosquito nets and taught health education, and much, much more. In short, they’ve done great things for the world in the name of America.

However, while efforts are being made to quantify the impact of that service—and chapter three discusses some of those research findings and challenges in greater detail—the true influence of the Peace Corps has been difficult to capture.

Beyond the work volunteers have done, the lives they’ve touched, the acts of kindness they’ve triggered, the Peace Corps experience has served as a model, and an inspiration, for many other international service programs. Today, America’s Peace Corps is joined by international volunteer initiatives run by dozens of other foreign states. And these government-led

Susan M. Collins

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efforts represent only a small fraction of the contemporary international service landscape. The remainder is comprised of thousands of programs and initiatives organized by not-for-profits, corporations, universities, faith-based organizations, multilaterals, and goal-driven groups that involve all of these.

In light of this dramatic expansion in scope and complexity, and upon the 50th anniversary of John F. Kennedy's momentous speech, the University of Michigan hosted the National Symposium on the Future of International Service. The goal: to gather together some of the leading figures in today's international service movement, and to challenge them to help chart the future of international service.

The monograph you are reading captures their words, and their vision, as they discuss the international service landscape of today, what we know and need to know about the impact of this service, the role universities play in these efforts, and new

initiatives and policy proposals—like [ServiceWorld](#)—designed to take American participation in international volunteer service to the level of impact Kennedy and his administration originally envisioned.

The “greater purpose” Kennedy spoke of in the early morning hours of October 14, 1960 isn't limited to colleges, universities, and their students—though campuses have, from the very start, embraced the concept fully. Rather, it's an ideal that appeals to American citizens of all ages, faiths, political parties, and countries of origin. ServiceWorld, the bipartisan policy platform so many at the symposium have rallied behind, offers an economic way to provide a dramatic boost for this work, multiplying the many positive outcomes of international volunteer service, and appealing to engaged citizens across the racial, political, and socioeconomic spectrum.



University of Michigan celebrates the 50th anniversary of the Peace Corps.

INVENTIVE

“Time to Be Inventive Again”



– The Honorable Harris L. Wofford

My first salute is to the University of Michigan, for picking up this torch and for assembling us. I know I speak for other survivors of the first year of the Peace Corps to say we feel very lucky to be here. There’s a simple meaning to that. We’re lucky to be here on this planet still. I’ve lived four score and four years, one-third the life of the country, which shows not only how old I am, but how young America is. When you think of that history, when I do, I can’t think of any single action and creation that better represents the best of America than the Peace Corps. I feel lucky to be in this room with some of my favorite people, not only because of what they’ve done in the past, but because of what you who are assembled here will do to try to shape history once more.

President Kennedy’s few words that he said here—the questions he asked—fortunately to a lot of the listeners conveyed the idea of a Peace Corps. So my other salute is to those—Al Guskin and Judy Guskin and others—who picked up the torch after Kennedy had been here and put together that scroll, saying, ‘Yes, we will commit ourselves to serve in Asia, Africa, and Latin America. Yes, we are ready.’

Kennedy pulled those words out of the air that late cold night because he himself was ready. He had heard of various ideas for international volunteer programs. The College Democrats got him to sign something that summer saying that he would expand volunteer work overseas. He knew that others, like Hubert Humphrey, had proposed what was first called a Point Four Youth Corps. However, he’d given no sign to any of his advisors that he was going to run with it during the campaign. No one had been working on it. Sargent Shriver had no idea that Kennedy was thinking about doing anything. But

Kennedy did it that night because he was ready for this idea—inspired by the book, *The Ugly American*, and various other things, to want something like this. Still, if those students at Michigan hadn’t seen in it what they saw—what you who were there saw—the Peace Corps would never have come about.

I can’t think of any single action and creation that better represents the best of America than the Peace Corps.

In what happened after his remarks, I became briefly an agent. Mildred Jeffrey, an officer of the United Automobile Workers (the UAW), was a key Michigan leader in the Civil Rights section of Kennedy’s campaign where I was working with Sargent Shriver. One day, out of the blue, she called to tell me that her daughter, Sharon Jeffrey, and other students were taking this Peace Corps scroll around, and wanted to make a date to give it to Senator Kennedy. She asked to be put in touch with the people who might arrange it. I called the right person and didn’t hear anything more about it. Later, I learned that even before Kennedy saw the scroll, when he was told that some thousand Michigan students had signed, saying ‘Yes, we want to serve,’ he said, “Let’s make this a major proposal in the campaign.”

Sargent Shriver has repeatedly said and written that if those students had not done that, there is no reason to think that in the pressures of the transition, and then the crises that followed—the Bay of Pigs, Freedom Riders, the first meeting



A Peace Corps volunteer and local counterparts review a completed fish pond project in Malawi.

with Khrushchev, the Cuban Missile Crisis, the Civil Rights march on Washington, and the effort to get the first Civil Rights bill passed—that the Peace Corps would have emerged. So it is an encouraging point of history: this is one of those cases where individual initiative, with joint action, produced a great result.

The Honorable Harris L. Wofford

Former U.S. Senator, Aide to President Kennedy, and Peace Corps Architect

The Honorable Harris Wofford is a former Democratic senator from Pennsylvania who helped launch the Peace Corps. A graduate of the University of Chicago, and Yale and Howard University law schools, Wofford served as counsel to the first U.S. Commission on Civil Rights in 1958, and was an advisor to the Rev. Martin Luther King, Jr. Following his post in 1961 as special assistant to President Kennedy for Civil Rights, Wofford became the Peace Corps' special representative to Africa, and lived with his family in Addis Ababa, Ethiopia. In 1964, he returned to become the associate director of the Peace Corps. A prolific writer and activist, Wofford's career has also included service as president of Bryn Mawr College and the State University of New York College at Old Westbury. He is the author of several books, including *Of Kennedys and Kings: Making Sense of the Sixties* (1980).

Let me give one more taste of history, explaining why many of us are now talking about a goal of 100,000 volunteers a year. Those on this panel and others here have joined in the ServiceWorld coalition that you'll hear more about from John Bridgeland of Civic Enterprises, Lex Rieffel of the Brookings Institution, and Steve Rosenthal of the Building Bridges Coalition. We hope we're on the way to something new that revives Kennedy's vision of having 100,000 Americans a year serving overseas.

Where did that number come from? Here's when I first heard it. In August 1962 I was about to leave the White House staff to serve as Peace Corps country director in Ethiopia and special representative to Africa when I had one of my last chances to talk with the President. Some 600 Peace Corps volunteers who had been trained in Washington, DC, were assembled on the White House lawn. I was asked to brief the President and then walk out with him to the lawn when he addressed the volunteers. Let me give some background.

For a while in his first year, President Kennedy had been skeptical about how the Peace Corps would work. After the 1960 election, his brain trust in Cambridge had been asked to do a report assessing the idea of a Peace Corps. The report given to the President and to Shriver as he started planning the Peace Corps was sponsored by a group at MIT led by Professor Max Millikan. Their advice was to go slow, be careful, make it small, maybe a couple of hundred people. Young Americans can mess up the world, they warned. The report was very negative.

“Time to Be Inventive Again”

Shriver had that report on his desk when he was interviewing someone to see whether they should join the team. He'd hand the report to them and say, "Go on and read this, then come back and let's talk." If they came back and said, 'oh, that's wise and prudent,' they went out the door. Pretty soon, "Shriver" became a word for big, bold, and fast.

But Kennedy had a concern that maybe he'd jumped the gun with something that hadn't been thought through. At the inaugural parade, when he turned to Shriver he said, "Look into this idea, and recommend what I should do. People we respect have said it's dubious."

After fifty years with the good Peace Corps model for two-year service, isn't it time to find the right model for a 21st century expansion of citizen service for young and old around the world?

By the end of February, we took Shriver's task force plan to the White House and a few days later Kennedy signed an Executive Order creating the Peace Corps, using discretionary funds. Kennedy created it without Congressional authorization. He sent a message to Congress transmitting Shriver's report, asking them to establish the Peace Corps that he was starting by Executive Order. (President George W. Bush did the same thing, by Executive Order, with the Volunteers for Prosperity program.) Congress did pass legislation establishing the Peace Corps in September, but before then, hundreds of Peace Corps volunteers were already in service overseas or in training.

A year later, fast-forward again to when I was about to go to Africa and the President was sending off 600 Peace Corps volunteers. By then the Peace Corps had proven itself and was being hailed as a success. Having just seen those volunteers in front of him, with all of their potential, he turned to me on the way back into the Oval Office

and said, with evident delight, "This will be really serious when it's 100,000 volunteers going overseas each year; then in one decade there will be a million Americans who will have had first-hand experience serving in Asia, Africa, and Latin America, and then for the first time we'll have a large constituency for a good foreign policy."

So I put that long ago, long-range vision before you as a challenge. Not necessarily with a goal of 100,000 for growth, but isn't it about time to be inventive again? After fifty years with the good Peace Corps model for two-year service, isn't it time to find the right model for a 21st century expansion of citizen service for young and old around the world?

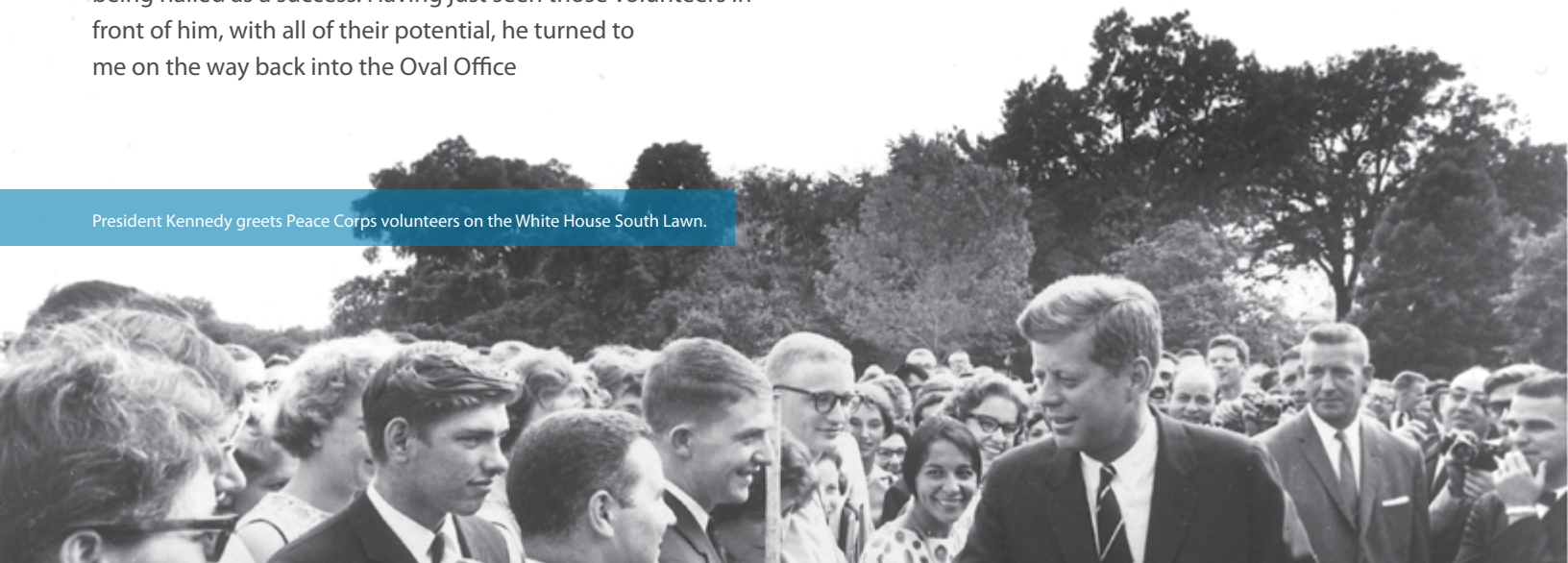
Our [ServiceWorld](#) proposals are a work-in-progress, and we invite all of you, along with the creative leadership of the Peace Corps and the National Peace Corps Association of returned volunteers and staff, and especially you of the University of Michigan, to be part of a new effort to fulfill the vision of John Kennedy and Sargent Shriver.

Ask yourselves, what a great opportunity Kennedy gave the American people and the world, beginning that night here, 50 years ago today. Then think about the lost opportunity measured by the fact that we're just crossing 200,000 volunteers, not the two million or three million we'd have by Kennedy's calculation and imagination.

Kay Clifford, who served in Thailand, said to me yesterday, before our 2 a.m. reenactment and recommitment, "This is an historic meeting today." And I said, "If we make it so."

So it's up to you—to all of us.

President Kennedy greets Peace Corps volunteers on the White House South Lawn.





Gerald R. Ford
School of Public Policy
UNIVERSITY OF MICHIGAN

The Contemporary Landscape

Lex Rieffel, Nonresident Senior Fellow, Global Economy and
Development Program, Brookings Institution



“What Great Companies Can Do”

Stanley S. Litow, President, IBM International Foundation and
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A strong case can be made for boosting federal funding for the Peace Corps and other international volunteer service initiatives—not only to celebrate and promote the legacy of America’s 50-year commitment to international development, but also to ensure that our children and grandchildren live in a peaceful and prosperous world.

A Peace Corps volunteer and community of local farmers construct an irrigation system to lessen the impact of water erosion on farm land in Malawi.

LANDSCAPE

“The Contemporary Landscape” //

– Lex Rieffel

While the Peace Corps has been at the center of the international service landscape for the past 50 years, the landscape itself has changed so dramatically that it is clearly time to reassess our nation’s investment in this area of our foreign relations. A strong case can be made for boosting federal funding for the Peace Corps and other international volunteer service initiatives—not only to celebrate and promote the legacy of America’s 50-year commitment to international development, but also to ensure that our children and grandchildren live in a peaceful and prosperous world.

In the 1960s when I was a volunteer, the Peace Corps stood out as the only large-scale international service program available to Americans; today it is one of more than a hundred programs sending Americans to communities around the world.

Together, these other programs—sponsored by non-profits, universities, corporations, and faith-based organizations—send at least *ten times* as many volunteers overseas each year as the U.S. Peace Corps.

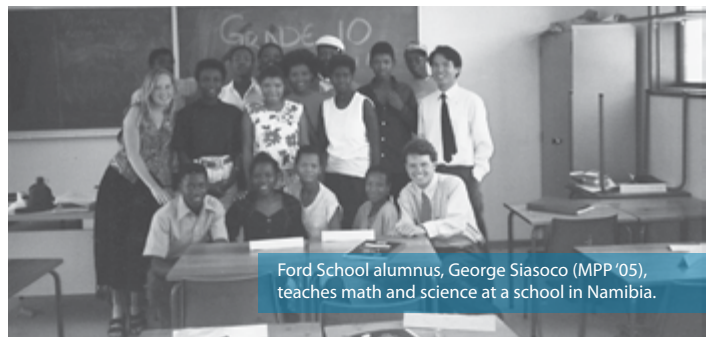
This diverse landscape offers a number of benefits. First, it gives Americans greater choice. They can serve overseas for a week, a month, a year—whatever period of time they can manage. They can select from a rich variety of worthwhile programs—helping communities recover from natural disasters, building new homes and schools, providing medical and dental care, teaching English, installing safe water systems, and so on.

Second, it opens opportunities for those who might not have been able to volunteer in the past. For many years, young college graduates have been the primary source of Peace

Corps volunteers. Private sector programs are now providing service opportunities for high school students, seasoned professionals, and retirees from the Baby Boom generation.

Third, it has offered a funding model that makes it possible to significantly increase the scale and impact of international development work. Many of today’s volunteers *pay* for the opportunity to serve. They cover the often considerable cost of travel, food, and lodging so they can learn about other cultures, better understand the world, and lend a hand where it’s needed. This phenomena—of paying out of pocket for an opportunity to serve—shows how highly international volunteer service is valued by Americans. At the same time, it should be noted that this funding model precludes Americans

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Ford School alumnus, George Siasoco (MPP '05), teaches math and science at a school in Namibia.

without the wherewithal from enjoying the benefits of international volunteer service.

To remain a global leader, one of the best investments the U.S. government could make is to increase budget support for the Peace Corps and other international service programs.

We should not lose sight of the fact, however, that the Peace Corps remains the gold standard for international service because of its commitment to 27 months of service, including three months of intensive language and cultural training.

The Peace Corps has inspired other countries to initiate international service programs, including Australia, Canada, and Japan. The European Union coordinates the European Voluntary Service. The United Nations Volunteer program—

established in 1970—is nearly the size of the U.S. Peace Corps. Korea’s volunteer program is similar in size and also requires a long-term commitment.

In recent years, a coalition of American service organizations and leaders have organized under the auspices of the Building Bridges Coalition to seek ways of scaling up international volunteering and making it more effective in meeting global challenges such as climate change. A nationwide campaign, ServiceWorld, was launched in June 2010 with a view to increasing federal funding for international volunteer service.

To remain a global leader, one of the best investments the U.S. government could make is to increase budget support for the Peace Corps and other international service programs. One great advantage of not relying entirely on the Peace Corps is that federal funds can be used to catalyze private funds, as we do with AmeriCorps and our other federally supported domestic service programs.

Lex Rieffel

Nonresident Senior Fellow,
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Lex Rieffel is a nonresident senior fellow in the Global Economy and Development Program at the Brookings Institution. He works on policy studies related to Southeast Asia, global governance, and emerging markets finance. His major publications include *Sovereign Debt Restructuring: The Case for Ad Hoc Machinery* (2003) and *Out of Business and On Budget: The Challenge of Military Financing in Indonesia* (2007). Previously, Rieffel was employed by the Institute of International Finance, the U.S. Department of the Treasury, USAID, the International Paper Company, and the U.S. Navy. He served with the Peace Corps from 1965 to 1967. Rieffel earned his bachelor’s degree from Princeton University and his master’s degree from The Fletcher School, Tufts University.



Students point to Panama on a world map they painted with the help of their Peace Corps education volunteer.

COMPANIES

“What Great Companies Can Do” //

– Stanley S. Litow

The link between corporations and community service is an important and strengthening one, with many companies encouraging employees to devote their skills and time to volunteering. This is the case at IBM, where Stanley S. Litow, president of the company’s international foundation, reports that some 170,000 employees are involved in service. “The government talks about citizen diplomacy,” Litow says. “We talk about building great leaders within a company to fulfill the economic opportunity and promise around the world.”

Litow reflects on the role of the private sector in public service. It is a role that IBM—celebrating its 100th anniversary in 2011—has embraced for decades. Just as the Peace Corps can trace its roots to the ideals and mission of the Kennedy Administration, IBM also has historical ties to Kennedy and public service. Early in his presidency, Kennedy invited then-CEO of the company, Tom Watson Jr., to chair an economic summit at the White House. Later, Senator Robert Kennedy called on Watson again, this time to help support urban development efforts by opening a plant in Brooklyn, New York.

Peace Corps’ 50th anniversary, and public service in general, have personal meaning for Litow, as well. As a child, he shook Senator Kennedy’s hand at a campaign stop in New York City. Later, he got his first taste of public service when he worked in the New York City mayor’s office helping to coordinate the New York City Urban Corps, a program modeled after the Peace Corps, which used federal college work study dollars to advance public service efforts in urban communities. The effort engaged thousands of young people in public service in New York City, and was replicated by other cities around the country.

While IBM’s interest in service is part of the company’s tradition and values, Litow says the company is not unique in this way. He believes that many other corporate institutions are involved in community service for similar reasons.

In October 2010, IBM hosted a three-day “Service Jam,” led by IBM Corporate Citizenship and Corporate Affairs Director Diane Melley, which engaged over 15,000 people from 119

countries in an electronic conversation about service. “Think of it as an electronic Town Hall meeting,” says Litow. “Corporate leaders, people from the business community, people from civic organizations, not-for-profit organizations, government leaders around the world—talking about their passionate interest in service.” The conversation involved people from around the world and from all sectors of the economy—something that Litow believes is important to consider as we commemorate President Kennedy’s vision.

“The government talks about citizen diplomacy,” Litow says. “We talk about building great leaders within a company to fulfill the economic opportunity and promise around the world.”

To realize Kennedy’s dream of having 100,000 people involved in the Peace Corps annually, or perhaps millions of people involved in international service, Litow believes we can’t rely exclusively on government. While many Peace Corps volunteers, Urban Corps interns, Urban Fellows, White House Fellows, and others go on to work in government service, Litow says the roles they play in the non-profit and private sectors are just as important. “This really is an opportunity to collaborate across the sectors of the economy and talk about what the future could hold if service is part and parcel of what all sectors of the economy do, and what all countries around the world do.” In other words, fulfilling the promise of community service requires government, non-profit, and private sectors of society to work together.

The 170,000 IBM employees around the world who are involved in service contribute to what IBM describes as an “on-demand community” that engages all employees who want to be involved in service. Some volunteer electronically, while others work within their local communities. Still others volunteer abroad. Over a six-year period, IBM employees

“What Great Companies Can Do”

contributed 12 million hours of service. “Even if those hours were only worth \$25 each,” says Litow, “that would be a quarter of a billion dollars worth of service provided by just employees from one company—just one.” Many other companies could do the same kind of work, says Litow, just by tapping into the skills and talent of their employees.

To realize Kennedy’s dream of having 100,000 people involved in the Peace Corps annually, or perhaps millions of people involved in international service, Litow believes we can’t rely exclusively on government.

In 2008, IBM launched the Corporate Service Corps, a corporate version of the Peace Corps. This program selects 500 of IBM’s best talent—emerging corporate leaders—to work in teams solving problems in countries around the world. These teams of eight to ten employees work on critical problems in places like Ghana, Nigeria, Kenya, Vietnam, Cambodia, and many other countries around the world. As a business strategy, encouraging employees to devote time to community service benefits companies, in return, because it attracts great leaders, says Litow. Corporations can “recruit top talent by explaining that you don’t have to leave your public service/community service career when you move into the private sector, you can combine it...,” says Litow. “You can better retain top talent by giving them the opportunity to serve as an integral part of their work.” He adds that programs like the Corporate Service Corps encourage employees to understand countries and cultures that might be important from a business standpoint. That is why community service—a long-standing company tradition—is so important to IBM.

In two years, IBM has contributed about a thousand people to public service through the Corporate Service Corps program. If the 500 or so other large corporations in the world did the same, says Litow, that would result in a considerable contribution to community service on behalf of the private sector. “We could have a half a million people involved in corporate Peace Corps-type activities that would produce significant gain around the world, that would produce significant gain for the corporations, and use the economic engine of great companies to fulfill some of the goals that President Kennedy had when he articulated the Peace Corps.”

Another opportunity and advantage to corporate service is the promotion of global corporate understanding to ease world tensions, says Litow. “I believe that if the great companies

working with not-for-profit organizations and government committed to this agenda—the Peace Corps agenda—we could not only build economic engines that will develop the world, we could not only expand civic consciousness, but we could build a smarter planet,” says Litow. “We could have the kind of future that people want—not just for the United States, but around the world.”

The take-home lesson is this: Corporations can do more than write checks to charity. They can roll up their sleeves and become full partners in service, demonstrating “what great companies can do if they heed the message that President Kennedy outlined when he launched the Peace Corps here 50 years ago.”



John F. Kennedy leaving campus the morning after his speech at the University of Michigan.

Stanley S. Litow

President, IBM International Foundation and Vice President of Corporate Citizenship and Corporate Affairs, IBM

Stanley S. Litow is IBM’s vice president of corporate citizenship and corporate affairs and president of IBM’s foundation. Under his leadership, IBM has become widely regarded as a global leader in corporate social responsibility, and prized for its environmental and civic leadership and labor practices. Litow also helped devise the Corporate Service Corps, a corporate version of the Peace Corps. Previously, he served as deputy chancellor of schools for New York City; he also founded Interface, a nonprofit think tank, and served as an aide to both the mayor and governor of New York. Litow has served on the President’s Welfare to Work Commission, and now serves on the board of Harvard Business School’s Social Enterprise Initiative and the Citizen’s Budget Commission, among others. *Corporate Responsibility Officer* magazine named him CEO of the Year in 2008 and 2009.

RECIPROCITY

“A World of Reciprocity and Circular Engagement” ////////////////

– Michelle Nunn

More than 20 years ago, Michelle Nunn, CEO of Points of Light Institute, was inspired by the Peace Corps to devote her career to public service. The Peace Corps, she says, has captured the imagination of the American public in a profound and inspirational way. Nunn wonders, however, if the key ingredients and magic of the Peace Corps can be translated into a broader international movement.

After graduating from college, Michelle Nunn applied to the Peace Corps. While she waited for her application to be reviewed, she met a group of people who were starting a domestic volunteer effort called HandsOn Atlanta, and it became a program she dedicated herself to. Ultimately, Nunn’s application was approved by the Peace Corps, but she deferred her acceptance, feeling she could make a significant difference within her own city and state. Someday, she says, she would like to retire as a Peace Corps volunteer—like Lillian Carter, a fellow Georgian—and Nunn is anxious to ensure the longevity and future of the program so she can have a second chance at it later in life.

Over time, HandsOn Network, now the volunteer activation division of Points of Light Institute, has grown to include more than 250 HandsOn Action Centers in 16 countries. Its emerging mission demonstrates that there is no longer a clear division between domestic and international service, Nunn contends. “People are finding that they can go back and forth more seamlessly—even in the moment—in terms of how they serve.” She uses the example of the Global Soap Project to illustrate this point.

The Global Soap Project is a grassroots initiative begun by Derreck Kayongo, an Ugandan refugee who moved to the United States in 1991 and now works for CARE. The initiative collects leftover hotel soaps and recycles them, sending fresh bars of soap to refugee camps around the world. Over a few months, 100 HandsOn Atlanta volunteers collected three tons of soap with Kayongo, producing 20,000 new bars that have

been sent to Swaziland, Kenya, and Haiti. HandsOn Atlanta volunteers—who have worked for the Atlanta Community Food Bank and built houses together—are now doing volunteer work for Swaziland, Nunn marvels.

“People are finding that they can go back and forth more seamlessly—even in the moment—in terms of how they serve.”

Nunn shares another example about Duncan Moore, who decided to launch his own international volunteer effort after watching a *60 Minutes* profile about a peanut-based product that fights malnutrition among children in underdeveloped countries. Some consider this peanut-based supplement the “silver bullet” for malnutrition—an illness that takes the lives of five million children each year. Moore, who lives in Georgia (a region renowned for peanut agriculture) worked with local experts and a team of volunteers to develop and patent his own peanut-based product from his home office. He sent the first shipments to Africa in the summer of 2010.

Nunn believes this web of international and domestic efforts, which gives people the capacity to work from home while participating in the larger international service effort, will impact the future of international service as we go forward.

The *New York Times Magazine* ran a story about another peanut-based nutrition supplement—Plumpy’nut—and the controversy that has arisen over the fact that the product is produced by a private-sector company in France. This story, explains Nunn, illustrates another characteristic of the international service landscape of today: the intersection between business and nonprofit work.

On a recent visit to the Clinton Global Initiative, Nunn says she was, “struck by the fact that these complex issues that

we’re now addressing necessitate coming together across sectors.” Businesses, NGOs, and governments are forming alliances and working together to tackle complex problems. More and more, the young people Nunn talks to are highly interested in this space between traditional business and nonprofit sectors—what is being termed the “B Corps,” or the hybrid “social enterprise.” At the Clinton Global Initiative, Nunn heard a debate between Muhammad Yunus and someone who started a for-profit microlending endeavor focused on bringing scale to microlending. Nunn believes that young people will increasingly think about international service not just as volunteers, but as engagers in social enterprise and business efforts that create positive change.

Businesses, Nunn says, are playing a major role in international service. Companies like IBM, Dell, and Pfizer are using the Peace Corps model, but applying their own extraordinary gifts of human capital to address complex problems around the world. From a business perspective, Nunn says, this international service is not driven exclusively by employee engagement or the marketplace, but also by business customers. Nunn shares the example of [MissionFish](#), formerly a division of Points of Light Institute. Through this enterprise, buyers and sellers on eBay can donate to charity. In the eight years since MissionFish was founded, more than \$241 million has been donated to nonprofit organizations around the world.

Michelle Nunn CEO, [Points of Light Institute](#)

Michelle Nunn, a key thought leader and visionary in the volunteer sector, is CEO of Points of Light Institute. She began her career in 1989 as the founding director of [HandsOn Atlanta](#), one of the forerunners in the 250 HandsOn Action Centers in 16 countries that now comprise HandsOn Network, the volunteer activation division of Points of Light Institute. Nunn graduated Phi Beta Kappa from the University of Virginia in 1989, was a Kellogg National Fellow, and earned a master’s degree in public administration from Harvard’s Kennedy School of Government. She is a co-convenor of the Service Nation coalition and Re-Imagining Service, and serves as a board member of All For Good.

The future of international service is evolving into a system that allows people to become agents for global change in creative ways. Nunn explains that international service is no longer defined exclusively as volunteer service. Today, people serve internationally not only as volunteers, but also as employees, social entrepreneurs, customers, and philanthropists. Nunn attributes this growth to the growth of business in the international marketplace.

Nunn notes, too, that international service has become reciprocal. “Our world is truly flat and we are increasingly interfacing through a world of reciprocity and circular engagement,” she says. To illustrate, she shares the story of Gianna Montilo, a volunteer at HandsOn Phoenix who came from the Philippines and later moved back to her home country, launching the HandsOn Manila affiliate. HandsOn Manila operates based on models used in the U.S., but has been modified to fit the culture of the Philippines, explains Nunn. The organization currently engages more than 2,200 volunteers annually, and utilizes a service program where volunteers from many organizations, including HandsOn Phoenix, travel to Manila to work alongside local volunteers. The models Montilo has developed are now being used by other domestic HandsOn affiliates, says Nunn.

“You have this sort of circle of giving and receiving and learning and change that’s happening with these affiliates,” says Nunn. “It’s difficult to know who’s the international and who’s the domestic engager.” International service projects will increasingly include both foreign and domestic components, predicts Nunn. People serving internationally will work hand-in-hand with people from host countries as the global service infrastructure grows. A big part of the ServiceWorld agenda, Nunn explains, is to learn how to build up indigenous service infrastructure so that people from the host country are truly engaged, and so that the needs of their communities are fully met. While she respects the value of traditional international service models, Nunn firmly believes, “It’s no longer about us going over there as much as it is about our working hand-in-hand to create change.”

“One thing that has remained constant is that young people and their idealism and their creativity are still desperately needed in the world,” says Nunn. “I cannot think of a time when young people were more super-empowered to create change and, I think, that’s a real promise and hope for this next generation of international service.”



A Peace Corps volunteer teaches physical science in a remote village in Malawi.

SERVICE

“International Service 2.0” //

– Steven C. Rosenthal

Steven C. Rosenthal points out that the National Symposium on the Future of International Service is streaming online, and that people all around the world are watching—including volunteers in Africa, Asia, and Latin America. Rosenthal recognizes those who are serving abroad, and those who are working side-by-side with them, acknowledging that the symposium panelists and audience members are one small element in the world of international service.

What does the current landscape of international volunteering look like, asks Rosenthal? Vastly different than what it looked like 50 years ago. When the Peace Corps started, he says, there were a handful of options. “Fast forward to today,” he continues, “and we have what many refer to as ‘international service 2.0.’” The Peace Corps is now one component of the international service landscape, and there are hundreds of other opportunities for people to serve. “People can serve for one year, for six months, for three months, even for a week,” he says. And these opportunities are open to both highly skilled and unskilled volunteers.

While these organizations may appear to compete, Rosenthal argues that they in fact complement each other. “Many say that the Peace Corps is the crown jewel of international service,” says Rosenthal, “and I believe that to be true.” Many of the international volunteer organizations that have started over the last 50 years have been either directly or indirectly inspired by the Peace Corps, Rosenthal adds.

These organizations now serve as an on-ramp for Peace Corps service. Those who volunteer for short periods of time through these opportunities often realize that the Peace Corps could be their next step in terms of international service. When Peace Corps volunteers return, they often go on to other service organizations where they contribute to policy and development. In this way, he suggests, the relationship between the Peace Corps and the new generation of international service organizations can benefit everyone in the international service community.

Many of the international volunteer organizations that have started over the last 50 years have been either directly or indirectly inspired by the Peace Corps.

This multitude of options doesn’t represent competition, but rather, the maturity of the international service movement. Rosenthal believes that as many as 60,000 to 70,000 people serve overseas each year. Of these, 7,000 to 8,000 serve through the Peace Corps, which many of the other organizations perceive as the “grandfather” of international service. Returned volunteers from all of these organizations, Rosenthal believes, provide an informed policy base for advocating for an expanded Peace Corps. Three hundred of these international service organizations—universities,

corporations, government agencies, and others—have come together through the Building Bridges Coalition to expand international service opportunities, to improve program quality, and to improve the impact these programs have on communities overseas.

As a guest of a Peace Corps volunteer, Rosenthal explains how his own experience helping to build a medical dispensary in Northern Kenya inspired him to found Cross Cultural Solutions. Over the last 15 years, this international service organization has sent more than 25,000 volunteers around the world. This is just one story of how the Peace Corps has inspired so much, says Rosenthal. “The impacts of Peace Corps could never be communicated concisely, but I think we all know that they’re profound.”

Volunteers all over the world help address critical global issues, says Rosenthal. They provide healthcare, safeguard the environment, fight HIV/AIDS, and inspire sustainable community development. In addition, they have a substantial impact back home. The transformative experience of volunteering, he says, leads many to seek work in international service and other social services. Through their work in communities abroad, and communities at home, Rosenthal says that volunteers “build bridges of understanding across cultures.”

This understanding, he continues, is incredibly relevant in today’s interconnected world. The linkages would, he says, astound the original founders of the Peace Corps, who could not have foreseen the extent to which advances in communications technology would enable events across the world to have an effect on people back home. Rosenthal cites 9/11 and the Indonesian tsunami to demonstrate this interconnectedness. He discusses how the Internet has given rise to a world in which a preacher in the United States could threaten to burn a Quran, and this could launch protests in the streets of Pakistan.

This interconnectedness means that the stakes have never been higher, and there’s a pressing need to build bridges of understanding, says Rosenthal. “The world recognizes that our shared future of peace and prosperity is going to be built by reaching out, person-to-person, in the spirit of respect, in the spirit of recognizing our shared humanity, in the spirit of working side-by-side with people, the spirit of finding solutions to global issues not by focusing on our differences, but by focusing on our similarities. And this is what volunteers do.”

For these reasons, charting the future of international service is critical. Rosenthal believes those who are engaged in this effort are walking in the footsteps of giants. The events of the 1960s, when the Peace Corps was founded, were extraordinary, says Rosenthal. The events of today, however, are no less so. Rosenthal believes that extraordinary times invariably produce extraordinary measures, and that through [ServiceWorld](#) and the collaborative efforts of a highly organized international service field, there’s great potential for what Senator Harris Wofford refers to as “cracking the atom” of international service. He encourages returned volunteers to take more action and to work harder to promote volunteering, and he exhorts those members of the audience who are considering international service to “go out and change the world.” As volunteers, they will wield what Rosenthal calls an effective and appropriate force for good in today’s world.

“Not only are international volunteers reaching out across national boundaries, across cultures, but our global leaders are doing the same,” says Rosenthal. The future, he believes, offers the opportunity for extraordinary change, and Rosenthal is enthusiastic about what the next 50 years will do for this world as we work together to build “a world of respect, a world of prosperity, and a world of peace.”

Steven C. Rosenthal

Executive Director, [Cross Cultural Solutions](#) and Chairman, [Building Bridges Coalition](#)

Steven C. Rosenthal serves as chair of the Building Bridges Coalition, a project of the Brookings Institution focused on expanding international volunteer service, improving quality, and ensuring positive impacts in communities throughout the world. He also serves on the Executive Committee of the International Volunteer Programs Association and the advisory boards of More Peace Corps, Atlas Corps, and Global Citizen Year. Rosenthal co-chairs the National Summit for Global Citizen Diplomacy Task Force on Voluntary International Service, and serves on the Roundtable Consortium for the National Clearinghouse on Disability and Exchange. He has dedicated much of his time to communities throughout the world, and is the development chief for the traditional area of Ziavi, Ghana, West Africa. In May 2002, Rosenthal received the New York Senate Liberty Award “for selfless contributions during the terrorist attacks of September 11th.”



Gerald R. Ford
School of Public Policy
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Measuring Impact: A Complex Challenge

James S. Jackson, Director, Institute for Social Research,
University of Michigan



“Monitoring Impact”

Carrie Hessler Radelet, Deputy Director of the Peace Corps

“An Evidence Base to Guide Programs and Policy”

Amanda Moore McBride, Associate Professor and Associate Dean for Social Work, Brown School; Director of the Gephardt Institute for Public Service; Research Director of the Center for Social Development at Washington University in St. Louis

“Ripple Effects”

Roopal Shah, Co-founder and former Executive Director, Indicorps



That idea—that people would sacrifice their own personal and economic interests to serve in remote places of the world, and that the U.S. government would provide financial support to make that vitally important work possible—was revolutionary.

Participants meet for peer-to-peer exchange groups: engaging and mobilizing young leaders as resources in development.

LESSONS

“Measuring Impact: A Complex Challenge” //

– James S. Jackson

As director of the Institute for Social Research at the University of Michigan—the largest university-sponsored social science research institute in the United States—I’ve seen my fair share of scientific studies. As such, I can say with some confidence that the state of today’s research on the impact of international volunteer service can be characterized as in their early stages.

How does an act of kindness, like building a school, or planting a community garden, inspire other acts of compassion and daring?

That’s not a critique of anyone who is conducting studies in this area. The truth is, I’ve seen and heard about some very impressive research projects. Some are longitudinal comparisons that are incorporating data from quantitative surveys and qualitative interviews to understand how international volunteer service programs can forge lasting “social capital” for host communities, organizations, and people. Others are randomized controlled trials to assess public health outcomes in areas that are similar in many respects, but differ in that they do or don’t have access to health-focused international volunteer service programs. I’m sure that there are many other studies, too, that are equally impressive; yet, the fact remains that what we know about the impact of international volunteer service is far overshadowed by what we don’t.

There’s so much that philanthropists, socially-responsible corporations, service-minded citizens, volunteer service organization program directors, and legislators from both

sides of the aisle want to know about international volunteer service these days.

- What does international volunteer service contribute to America, and to its citizens?
- What are the quantifiable impacts of our fifty-year investment in the U.S. Peace Corps?
- How have American volunteers—in their capacity as mentors—inspired young people in developing economies to achieve?
- How does international volunteer service impact host country opinions of the United States?
- How can we improve the efficiency and effectiveness of the many international volunteer service models that now exist—not only the Peace Corps, but also the myriad others inspired by the Peace Corps?

One of the panelists at the National Symposium on the Future of International Volunteer Service—a young woman who had co-founded a Diaspora volunteer program to serve India—talked about the ripple effects of international volunteer service. That calls to mind another question: How does an act of kindness, like building a school, or planting a community garden, inspire other acts of compassion and daring?

In my role as a social scientist, I should point out that best practices for the evaluation of outcomes like these would dictate building evaluation into the program from the outset, and looking to measure results in real-time. With post-hoc evaluations, it’s far more difficult to determine if the qualities we’re finding are attributable to the program we’re attempting

to assess, or some other variable. But thoughts about evaluation weren't looming large when the Peace Corps was established fifty years ago.

Fifty years after the founding of the U.S. Peace Corps, measuring the impact of international volunteer service represents a complex challenge, one that's compounded by the fact that there isn't a great deal of funding for the sometimes costly studies that are needed.

In the early 1960s, as an electrical engineering major at Michigan State University, I, like so many of my peers, was swept up in the magic of the Kennedy campaign and presidency. From my perspective, the Peace Corps administration launched wasn't established to produce a quantifiable return on investment—though everyone hoped it would pave the way for lasting peace, and help the world's poorest find a path to independence. Instead, the Peace Corps was set up to harness the willingness of a generation to leave behind their safe and secure lives, and to go out into the world to try to make someone else's life better. That idea—that people would sacrifice their own personal and economic interests to serve in remote places of the world, and that the U.S. government would provide financial support to make that vitally important work possible—was revolutionary in and of itself. So although evaluation later became important to Congress and the American public, it wasn't really part of the initial Peace Corps vision.

Equally challenging, international volunteer service is no longer limited to the Peace Corps or the few small volunteer programs that predated it. Returned Peace Corps volunteers, others inspired by them, still others who simply saw a need and aimed to fill it, have since established hundreds if not thousands of international volunteer service programs around the world. They're sponsored and administered by foreign governments. They're organized by immigrants who want to contribute their time and language skills to improve their countries of origin. They're launched by socially-responsible corporations that are eager to share the expertise of their talented workforce with governments and businesses in

developing nations. They're staffed by nurses and doctors who travel abroad to combat infections, administer vaccines, train indigenous health practitioners, and more. In this climate, we can't even say with certainty how many international volunteers serve annually—50,000? A million?—or list what they're doing, where they're serving, or how they're contributing.

In short, fifty years after the founding of the U.S. Peace Corps, measuring the impact of international volunteer service represents a complex challenge, one that's compounded by the fact that there isn't a great deal of funding for the sometimes costly studies that are needed. To answer our questions at this point, we have a few options. We can complete a variety of post-hoc and ad-hoc evaluations (many on a shoestring budget) in an attempt to compare variables and isolate impact. We can refocus Peace Corps programs—something I understand we're now doing—integrating

James S. Jackson

Director, [Institute for Social Research](#),
University of Michigan

At the University of Michigan, James S. Jackson is the Daniel Katz Distinguished University Professor of Psychology; professor of health behavior and health education, School of Public Health; and director and research professor of the Institute for Social Research. He served on the National Advisory Mental Health Council of the National Institute of Mental Health, the National Institute on Aging Advisory Council, the Board of Scientific Counselors of NIA, and was recently named to the NIH Advisory Council to the Director. Jackson is the recipient of many awards, including the Distinguished Career Contributions to Research Award, Society for the Psychological Study of Ethnic Minority Issues, American Psychological Association, and the James McKeen Cattell Fellow Award for Distinguished Career Contributions in Applied Psychology from the Association for Psychological Sciences. He is an elected member of the Institute of Medicine of the National Academies, and a fellow of the American Academy of Arts and Sciences.

evaluation into our new models, but losing some of the flexibility and responsiveness of the initial program design. Or we might, with leadership from the right U.S. agency, issue a competitive call for proposals to fund the most promising research proposals—those that would help us improve the efficiency and effectiveness of existing programs, while identifying promising new initiatives and approaches. This last approach would be the most cohesive and effective one, because it would allow us to give some thoughtful consideration to the questions that interest us, and select from the competitive submissions the research designs that are most likely to produce truthful and helpful answers.

So many of us know, intuitively, that international volunteer service programs are immensely valuable. They provide free and low-cost boots on the ground to assist with our development and humanitarian goals. They harness the power of the underlying ethos of the United States to help those in

need, wherever they are. They develop engaged U.S. citizens with a fuller understanding of the world, with richer cross-cultural understanding, and with impressive skill sets. Still, thoughtfully designed scientific studies aren't a luxury—they're a necessity.

Well-designed scientific studies will allow us to quantify the impact of today's international volunteer service programs, find ways to make them more effective, locate places where we can reduce costs, share best practices, take the most successful pilot models to scale, inspire new contributions, programs, and partnerships, and so much more. Finances are tight these days. Measuring every penny, and demonstrating impact have become part of the American mindset. In this climate, we simply must find the resources required to quantify the impact of critical international volunteer service programs like the Peace Corps.



Peace Corps volunteers vaccinate a village for small pox in Ethiopia (1973).



A Peace Corps volunteer and a local Senegalese nurse tend to a hospital garden that is growing vegetables for patients.



"Toothbrushing time" at a school in Santa Maria Chiquimula, Guatemala with Ford School alumna Alexis Guild (MPP '11).

IMPACT

“Monitoring Impact”

– Carrie Hessler Radelet

Carrie Hessler Radelet, a returned Peace Corps volunteer who served in Samoa, notes that on the 50th anniversary of the Peace Corps, it’s amazing to remember that 200,000 have served, contributing 400,000 years of American service overseas. The day of the symposium is the same day that 33 Chilean miners are rescued from a collapsed mine after 69 days underground, and Radelet remarks, “Today of all days, can there be any doubt of the importance of volunteer service...as they were raised to the surface, cheered on by the thousands of volunteers who supported that effort?”

Fifty years ago, President Kennedy launched a revolutionary program to spearhead progress in developing countries and promote friendship among the United States and the peoples of the world, she says. “Peace Corps was dynamic, rooted in action, and committed to change.” Radelet argues that the program’s exponential growth, in terms of both size and influence, propelled it to become the “gold standard” for international service. “The pace was fast and furious and dozens of new country programs were started and added each year.” For most of its history, however, Radelet admits that the attention given to growing the program overshadowed the program’s other needs—namely, to assess outcomes by collecting baseline data and by monitoring and evaluating progress.

Five decades later, the goals that inspired the birth of the Peace Corps are still very relevant, says Radelet. First, to help interested countries meet their need for trained men and women. Second, to help promote a better understanding of Americans on the part of people served. And third, to help promote a better understanding of other peoples on the part

of Americans. While these goals remain relevant today, Radelet comments that the world has changed. “Most countries, development agencies, Congress, and the American people, are asking for greater accountability in the use of resources,” she explains. “They want evidence that the U.S. investment in Peace Corps is achieving its desired results.”

“Most countries, development agencies, Congress, and the American people, are asking for greater accountability in the use of resources,” she explains. “They want evidence that the U.S. investment in Peace Corps is achieving its desired results.”

While the Peace Corps’ three goals are subjective, and therefore difficult to measure, Radelet explains that other aspects of Peace Corps service are simpler to quantify. To this end, the organization has established several feedback mechanisms in recent years. For instance, in 2002 the organization initiated biannual surveys of volunteers to gather insights into their motivations for joining the Peace Corps, and the impact they believe they are having. Since 2009, these surveys have been administered annually. In addition, Radelet notes that the Peace Corps has been the subject of many external studies. However, most of this research has focused on capturing the perspective of volunteers; of equal importance to the development community are the perspectives of host country nationals.



A Peace Corps volunteer visits an AIDS patient in a hospital in Paraguay.

To meet this research gap, the Peace Corps' Office of Strategic Information, Research, and Planning conducted a multi-country study in 2008 to answer the question: Does Peace Corps volunteer work increase community members' understanding of America and improve opinions of the United States? To date, this research has been conducted in 13 countries, and seven additional studies are underway or about

to get started, Radelet reports. While the research design arose from collaboration between Peace Corps social scientists and country directors and staff, the field work and analysis were conducted by independent senior researchers.

The report on the research in the first ten countries is available online, but Radelet synthesizes the conclusions. First, frequent contact with Peace Corps volunteers *does* lead respondents to a greater knowledge of the United States and the American people. These respondents report becoming more open-minded about Americans, and demonstrate a greater willingness to adopt new ways of doing things. In turn, this greater understanding leads to improved opinions of the United States.

Carrie Hessler Radelet

Deputy Director, Peace Corps

Carrie Hessler Radelet was named deputy director of the Peace Corps in June 2010. She and her husband served together as Peace Corps volunteers in Western Samoa in the 1980s, where she taught high school and helped design a national public awareness campaign on disaster preparedness. Radelet has worked in the field of public health for the past two decades, specializing in HIV/AIDS and maternal and child health. Prior to her confirmation as deputy director, Radelet was a vice president and director at John Snow, Inc., a global public health organization, where she was responsible for overseeing the management of public health programs in more than 85 countries. Radelet was a board member of the National Peace Corps Association, and the founder of the Special Olympics in The Gambia. She received her BA from Boston University and a master's in health policy and management from the Harvard School of Public Health.

These findings suggest that the Peace Corps model of integration and relationship-building is successful for improving understanding of Americans, and that this, in turn, brings value to the work of development. "Volunteers belong to the community, they gain the trust and the respect of the people they work with," explains Radelet, "and they often serve as a critical link at the last mile, between communities and the technical resources that would not otherwise reach them." While the Peace Corps plays an important role, however, Radelet notes that the Peace Corps' work is designed to complement and support the work of government and nongovernmental organizations engaged in critical development programs.

In addition to this, volunteers succeed in dispelling stereotypes about Americans that appear in the global media, representing instead the human side of American culture. Radelet recounts the story of traveling in Sierra Leone and

Liberia and meeting with those countries' vice presidents, both of whom spoke fondly of their past interactions with Peace Corps volunteers. Liberian Vice President Joseph Bokai, she says, remembered the help of “his” volunteer, whose late night tutoring enabled him to pass his university entrance exams. Without his volunteer’s help and encouragement, Vice President Bokai said, he wouldn’t have gone on to complete university, and later serve as vice president in the post-civil war era.

“How can we fully measure the impact Peace Corps has had on leadership within the United States diplomacy and development community?”

While Radelet appreciates the individual and personal side of Peace Corps’ work, she knows it’s critical to demonstrate impact for American taxpayers. This specific kind of accountability research, Radelet describes as the first step in the Peace Corps’ efforts to measure and evaluate its effectiveness. The organization’s next goal is measuring the impact of volunteer projects in promoting sustainable development and quantifying how that work has influenced the opinions of host country partners. However, this, too, is challenging.

“By the very nature of our model,” says Radelet, volunteers “are placed in remote villages where they work on projects that respond directly to the needs of their community.” In a recent agency-wide assessment, the Peace Corps discovered that volunteers were working on 211 different types of projects—projects selected by host-country partners. “It’s virtually impossible to measure the effect of project work in 211 different areas,” Radelet explains. As such, the Peace Corps’ new strategy is to focus on a smaller set of interventions that will be easier to measure across the globe. These will include interventions in malaria prevention, HIV/AIDS, food security, permagardening, and other projects that will allow the Peace Corps to train a volunteer in just a few months to be able to perform a valuable service for the host community. The advantage of this new approach, she explains, is that the Peace Corps will be able to aggregate data from around the globe, using a more common set of indicators, so the organization can more effectively track the development impact of Peace Corps volunteers. “That will enable us to see with much greater certainty what the true impact really is.”

A final aspect of the Peace Corps’ goals, and one that Radelet believes is under-attended, is Americans’ understanding of other cultures. The current Peace Corps administration plans to focus more substantially on this goal, and will begin this effort by building monitoring and evaluation into its programs. “Given the fact that, in general, you get what you measure,” says Radelet, “more focus on measuring Peace Corps’ third goal is really needed.”

To illustrate, Radelet asks how we can measure the impact of returned Peace Corps volunteers like Harris Wofford, Chris Matthew, Sam Farr, Chris Dodd, Al Guskin, Jody Olson, Ginny Kirkwood, and others in the audience. “How can we judge the impact of what you did in your life?” she asks. “What of the other 200,000 Americans who have returned with enriched lives, in this country and others? How can we fully measure the impact Peace Corps has had on leadership within the United States diplomacy and development community?”

Historically, Radelet explains, the Peace Corps has not tracked returned volunteers to determine their career path after completion of service. However, the organization believes that returned volunteers are having “a profound impact on American foreign policy and international development.” To better understand this issue, the Peace Corps chose a single country—Senegal—for a study. Their survey discovered that 14 of the 17 American staff members at the United States Agency for International Development (USAID) office in Senegal, including the mission director, were returned Peace Corps volunteers. Returned volunteers also held leadership positions in other U.S. government agencies and American NGOs in Senegal, including the Department of Agriculture, the Treasury Department, the Federal Aviation Administration, the Millennium Challenge Corporation, the State Department, the Helen Keller Institute, the World Wildlife Fund, other NGOs, and, of course, the Peace Corps.

“Returned Peace Corps volunteers are the ‘feet on the street’ of American interest abroad,” says Radelet, “and we are better for it as a nation.” The Peace Corps is developing systems to track the career movements of returned volunteers who have contributed roughly 400,000 years of American service in communities in the most remote corners of the world. “Although we may not have all the tools and resources needed to definitively measure the full impact of this goal,” she says, “there can be no question, the Peace Corps has made a difference.”

PROGRAMS

“An Evidence Base to Guide Programs and Policy” //

– Amanda Moore McBride

After international volunteers return home, their contributions to host communities can continue, says Amanda Moore McBride. As research director of the Center for Social Development at Washington University, McBride explains that the development of international social capital—or ongoing connections between returned volunteers and host community residents—is an important outcome of international service programs.

McBride places her research in the context of an unprecedented expansion in international service programs over the last 50 years. “International service is a global phenomenon, and whereas the United States has its own flagship programs that have been here for decades, many countries around the world have their own,” she says. With funding from the [Ford Foundation](#), McBride and her colleagues examine international service programs across the world, identifying the attributes that make programs most effective.

Today’s international service programs take many forms. Nonprofits, governments, and for-profit institutions sponsor a variety of programs that vary in duration, intensity of experience, service activity, training and support mechanisms offered to participants, and diversity of volunteers. Children in primary school volunteer with their families, eighty-year-olds rock babies in orphanages, information technology specialists help develop the technological infrastructure of countries.

Because of this diversity of activity, says McBride, there is a growing interest in better understanding the attributes that make international service programs most effective—both for participants and for the communities they serve.

The development of international social capital—or ongoing connections between returned volunteers and host community residents—is an important outcome of international service programs.

McBride researches the impact of international service programs longitudinally, observing how they affect stakeholders over a broad range of time. Among host organizations and host communities, international volunteerism most often results in increased capacity. Among volunteers, she explains, international volunteer experiences produce a broad range of outcomes including increased self-confidence and international awareness. Younger volunteers can also expand their career prospects and gain a sense of global citizenship, the sense of being “connected across time and space to people all over the world,” she says. This type of connection, or social capital, is an outcome that spans both host communities and volunteers, explains McBride.



A Peace Corps volunteer with neighbors in a mountain-top community in Panama.

While the impacts of international service are complex, the Center for Social Development attempts to distill them to better understand them. To do this, the center identifies independent variables—such as how programs are structured—then studies how those variables influence a volunteer’s capacity to serve, the volunteer’s in-country engagement, the effectiveness of service activities, and more. In their most recent analysis¹, McBride and her peers studied two non-profit international service models that differ in duration, support mechanisms, and host community partnerships. Through volunteer surveys, they compared program participants to comparable individuals who had not served internationally. Then they conducted cross-sectional interviews with staff of host organizations, and focus groups with community beneficiaries, comparing their responses to those of comparable organizations and communities that did not host international volunteers.

For host organizations, McBride’s initial survey was designed to investigate changes in capacity; for communities, it explored changing perceptions of cross-cultural understanding and international awareness; and for volunteers, it looked at the full range of outcomes that are generally anticipated with international service. Responses to each survey statement, which offered participants the opportunity to select a number of options, from “strongly disagree” to “strongly agree,” were tested for validity and reliability. In their initial analysis of survey results, McBride and her peers determined that the volunteer group and comparison group looked alike, with no statistically valid differences beyond the international service experience.

Using a generalized linear mixed modeling technique, a statistical technique that tests whether outcomes are linked to specific independent variables (in this case, participation in international volunteer service), McBride and her peers identified three salient outcomes of international volunteerism: 1) international awareness, 2) international career interests, and 3) international social capital. While the initial analysis focused only on whether or not the international volunteer experience contributed to changes, the next step was to identify the individual volunteer characteristics and institutional features that enhanced social capital, in particular.

Social capital, says McBride, is comprised of two important outcomes. First, the development of international social networks, or ongoing relationships with the program staff, volunteers, and community members you meet while volunteering. Second, and perhaps more important, the leveraging of those international social networks. When looking at leveraging, McBride and her peers consider whether

returned volunteers, a) continue to contribute money and resources to host organizations or communities, b) link people in host countries with other people and organizations that can help them, or c) advocate for host communities and organizations internationally. “In some way, this leveraging idea is much like global citizenship or global civic engagement,” says McBride. “You’re engaging in political and social action at an international scale.”

“Younger volunteers can also expand their career prospects and gain a sense of global citizenship, the sense of being connected across time and space to people all over the world.”

To identify the predictors of social capital—and how international service programs can better foster these long-term relationships—McBride and her colleagues investigated a range of individual and institutional characteristics to see which would prove significant. At the individual level, they explored the impact of age, education, occupation, time spent abroad over the lifetime, and language proficiency. At the institutional level, they explored the impact of duration of service, perception that the community requested and wanted the service (mutuality), training on the service activity, training on the host culture, support received from the standing home-country organization, support received from the in-country organization, and living arrangements during the service placement a) alone, b) with other volunteers, or c) with a host family.

The variables that proved significant for building social capital were twofold. First, duration of service mattered. “The longer you serve, the more likely you are to develop relationships in country,” explains McBride. Second, the perception of mutuality or reciprocity, “If you perceive that the community requested your services, you’re more likely to develop relationships.” Surprisingly, says McBride, training on the host culture and living with a host family did not prove significant. “That does not mean from a statistical perspective that these things don’t matter,” she explains. “From a practical perspective they do. They were just not tipping points in terms of development of these relationships.”

While mutuality and duration of service were correlated with building social capital, explains McBride, only one variable proved significant in leveraging that social capital: host-country language proficiency. Volunteers with higher

language proficiency were more likely to leverage those connections, she says.

In addition to their quantitative study, McBride and her colleagues gathered qualitative data during a number of focus groups. She shares several quotes and anecdotes from that research. One volunteer, for example, leveraged her program staff connections to learn about other organizations in the host country that might be interested in hiring her, and was then able to obtain a job at one of those organizations. One host organization sent emails to former volunteers asking for their support during a time of need, and received the support it requested. One host country beneficiary—a young person at a secondary school—remains in contact with two international volunteers, and continues to receive birthday cards and holiday greetings from them. When struggling with English homework, this young person continues to email one of those volunteers, and receives homework help.

McBride highlights several key takeaways from her research, as well as areas for further exploration. First, it is clear that some volunteer-host country relationships persist after volunteers return home, she says, but additional research is needed to understand how long these relationships last. The

Amanda Moore McBride

Associate Professor and Associate Dean for Social Work, George Warren Brown School of Social Work; Director of the [Gephardt Institute for Public Service](#); Research Director of the [Center for Social Development at Washington University in St. Louis](#)

Amanda Moore McBride is associate professor and associate dean for social work of the George Warren Brown School of Social Work, and research director for the Center for Social Development at Washington University in St. Louis. She studies volunteer civic service, including service learning, national service, and international service. With her international collaborators, she has edited or co-authored two books and two journal issues, and written more than 50 publications. In addition to her research, McBride leads Washington University's Richard A. Gephardt Institute for Public Service, where she directs and promotes civic engagement and community service initiatives across the university. McBride earned a BA from Hendrix College, and an MSW and PhD from Washington University.

research team will conduct a third wave of the survey in 2011 to see if six months to one year after their service experience, volunteers are still maintaining connections with host country people and organizations.

“With each additional week served, in either program, you saw more relationships develop,” she explains.

McBride's second point is that mutuality and length of service are important. Mutuality or multilateralism, she says, “influences volunteering on the ground and it influences the outcomes for all stakeholder groups.” And the length of service has implications, as well. “With each additional week served, in either program, you saw more relationships develop,” she explains. While some would like to dichotomize the field into short-term and long-term volunteer placements, McBride cautions that it's not that simple.

McBride's third point is that language capacity is important to building and leveraging social networks. “That was one of the strongest relationships that came out of this [study],” she explains. This finding may have important implications for recruitment of international volunteers. If service programs intend to build international social capital, she says, they should “look critically at language capacity” during recruitment.

In conclusion, McBride points out that her ongoing study is only a beginning². She and her colleagues are engaged in new studies to explore the impact of OmniMed, an international health corps; and two German service programs that send volunteers to sub-Saharan Africa. While further study is necessary, though, she believes that, as a field, international service has, “finally come of age, and we're asking the critical questions we need to ask to develop an evidence base that can guide programs and policy.”

¹ Lough, B. J., McBride, A. M., Sherraden, M. S., & O'Hara, K. (2011). Capacity building contributions of short-term international volunteers. *Journal of Community Practice*, 19(2), 120-137.

McBride, A. M., Lough, B. J., & Sherraden, M. S. (2010). Perceived impacts of international service on volunteers: Interim results from a quasi-experimental study (CSD Research Report 10-22). St. Louis, MO: Washington University, Center for Social Development.

²As a social scientist, McBride points out that it's important to note the limitations of her research: namely, that the findings are based on self-reports, that the results are only generalizable to the two programs studied, and that she and her colleagues addressed some missing data through statistical methods.

EFFECTS

“Ripple Effects”

– Roopal Shah

Roopal Shah knows how difficult it is to measure the impact of international service. To illustrate her point, Shah shows a short video about Sowmya Somnath, an Indicorps fellow. In the video, Somnath describes the work she did during her year-long Indicorps placement: building toilets and picking up trash in a village where she didn’t speak any of the local languages. She remarks that while her job may sound small and insignificant in words, in the greater context of her life, it had a huge impact. The experience taught Somnath how to live a fearless life, and as she says, “there is nothing small about that.”

The complications of language aren’t always cured by sending Indians back to India, although it does help.

Shah explains that Somnath came to Indicorps at the age of 31. An engineer, Somnath had done work with Engineers without Borders and was married to a returned Peace Corps volunteer. Picking up on Amanda Moore McBride’s comments about the importance of language capacity, Shah explains that although Somnath spoke Tamil fluently, her project assignment was in the neighboring state of Karnataka, where the local language is Kannada. Somnath studied Kannada during her Indicorps orientation, but upon arriving in Karnataka, she discovered that the village she would be living in was populated by refugees from Bengal who spoke Bengali. She then had to learn Hindi, since it was the language of communication between the various groups she

would interact with. Shah explains that the complications of language aren’t always cured by sending Indians back to India, although it does help.

Shah shares Somnath’s story because it exemplifies how service can be a time of active self-discovery and personal growth, reflecting that “one of the things that often gets lost when we’re trying to figure out ‘lessons learned’ is the impact on the volunteers themselves.” Reciting the quote by Margaret Meade—“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it’s the only thing that ever has,”—Shah explains that the ramifications of service are greater than just a personal journey. Although Meade’s quote brings to mind thoughts of a small, elite group of global citizens, such as Nelson Mandela or Mahatma Gandhi, it is actually ordinary citizens who cultivate purity of character that make the biggest difference, she says. Pursuing a more selfless, deeply reflective mode of service has many “ripple effects” that positively touch the communities in which volunteers serve; however, it can be difficult to measure the true impact of international service since ripple effects, and the outcome of scattering thousands of acts of kindness, are hard to quantify, Shah argues.

Indicorps itself is an example of the ripple effect. The mission of the Peace Corps and the experiences of its volunteers inspired Shah and her siblings, Sonal and Anand, to found Indicorps in 2001. Indicorps, in turn, has inspired many others to initiate domestic volunteer programs in India. The organization has also shared its processes with other diasporas



Indicorps tribal trek during first fellowship orientation in Maharashtra, India (2002).

eager to engage their own communities in service. Shah returns to Sowmya Somnath's story for yet another example of a ripple effect. When a villager with whom Somnath worked in Karnataka had an opportunity to travel to Ethiopia to share best practices about organic farming,

Roopal Shah

Co-founder and former Executive Director,
[Indicorps](#)

Roopal Shah is a co-founder and former executive director of Indicorps, which encourages members of the Indian diaspora to give a year of service to India, and was the first diaspora service program modeled on the Peace Corps. Prior to her work with Indicorps, Shah was an assistant United States attorney in San Diego for four years, where she worked with law enforcement on border crime issues. Prior to that she was an associate at a law firm, Sherman & Sterling in Washington, DC, and also clerked for a federal district judge on the 9th circuit in Honolulu. Shah received her undergraduate degree from Harvard University and her law degree from the University of Michigan.

Related Hyperlinks

- Somnath video: <http://www.youtube.com/user/Indicorps>
- Indicorps: <http://www.indicorps.org>
- Journeys in Service: <http://www.indicorps.org/pdf/journeys-in-service.pdf>

The mission of the Peace Corps and the experiences of its volunteers inspired Shah and her siblings, Sonal and Anand, to found Indicorps in 2001. Indicorps, in turn, has inspired many others to initiate domestic volunteer programs in India.

Somnath was surprised and asked him, "How can you go to Ethiopia where you don't know anybody and you don't speak the language?" The villager asked Somnath how she got to Karnataka without knowing anyone or speaking the local language." And so, as we watch a villager from an Indian village go all the way to Ethiopia to talk about organic farming, I mean, that's an incredible ripple effect," says Shah. "How do you measure the value of that?" Somnath's story is recounted in *Journeys in Service*, a book that attempts to capture the impact of Indicorps' first decade.

Some of a volunteer's positive impact stems simply from his or her presence in the field, Shah explains, and this impact has the potential to carry far beyond the service project itself. Shah relates this principle to the experience of Peace Corps volunteers who made profound differences through their service assignment even though their primary service project may not have been successful. "But you watch other things flower out of that," says Shah. Indicorps fellow Gaurav Parnami,

who recently graduated from the University of Michigan’s Ross School of Business, had a similar experience: even though nothing came of the mentorship program he worked on in 2003, his presence made a strong impact that surpassed the scope of his primary project. So many of the karyakartas (local colleagues) and youth he inspired, says Shah, still talk about him and draw from his example.

“These relationships and the stories that happen in those years really and truly do last longer,” says Shah. That’s why service organizations like Indicorps focus on the personal growth and leadership elements of volunteerism—because they know that reflective processing allows for more grounded service in the field, and because they hope individuals will do amazing things with the knowledge they gain from their experiences. While it’s too soon to see the impact of Indicorps fellows, since the organization is still very young, Shah points out that there are many examples of former Peace Corps volunteers who built on their service experiences.

Shah concludes with an anecdote about an acquaintance who teaches in Hawaii, who said he felt most alive during his years serving in the Peace Corps in Paraguay. He explained to Shah that the Samoans believe Americans send Peace Corps volunteers abroad “to learn the way of life; to learn how to actually live.” For him, this was certainly true. Not only do volunteers make an impact on the communities they serve in, but the communities impact the volunteers, who take what they learn back to their home countries.

When measuring impact and thinking about what service is about, Shah hopes that society doesn’t just focus on the macro in development—as important as she knows that is—but also remembers our responsibility to nurture the kind of thought processes that will enable a small group of citizens to continue to “be the change,” and thereby change the world.



Gerald R. Ford
School of Public Policy
UNIVERSITY OF MICHIGAN

New Leadership for a Global World

Alejandro Toledo, Former President of Peru



LEADERSHIP

“New Leadership for a Global World” //

– Alejandro Toledo

Allow me to share with you the impact that Peace Corps has had, and continues to have, on my life. I was born 13,000 feet above sea level in a small town in the Peruvian Andes. When I was a young child, my family moved to the coast, where I grew up in extreme poverty in a shantytown of a fishing port. I am one of 16 brothers and sisters—six twins—I’m not a twin. Seven of them died in the first year of life as a result of lack of access to clean water and sanitation. Seven of them—I am number eight—I just made it. So, my chances for a promising future looked very bleak.

My contact with the Peace Corps when I was a student—and may I remind you that I am the only member of my family who went to high school—my contact with the Peace Corps eventually led me to the Presidency of Peru.

In 1964, however, two Peace Corps volunteers—Joel Meister and Nancy Deeds—were walking door-to-door through my neighborhood to find housing. And I was able to persuade my mother to take Nancy in to our tiny, tiny house in our shantytown. Through a close relationship with them—these two Americans, this weird couple who were doing charity development work in my shantytown—I began to focus my aspirations on continuing my education in the United States. I won a scholarship for excelling in my high school, and Joel and Nancy helped me to apply for a special ESL program in San

Francisco, California. May I remind you, it was 1965. Talk about culture shock.

The relationship that I formed with these two Peace Corps volunteers eventually led me to earn my economics degree, bachelor’s degree, at the University of San Francisco. Then I continued on to earn two master’s degrees and a PhD in economics of human resources at Stanford University. Then I went to the World Bank, to the United Nations, to Harvard University. The whole spiel. And there was a point when I lost my mind—I did it—and I went into politics.

My contact with the Peace Corps when I was a student—and may I remind you that I am the only member of my family who went to high school—my contact with the Peace Corps eventually led me to the Presidency of Peru. And I had the privilege to come back to serve my country. I’m not a good judge, but I did what I could. I couldn’t forget my background when I was in the government. My background, in fact, had a tremendous influence on my policy decisions, and so did Peace Corps. If you want to know a bit about my Administration, I invite you to Google me.

In the beginning of my term in office, it was a special privilege for me to request to the President of the United States—then President Bush—to reopen the Peace Corps in Peru following 28 years of absence. After officiating at the swearing-in ceremony of the new 27 American volunteers who returned in 2002 to Peru, I invited them to the palace to have lunch, to talk, and to share with them the development challenges that the country possessed. I invited my ministers of health



A Peace Corps volunteer and local counterparts farming in Peru.

and agriculture to join us. Peace Corps has had an enormous impact on my life, and whatever impact that has had on the lives of my country persons, then thanks to the Peace Corps.

I don't want to end the story, this personal part of my presentation, without sharing with you the history of how I went from the shantytown to the University of San Francisco. It is true that I won a scholarship. They made me believe that I was a good writer, that I was a poet; that was nonsense, but I was writing something. And when I won the scholarship, Joel and Nancy decided to help me. But they also were Peace Corps volunteers; they didn't have any money—they had just gotten

Alejandro Toledo

Former President of Peru

Alejandro Toledo, the former President of Peru, is a nonresident senior fellow at the Brookings Institution. He works with the institution's Latin America Initiative, where he focuses on the interrelationships between poverty, inequality, and the future of democratic governance. Toledo was Peru's president from 2001 to 2006, and had previously served as chairman of the Central Reserve Bank's Economic Advisory Committee and as Peru's labor minister. He is the Payne Distinguished Visiting Lecturer at the Freeman Spogli Institute for International Studies at Stanford University, and a visiting scholar at its Center on Democracy. He holds a PhD in economics from Stanford University.

out of college—they had no bank account, and somebody had to guarantee me to come to this country. The older brother of Nancy, who worked at General Motors in Michigan, in Detroit, signed the papers. He didn't know what the hell he was getting into, Nancy's brother. There he is, he stood for me then—amazing—I was 14 years old; I didn't know what I was doing here.

My friends, tomorrow we will be celebrating the 50th anniversary of President John F. Kennedy's first idea of a Peace Corps in a rather electrifying speech and conversation with students at this university. I can understand why President Kennedy had said that he was very proud of this achievement of creating the Peace Corps.

It is vital to remember that successful development must address the needs of the poor, who should not be left behind in the process of globalization. Globalization—of trade, transportation, and communication technologies—is rapidly increasing the interconnectedness of our economic and ecological systems. While we serve and live in a smaller world, however, the problems we face have not shrunk. Instead, the effects of economic crisis are international. The warming of our earth temperature is close to global. Our only hope for solving today's most urgent problems is by confronting them together.

Global challenges require active collective work of all countries. It is important, our international service, in order to provide a dignified life to millions of poor people around the world. Just as democracy does not have nationality and frontiers, human rights do not have any skin color, and to

have a dignified life is a proper human right. The fight for the poor to have a dignified life is part of my life commitment to whatever day is coming due—in Peru, in Latin America, and around the world.

In the beginning of my term in office, it was a special privilege for me to request to the President of the United States—then President Bush—to reopen the Peace Corps in Peru following 28 years of absence.

It is admirable what the Peace Corps has developed—its corpus of environmental programs, including its programs for protecting areas of management, environmental education, and forestry. Can I say that there is a close relationship between the economic well-being of the poor and the health of the natural environment; it is of vibrant importance to take a close look at achieving a dignified life. Since the poor, by definition, have less access to scarce resources, unpredictable changes in the environment affect them more. Conversely, providing access to renewable resources, or increasing the environmental efficiency of affordable technologies, alleviates the plight of the poor. Therefore, we must coordinate measures adopted to respond to and to eliminate the changes that are created in today’s environment.

Speaking of the environment, I still do not understand why the major countries of the world, the major players in the world economy, are still reluctant to sign the Kyoto Protocol or the Copenhagen. With all due respect my friends, there are new countries who are emerging in the world—the so-called BRIC countries (Brazil, Russia, India, China)—and they don’t have Peace Corps programs. This program, which

began with the good will and the vision to look beyond the frontiers of the United States, is a multilateral and multicultural engagement. It’s not only what Peace Corps volunteers do for other countries, other people in the countries of the world, but also, I hope, the experience of the learning that they receive by living in other countries—the language, preparing new leadership for a global world with a human face, which is a strong ingredient needed to be the component of solidarity. Solidarity for the people that we don’t know. Solidarity for the people who have different skin colors.

My friends, the strength of globalization in the world is sealed and accentuated in human contact. I would like to remind you that, thank God, high tech will never replace high touch. Peace Corps remains more vital today than ever, as the world demands mutual respect for our cultural diversities. The world is shrinking. With today’s digital social network, we can have access to a lot of things. Thank God that the Bill Gateses, the Googles, and the Yahoos of the world, have not been able to invent a technology—and I hope they never will—that would substitute for the chemistry of hand-shaking, or the contact of eye-to-eye at a human level. Hundreds of millions of people that we don’t know are waiting for that human contact. And the Peace Corps is a great vehicle.

I hope, in looking at the future and a renewed Peace Corps program—that perhaps could go in both ways—I hope that we can build for the future with today’s technology in a small world a free way that enables us to share our language, our culture, our democratic values, yet with a mutual respect for our cultural diversities. From the bottom of my heart, I want to thank the University of Michigan for giving me this honor and privilege.



Gerald R. Ford
School of Public Policy
UNIVERSITY OF MICHIGAN

New Initiatives and Policy Proposals

Kevin F. F. Quigley, President, National Peace Corps Association



“ServiceWorld: A Common Strategy to Solve Our Toughest Challenges”

John M. Bridgeland, President and CEO of Civic Enterprises

“Challenges and Opportunities in International Service”

Stephen P. Groff, Deputy Director of the Development Co-operation Directorate at the Organisation for Economic Co-operation and Development (OECD)

“A New Role for Government”

Sonal Shah, Director of the White House Office of Social Innovation and Civic Participation



In 1961, the Peace Corps was one of a very few options for an international volunteer experience. In 2011, reflecting an enormous surge in the demand for international volunteering, there are literally thousands of other program options.

Peace Corps Director Sargent Shriver visits the English class of Peace Corps education volunteer John Gallivan in Akhisar, Turkey.

POLICY

“New Initiatives and Policy Proposals” //

– Kevin F. F. Quigley

“Our present world cries out for a new Peace Corps—a vastly improved, expanded, and profoundly deeper enterprise.”

– Sargent Shriver, founder of the Peace Corps,
Yale University, November 10, 2001

Fifty years after presidential candidate John F. Kennedy publicly introduced the concept of a federally-sponsored international volunteer corps to thousands of students gathered in front of the University of Michigan’s Student Union, prominent leaders in the field of international volunteer service assembled at the University’s Ann Arbor campus once again—this time to consider new initiatives and policy proposals that will guide the next fifty years of service. The discussion began by noting that in the half century since the Peace Corps was established, myriad other international volunteer programs have been created, the world has changed dramatically, and that the rate of change is rapidly accelerating.

In 1961, the Peace Corps was one of a very few options for an international volunteer experience. In 2011, reflecting an enormous surge in the demand for international volunteering, there are literally thousands of other program options. It is possible to volunteer internationally through your university, church, business, or with hundreds of non-governmental organizations. Approximately 20 governments (including those of Germany, Great Britain, France, Canada, Japan, and Korea) sponsor Peace Corps-type international volunteer programs. Major multinational corporations, such as IBM and Pfizer, have developed innovative international volunteer programs of their own.

While technology and travel ineluctably link the world in ways unimaginable 50 years ago, and the globe is now far more urban, global, and connected, the world is still plagued by

persistent problems of poverty, insecurity, and injustice. Thus, there is much more that international volunteering can do. Mindful of Sargent Shriver’s impassioned post-September 11, 2001 plea, the panel on “New Initiatives and Policy Proposals” sought to shed light on the characteristics of international volunteer initiatives and policy proposals that might lead to a profoundly deeper enterprise—one that could help spark what Harris Wofford, one of the architects of the U.S. Peace Corps, has called “a quantum leap” in international volunteering to promote a more peaceful and prosperous world.

While technology and travel ineluctably link the world in ways unimaginable 50 years ago, and the globe is now far more urban, global, and connected, the world is still plagued by persistent problems of poverty, insecurity, and injustice. Thus, there is much more that international volunteering can do.

Structural Changes

Three major structural developments have affected the size and scope of international volunteering: 1) volunteering, much as the founders of the Peace Corps once hoped, has become internationalized; 2) a plethora of groups, including foreign governments, private corporations, and non-governmental organizations, have developed new and innovative volunteer programs; and 3) there is now enormous variation in the age of volunteers (ranging from young schoolchildren to retirees), as well as in the duration of volunteer programs, which can be as short as a single week, or as long as the 27-month Peace Corps commitment.

Since the Peace Corps was created 50 years ago, volunteering has become much more of an international activity, and there has been a blurring of international and domestic volunteer experience. This has happened in a variety of ways. Volunteering is not just a one-way experience, with countries like the United States sending volunteers to Ghana. Rather, volunteering has become two-way and, in some cases, multilateral. For example, Atlas Corps sends volunteers from India and Colombia to work in the United States. Diaspora members have created programs to serve their countries of origin, such as the Indicorps program founded by the Shah family.

Promoting volunteerism has also become an important policy objective in some countries. For example, Thailand and Korea have created domestic volunteer programs inspired by the Peace Corps. Regional organizations, such as the European Union (EU) and the Association of Southeast Asian Nations (ASEAN), have created or are exploring creating “Peace Corps-like” international volunteer programs. There is a United Nations sponsored effort to “make volunteering the common experience of young people everywhere,” and the United Nations Volunteers program sponsors thousands of volunteers each year—only a small handful from the United States of America. Further evidence of this trend is that on May 25, 2011, President Barack Obama and British Prime Minister David Cameron announced an agreement between the Peace Corps and the British Voluntary Service Overseas (VSO) Program to work jointly to promote international volunteering to combat global poverty. As VSO Chief Executive Officer Marg Mayne said, “These efforts are especially designed to develop volunteer programs that are more effective in engaging poor communities in shaping their own future.”

Over the past five decades, we also have learned that volunteering is a remarkably successful way to help develop the skills and attitudes that strengthen citizenship. Given this, there are innovative, new programs like Global Citizenship Year designed to provide international volunteer experiences that promote global citizenship for students during the “gap year” between high school and college. Increasingly, international volunteer experiences are also perceived as a way to develop the language skills and field experience essential to an international career.

Perhaps the most significant change in international volunteering has been the proliferation of a broad range of programs, driven by the dramatic increase in the number of people eager to volunteer overseas. The Building Bridges

Coalition, a coalition of more than 300 organizations committed to improving the quality, quantity, and impact of international volunteering, estimates that as many as 60,000 to 70,000 Americans volunteer internationally each year. Cross-Cultural Solutions (CCS) alone sends approximately 4,000 volunteers annually on short-term assignments in 12 countries. These CCS volunteers live together and work with a common set of community-based organizations. Nearly 100 colleges and universities have joined the Building Bridges Coalition, as well. These institutions of higher education sponsor international service experiences during spring break, winter break, summer break, and study abroad semesters. For most participants, these first international experiences spark an appetite for more.

Multinational corporations, such as IBM (and Stan Litow, president of the IBM Foundation, was a participant in this discussion), are developing some highly innovative international volunteer programs. For corporate providers, these programs are designed to align with the company’s strategic market priorities, while supplementing corporate-sponsored leadership training opportunities. In addition to providing the companies with an opportunity to

Kevin F. F. Quigley

President, [National Peace Corps Association](#)

Kevin F. F. Quigley, PhD, is president and CEO of the National Peace Corps Association, an organization for individuals inspired by the Peace Corps experience, whose mission is to foster peace through service, education, and advocacy. Quigley’s interest is in mobilizing resources from social, corporate, and governmental organizations to address pressing global needs. His leadership positions include acting CEO of the Vietnam Veterans of America Foundation, executive director of the Global Alliance for Works and Communities, vice president of policy and business at the Asia Society, director of public policy at the Pew Charitable Trusts, and legislative director to U.S. Senator John Heinz. Quigley is a founding board member of the Building Bridges Coalition and one of the architects of the ServiceWorld policy platform. Thirty years after he was a Peace Corps volunteer in Thailand, he served there as a Fulbright senior specialist.

raise their public profiles and develop relationships with important emerging markets by producing tangible benefits for community-based organizations, these multinational volunteer teams help develop intercultural and interdisciplinary team-building skills that global companies see as essential to their future success.

Besides the proliferation of program providers, there has been considerable diversification in the age of volunteers and the tenure of their programs. Although the preponderance of international volunteers are young, either university students or recent graduates, there are growing percentages of the “young at heart” who volunteer during their vacations, mid-career, or as part of an active and engaged retirement. For example, in 1961 the average age of the Peace Corps volunteer was 22, with only a few older volunteers like President Jimmy Carter’s mother, Lillian Carter, who served at the age of 68. Today, the average age of the Peace Corps volunteer is 28, but nearly 17 percent are over 50 years old. Shorter-term programs, like Habit for Humanity or church-related programs, also provide unprecedented opportunities for Americans of all ages to volunteer internationally. Volunteers who do these short-term programs are more likely to volunteer subsequently for longer volunteer experiences. Similarly, longer-term volunteers are more likely to continue volunteering through shorter experiences.

Another pronounced trend in volunteering is the blurring between international and domestic volunteer opportunities. There are many examples of Peace Corps volunteers returning home to work for Teach for America or AmeriCorps, or of AmeriCorps volunteers becoming Peace Corps volunteers. Sonal Shah, from the White House Office of Social Innovation, suggests that today’s volunteers see themselves “as global, not local.” Furthermore, she describes this blurring by saying, “Those ideas that seemingly were overseas are now becoming domestic, and those ideas that seemingly were domestic are now going overseas.”

Contextual Factors

The structural developments described above are affected by a number of contextual factors. Among others, these include emerging communication technologies, pressing security considerations, aging volunteer cohorts, financing innovations and collaborations, and a greater focus on measuring impact.

Perhaps the most striking of these factors is the rapid pace and broad scope of technological change. When the Peace Corps was first established, mail was the principal means of contact between volunteers and their families and friends. However, mail was uncertain, expensive, and often took weeks or longer. International phone calls were uncommon because of prohibitive costs. Today, more than 90 percent of the 8,600 Peace Corps volunteers have mobile phones and regular access to the Internet. Volunteers can also Skype and use a variety of new media tools such as blogs, Twitter, and Facebook to stay connected at home. While these technological advancements have significantly increased volunteers’ access to information resources, they also bring challenges. For example, they may reduce a volunteers’ integration into the local community when the technology provides so-called “helicopter parents,” who stay too deeply engaged in their children’s lives, an easy means to do so across significant cultural barriers and multiple time zones.

Security considerations are also heavily influencing the environment for international volunteering. Especially in the past decade, a growing number of countries and regions are perceived as unsafe for American volunteers. This may result from local instability, regional conflicts, or terrorist threats. Ensuring the safety and security of volunteers has clearly become the preeminent concern of international volunteer programs, with a significant impact on where volunteers go, and what they do while they are there.



Peace Corps Director Sargent Shriver pumps water in Tehran during his visit to Iran in 1964.

In addition, volunteers' ability to co-finance their volunteer experience is dramatically expanding international opportunities. Coupled with the fact that these fee-paying international volunteers demand that their programs have an impact, it is understandable that there is a growing interest in routinely measuring impact.

The most innovative and exciting new policy proposals related to expanding the quality, quantity, and impact from international volunteering are brought together in the ServiceWorld proposal.

The aging demographics in many industrialized countries, where individuals are retiring earlier, are in better health, and are keen to pursue life-rewarding experiences, is having a profound impact on international volunteering, as well. As seasoned professionals, many of these older volunteers have relevant skills sets, life-long experiences, and robust social networks to draw on to strengthen their international volunteer experience.

New Policy Proposals

The most innovative and exciting new policy proposals related to expanding the quality, quantity, and impact from international volunteering are brought together in the [ServiceWorld](#) proposal. John Bridgeland, CEO of Civic Enterprises, Inc., and I are among the chief architects of the ServiceWorld policy platform, a bipartisan proposal to address pressing global challenges by advancing U.S. investments in international volunteer service.

In summary, the ServiceWorld proposal includes a significant expansion of the Peace Corps, a strengthening of the Volunteers for Prosperity program administered by the U.S. Agency for International Development, and the creation of a Global Service Fellowship that would provide modest stipends to lower the barriers to international volunteer service. In addition, ServiceWorld would provide seed funding to launch or expand innovative international volunteer service programs established by public or private organizations. Among other things, ServiceWorld seeks to explicitly use international service to promote global citizenship, increase international service opportunities for returning military veterans, and rely to a far greater extent on public-private partnerships for these expansions.

The ServiceWorld policy proposal is grounded in a number of important principles informed by half a century of international volunteer experience: that international volunteering must be about partnerships, not paternalism; and that programs must be fiscally responsible, produce measurable results, and be led by host communities, not designed by outsiders in a “one size fits all” approach. These proposals also recognize, especially in this challenging economic climate, that it will require a community-wide effort to build a Congressional constituency to support this dramatic expansion of international service. For more information about this innovative and comprehensive policy proposal, please see [ServiceWorld: Strategies for the Future of International Volunteer Service](#).

Conclusion

In spite of significant concerns about ongoing wars, global economic uncertainty, and heightened anxiety about U.S. fiscal circumstances, our discussion concluded that there was a significant opportunity for “a quantum leap” in international volunteering that would have enormous potential to help address pressing global challenges. Unlike the past, when the Peace Corps was established a half-century ago, this quantum leap will not be led by federal efforts. Rather, federal seed funding will encourage leaders from universities, non-governmental organizations, faith-based organizations, and corporations to launch new initiatives and expand programs with a proven record of success.

The rich array of partners currently engaged in international volunteering has enormous untapped potential to develop a robust menu of programs that vary in length, costs, and scope, and that can tap the burgeoning demand for these programs and be adapted to meet the ubiquitous need for skilled, committed volunteer resources. And without a doubt, this quantum leap will be seen not just in the United States, but all around the world.

Sargent Shriver saw the Peace Corps as a fundamental tool in building a more peaceful and prosperous world. These new initiatives and policy proposals suggest how to deepen, expand, and enhance the international volunteer enterprise in ways that strengthen our ability to tackle global challenges, expand employment opportunities, curb poverty, improve health, and eventually lead to a more secure world. If we can act on these initiatives and proposals, we will achieve the profoundly deeper international volunteer enterprise envisioned by Kennedy and Shriver.

STRATEGY

“ServiceWorld: A Common Strategy to Solve Our Toughest Challenges”

– John M. Bridgeland

John M. Bridgeland, president and CEO of the public policy development firm Civic Enterprises, Inc., discusses policy options and partnerships to radically expand the international service commitment of the United States.

During Bridgeland’s time at the White House, the administration commissioned an analysis of each president’s contribution to the discussion and evolution of national service. “Presidents since George Washington have tried to ignite the civic consciousness,” says Bridgeland. To encourage the development of civic spirit and action—central to the maintenance of democracy—Washington and Madison spoke of creating a national university, he reports. John Adams talked about our duty to our country ending with our lives. Franklin Roosevelt’s GI Bill, Public Works Administration, and Civilian Conservation Corps (CCC) fostered large-scale national service efforts that, Bridgeland notes, could serve as an example for today’s service expansion. The mobilization of three million young, unemployed men to plant three billion trees—providing agricultural drainage for 84 million acres

of land (the exact acreage of our national park system)—demonstrates our youth’s capacity to support the nation during one of its most challenging times, says Bridgeland.

John Kennedy’s Peace Corps, however, took this service abroad. Bridgeland considers it the first dramatic statement that the United States would have a policy to enlist our finest assets—our sons and daughters, our mothers and fathers, now even our grandfathers and grandmothers—to demonstrate American compassion, what we are and what we represent, to the broader world.

To expand this effort, John Bridgeland visited with 535 members of Congress to advocate for a doubling of the Peace Corps. For years, he says, he worked with returning volunteers

“Presidents since George Washington have tried to ignite the civic consciousness.”



Peace Corps volunteer in Rwanda.

to tell the Peace Corps story. However, after hearing former President Toledo’s speech during the symposium, Bridgeland believes that focusing on the beneficiaries of Peace Corps efforts—heads of state and others who can reflect upon the impact of the Peace Corps from the perspective of developing economies—might deliver an even more powerful message.

“If we had had community service in villages all across Rwanda like we have today, focused on a common problem like malaria, we would not in my view have had the genocide of 1994.”

Bridgeland comments that he and Peace Corps Architect Harris Wofford, who has had extensive experience with national and international service programs, had been frustrated by the lack of progress in dramatically expanding federally funded international service opportunities. While some success had been achieved post 9/11—for instance, AmeriCorps increased by 50 percent, a new homeland security Citizen Corps was established, and the Peace Corps grew to the highest levels in 31 years—it has all, Bridgeland believes, been incremental.

The [Kennedy Serve America Act](#) of 2009, which Bridgeland helped develop and promote, dramatically expanded service opportunities on the domestic front. Bridgeland recounts a call he received from Senator Ted Kennedy, who at the time was quite ill, in which he said, “You know this Serve America Act that we just passed? It truly is the quantum leap. We really blow torched this thing didn’t we?” For Bridgeland, Ted Kennedy’s remark was an interesting reference back to Kennedy’s brothers passing the torch. However, in spite of all this domestic progress, federally-funded international service opportunities, notes Bridgeland, have grown slowly, if at all.

As such, Harris Wofford asked Bridgeland if it would be possible to ignite a quantum leap in international service in conjunction with the 50th anniversary of the Peace Corps by sharing the story of John Kennedy’s dream of engaging 100,000 Americans annually in international service. Together, they pulled together a broad-based coalition of more than 300 organizations, as well as big minds across America, and launched [ServiceWorld](#), a bipartisan initiative to address pressing global challenges by advancing the U.S. investment in international service.

Many people and organizations have contributed to the ServiceWorld initiative, notes Bridgeland. Among them, he mentions M. Peter McPherson, president of the Association of Public and Land-Grant Universities, who suggested that a service experience, study abroad, or exchange ought to be a fundamental tenet of what it means to be educated in America today. The ServiceWorld effort was also spurred on by contributions from many others, including Kevin Quigley of the National Peace Corps Association, David Caprara and Lex Rieffel of the Brookings Institution, Steve Rosenthal of the Building Bridges Coalition and Cross Cultural Solutions, Stan Litow of the IBM Foundation, and many of those participating in the National Symposium on the Future of International Service.

Today, Bridgeland notes, roughly 7,800 Americans serve abroad through the Peace Corps. While Bridgeland knows it’s not all about the numbers, he believes that Kennedy’s 100,000-volunteer goal is a galvanizing force, and a dream that’s worth working toward. As a federally-funded initiative, the Peace Corps demonstrates that U.S. leaders believe that “international volunteer service should be a common strategy among people of all nations to solve our toughest challenges,” says Bridgeland. Whether in education, or agriculture, or environmental conservation, or poverty—Bridgeland believes that federally-supported international volunteer service opportunities provide the nation with an opportunity “to borrow and share the most innovative ideas and bring those to scale.”

John M. Bridgeland

President and CEO, [Civic Enterprises, Inc.](#)

John Bridgeland is president and CEO of Civic Enterprises, and vice chairman of [Malaria No More](#), a nonprofit working to end malaria deaths in Africa. Over the past year, Bridgeland co-led the development of ServiceWorld, a plan to increase international service opportunities for Americans. Previously, he served as director of the White House Domestic Policy Council, assistant to the President of the United States, and first director of the USA Freedom Corps, which increased Peace Corps participation to its highest levels in three decades and created Volunteers for Prosperity. Bridgeland is a graduate of Harvard College and the University of Virginia School of Law, and was named Non-Profit Executive of the Year in 2009 for his work in developing the Serve America Act.

To exemplify this, Bridgeland shares his own experience as vice chair of Malaria No More, an organization launched at the White House Summit on Malaria with the goal of ending malaria in Africa by 2015. Bridgeland notes that while malaria is both preventable and treatable, each year the disease infects 350 million people, killing one million of them—mostly women and children. “Putting aside the humanitarian and moral implications of permitting a disease to kill so many people,” Bridgeland explains that for those who care about the economies of Africa, malaria is also at least partly responsible for extreme poverty, causing a loss of about \$12 billion annually in GDP.

When Bridgeland went to Rwanda on behalf of the United Nations and the UN Special Envoy for Malaria, he visited with Hutu and Tutsi volunteers who had been organized by the U.S.-based Peace Plan to work together to hang bed nets, boost utilization rates, and save lives. Bridgeland notes that as he left the community, he looked up the hill and saw a beautiful church. Asking his Tutsi leader about it, he was told that it was the church that motivated the book by Philip Gourevitch, *We Wish to Inform You That Tomorrow We Will Be Killed with Our Families*, which told the story of the hundreds of thousands of Tutsis who were slaughtered during the Rwandan genocide. This leader turned to Bridgeland and said, “If we had had community service in villages all across Rwanda like we have today, focused on a common problem like malaria, we would not in my view have had the genocide of 1994.” For Bridgeland, this opened up “a whole new world of possibility for international volunteer service.”

Bridgeland offers four core elements required to reach President Kennedy’s goal of 100,000 Americans serving abroad each year.

First, we must reduce the cost per volunteer, he says. After 9/11 we had 215,000 Peace Corps applicants and only 5,500 slots. We spent \$200-\$300 million in additional federal resources to grow the Peace Corps to 8,200 (a cost of \$75,000 to \$110,000 per volunteer), but Bridgeland believes the numbers are still insufficient. Every member of Congress, he reports, told him that in order to expand the program, the cost per volunteer must be lowered.

Second, to lower costs and deploy more volunteers, says Bridgeland, we need to build on existing relationships and forge new partnerships. Sargent Shriver and Harris Wofford had expressed an interest in having nonprofits, colleges, and universities deploy Peace Corps volunteers. Bridgeland

worked with Colin Powell to provide lower-cost stipends to mobilize individual American volunteers—urging the President to create a new Volunteers for Prosperity program, which focuses on national priority issues such as HIV/AIDS, malaria, clean water, and trade for economic development. “If human capital and volunteer resources can’t come side by side with PEPFAR [the President’s Emergency Plan for AIDS Relief] and PMI [the President’s Malaria Initiative] and Water for the Poor, we are doing something wrong,” says Bridgeland.

“Third, we need to build a constituency in the Congress, especially with the new Congress that is coming in,” says Bridgeland. Many Republican leaders, he reports, don’t support investing in foreign aid or the Peace Corps, but might be attracted by a low-cost global service fellowship, based on military academy models, whereby Senators could tap individuals to serve abroad. Bridgeland cautions, however, that deployment must not be based on political beliefs and that the volunteers selected must demonstrate cultural sensitivity, language abilities, and skills—much like the American doctors, nurses, and engineers tapped and engaged by Volunteers for Prosperity.

Finally, Bridgeland suggests that a federally funded International Social Innovation Fund could be used to provide seed support for new and powerful international service models. Bridgeland cites organizations like Atlas Corps, which recruits volunteers from other countries to serve in the U.S.; bridge-year international service programs that offer a year of service between high school and college; the Global Health Service Corps proposed by Barbara Bush; and many other powerful volunteer programs that could be launched with federal seed funding.

To lower costs and deploy more volunteers, says Bridgeland, we need to build on existing relationships and forge new partnerships.

Bridgeland ends with a quote that Washington and Adams shared from Addison’s Cato, “We cannot ensure success, but we can deserve it.” If we mobilize corporations, faith-based institutions, returned Peace Corps volunteers, universities, and others around the powerful ServiceWorld agenda—and this is just the first salvo, he notes—Bridgeland believes we can address some of the world’s toughest challenges.

CHALLENGES

“Challenges and Opportunities in International Service” ///////////////

– Stephen P. Groff

When Stephen Groff left for the Philippines as a Peace Corps volunteer nearly 25 years ago, he had no idea the degree to which that experience would change him. Groff, a native of Vermont, didn't have a passport until he was a senior in college. He always thought that he would return after his two years in the Peace Corps and become a journalist. Instead, he began a career in international development that included work for seven different organizations in more than 40 countries. Interestingly, the OECD, which benchmarks policies, disseminates best practices and promotes collective knowledge about international economic development, is also celebrating its 50th anniversary, Groff notes.

The world has changed dramatically over the last 50 years and the rate of change is speeding up. Groff believes it is important to acknowledge this fact and to avoid addressing new challenges in the same way things were done 50, or even 20 years ago.

Groff points to the variety of program types and approaches in the field of international development, citing the importance of recognizing these differences and understanding how each unique organization plays a role in the broader landscape. He mentions bilateral, country-led programs like the U.S. Peace Corps, and similar programs run by the U.K., Germany, Canada, Japan, and other nations. Groff contrasts these with

multilateral programs run by the United Nations (with 7,500 volunteers per year) as well as programs run by numerous NGOs. International chambers of commerce also offer volunteer opportunities, and Groff cites the French Chamber of Commerce programs, which operate in 90 different countries. He also describes programs run by civic-minded organizations like the Rotary Club, which has contributed \$850 million and tens of thousands of volunteer hours to the Global Polio Eradication Initiative, and is recognized by the United Nations as a key partner in the eradication of polio. And he describes the multitude of faith-based volunteer programs and new web-based programs, such as the European Youth Portal that helps EU's young people identify volunteer opportunities.

Together this diversity of international volunteer service programs offers a number of strengths. Groff discusses the “human face of development assistance” emphasized by Alejandro Toledo, and how development work can provide an avenue for promoting international understanding and tolerance. He also underscores the ability these types of programs share to facilitate the transfer of information, knowledge, and skills—all of which can have positive outcomes both for developing countries and for improving the systems, processes, and organizational cultures of the international development organizations themselves.

In addition to benefiting countries and programs, development work produces positive outcomes for volunteers. The experience of a volunteer, citing himself as an example, can be transformative, Groff explains. More than just the one-time experience of volunteering, he refers to the importance



A maternal health Peace Corps volunteer and her community partner in Benin.

of “building a constituency for development assistance... a constituency that is looking outside of the borders of any individual country.” He cites a 2005 study that found that Canadian development work not only helped build a supportive constituency for aid programs, but also helped the nation articulate its role in the larger world.

The world has changed dramatically over the last 50 years and the rate of change is speeding up. Groff believes it is important to acknowledge this fact and to avoid addressing new challenges in the same way things were done 50, or even 20 years ago. He describes President Obama’s remarks to the Millennium Development Goals Summit—that historically, development programs have focused on assistance, but that while this approach has saved lives in the short-term, it hasn’t always improved societies in the long-term. Quoting President Obama, Groff notes that, “Instead of just managing poverty, we have to offer nations and peoples a path out of poverty.”

To do this, development programs must address systemic problems rather than individual issues as these arise. Groff emphasizes that organizations are doing much better at this today. One of the ways to effectively tackle the systemic issues, while not succumbing to the traditional pitfall of short-term solutions, is to always be thinking about local ownership and capacity building. By focusing on capacity building, programs can allow locals to undertake this work on their own, says Groff. Without the capacity building effort, volunteers become a substitute for local labor, which distorts labor markets and creates tension and resentment. This is one way programs can

Stephen P. Groff

Deputy Director of the Development Co-operation Directorate (OECD)

Stephen P. Groff is the deputy director of the Development Co-operation Directorate at the Organisation for Economic Co-operation and Development (OECD) in Paris. He is responsible for strategic policy analysis on a wide range of development-related issues. He also plays a central role in the monitoring and evaluation of aid efforts of all major bilateral donors and serves as OECD’s envoy to the G20 Working Group on Development, the G8 Accountability Working Group, the UN Secretary General’s High Level Task Force on Food Security, and the Commission on Information and Accountability for Women’s and Children’s Health. He is a member of the World Economic Forum’s Global Agenda Council and served as the first director of the Partnership for Democratic Governance—a multilateral initiative based at the OECD focused on fragile states. Previously, he was deputy vice president for operations at the Millennium Challenge Corporation and a senior advisor and economist at the Asian Development Bank. He also worked for USAID, the Harvard Institute for International Development, the U.S. Refugee Program and as a U.S. Peace Corps volunteer.

ensure greater long-term sustainability that is less dependent on outside aid and more responsive to issues that are important to the community.

A second pitfall Groff discusses is the issue of selectivity in identifying and recruiting volunteers. While volunteering is a noble act, there are bad apples, says Groff. Programs must be selective because volunteers are not just representing themselves; they are representing an initiative, an organization, and a nation.

The ability of programs to adapt to a changing environment is evident in some emerging trends. Groff points to new efforts by programs to draw upon expertise from seasoned professionals and retirees. He cites the U.S. International Executive Service Corps and similar programs in the U.K., Canada, and South Korea as examples. Other growing trends include efforts to incorporate international development service with advanced academic studies; Groff mentions the Monterey Institute of International Studies as one institution doing interesting work in this area. Finally, Groff points out the rising use of returned volunteers to serve as ambassadors to promote awareness of aid, development, and foreign policy more broadly. Groff mentions ambassador programs in Japan and the U.K. as examples of the trend—examples that we need to build on.

Groff offers several key challenges moving forward and makes the distinction between actions that improve impact and those that improve relevance. The first step in improving impact is ensuring that program goals are responsive to local community needs and not just national—or government—needs. This local focus is closely tied to the capacity building effort. By addressing local needs and building local capacity to address issues into the future, programs can provide much greater impact, says Groff. To do this, however, we need to accurately identify community needs and the tasks that need to be undertaken, then provide the community with back up resources so local volunteers can leverage these efforts.

The second step is creating better systems for program evaluation. Groff believes the development community must develop a more strategic approach to planning, managing, monitoring, and evaluating voluntary programs—one that builds on best international practices. “There is an increasing pressure, internationally, on results,” says Groff. This pressure isn’t limited to volunteer programs. With tighter budget situations in major donor countries, “all aid programs across the world right now are under dramatic pressure from funders to demonstrate results—a reality that’s not going away.” In fact, Groff believes, these pressures will only increase. By creating quantitative measurement tools and other forms of program evaluation, Groff argues that programs can better communicate results to donors and attract new volunteers, partners, and funding.

“There is an increasing pressure, internationally, on results,” says Groff. This pressure isn’t limited to volunteer programs. With tighter budget situations in major donor countries, “all aid programs across the world right now are under dramatic pressure from funders to demonstrate results—a reality that’s not going away.”

In times of budget constraint, says Groff, we need to generate interest in what’s going on across our borders, and must begin to think about how we can increase the impact of development programs at an international level. “We need to be making sure that ‘people-to-people power’ is laying the foundation for grassroots understanding of international issues, cultures, and challenges—and their human dimensions,” says Groff. “This is a vital element of cooperation in an increasingly complex and globalized world.”



GOVERNMENT

“A New Role for Government” //////////////////////////////////////

– Sonal Shah

While 50 years ago, the idea of international volunteerism was new, it’s now becoming norm, explains Sonal Shah, head of the Office of Social Innovation and Civic Participation. Americans now volunteer through their churches, through the Peace Corps, through Indicorps, through Cross Cultural Solutions, and through many other government, corporate, and non-profit initiatives. The idea and the demographics, however, continue to change. “Everybody feels that they can go overseas. You can travel faster and you get information faster. You want to be a part of the world community, and that’s happening.”

The lines between national and international interests have blurred, Shah believes. Today’s college students see themselves as global, not local, she says. “Those ideas that seemingly were overseas are now coming domestic, and those ideas that were domestic are now going overseas.” Not only is the world merging and unifying in this way, but international development is no longer just a public sector idea. “The private sector is doing it. The non-profit sector is doing it. There are multiple players in this conversation and each of them is beginning to see that...the problems that we are trying to solve are not solvable by one community, by itself.”

Recognizing that the problems that confront us require cross-sector collaboration, the Obama Administration created the office that Shah now heads—the White House Domestic Policy Council’s Office of Social Innovation and Civic Participation. “The ideas exist in communities, and solutions exist in communities,” says Shah. “The question is how can the government play a role in finding those ideas, scaling those ideas?”

To do this, Shah’s office focuses on broadening service opportunities to foster the next generation of community leaders; improving measurement and evaluation to better understand what works and disseminate that information;

driving limited federal resources toward programs that have demonstrated their effectiveness; and finding new ways for the government to partner with businesses, communities, and non-profits to tackle exigent challenges.

While 50 years ago, the idea of international volunteerism was new, it’s now becoming norm, explains Sonal Shah, head of the Office of Social Innovation and Civic Participation.

In this work, Shah believes that our greatest challenge, and our greatest opportunity, is in taking the information we have collected about successful models and translating that to action. In the United States, for example, Shah discusses the high school dropout crisis. Internationally, she discusses attempts to improve agricultural productivity around the globe. In both cases, Shah believes, we know that solutions exist—we know that specific programs and interventions have worked in a variety of contexts. “How do we get the idea of something that’s worked, and get it to happen more often?... How do we act on that?”

To scale successful models, Shah says that measuring and evaluating the impact of programs is critical. This thoughtful analysis helps improve procedures and programs by identifying which practices are succeeding, and which need to be changed. That is true across the board—whether we’re trying to improve poultry farming practices or encourage international volunteerism and ongoing civic participation, says Shah. Universities can have a tremendous role to play in this by helping non-profits understand how to effectively measure and evaluate their impact, she continues. “Universities

have done this. Learning from them, using that base—that framework that exists—would be extremely helpful.”

Universities can also contribute in another valuable way, Shah believes, by encouraging students to gain knowledge from their service experiences. Some of the most interesting ideas, Shah says, are happening overseas. “So how do we take those ideas and not think of ourselves as just ambassadors for serving, but as ambassadors for learning, and bringing that learning back....” International programs are using text messages to deliver health care information. They’re

Government can help not only through its traditional role as policy-maker, says Shah, but also by creating new collaborative models that galvanize corporations, non-profits, and communities; and by looking at innovations that are occurring across the world and thinking about how those ideas can be replicated.

Sonal Shah

Director, White House Office of Social Innovation and Civic Participation

Sonal Shah heads the White House Domestic Policy Council’s Office of Social Innovation and Civic Participation (SICP). Prior to joining the White House, Shah led Google.org’s global development efforts, focusing on transparency, openness, civic participation, and entrepreneurship development, especially financial access. Before joining Google, she was a vice president at Goldman Sachs, Inc., where she developed and implemented the firm’s environmental strategy. Shah also co-founded a nonprofit, Indicorps, with her sister Roopal. Shah received her MA in economics from Duke University and BA in economics from the University of Chicago. She is an Aspen Crown Fellow and a Next Generation Fellow.

experimenting with new models for education delivery in low-income communities. These ideas could be useful in the U.S. context, as well, if volunteers take that knowledge and use it to generate new ways of looking at and solving domestic challenges.

Government can help not only through its traditional role as policy-maker, says Shah, but also by creating new collaborative models that galvanize corporations, non-profits, and communities; and by looking at innovations that are occurring across the world and thinking about how those ideas can be replicated. While the office she heads is domestic, Shah and her team study both national and international models. There is an interest, she says, in spreading successful programs from Kenya to India, from India to Ethiopia, and from Ethiopia to the United States or Europe. The government can serve an important role simply by offering data about what’s out there, who’s doing it, and what’s working, rather than by being the place where all the ideas come from.



A Peace Corps volunteer sews with a local cooperative in Mongolia.



Gerald R. Ford
School of Public Policy
UNIVERSITY OF MICHIGAN

The Role of Universities

Alan F. Guskin, President Emeritus, Antioch University and
former Chancellor, University of Wisconsin-Parkside

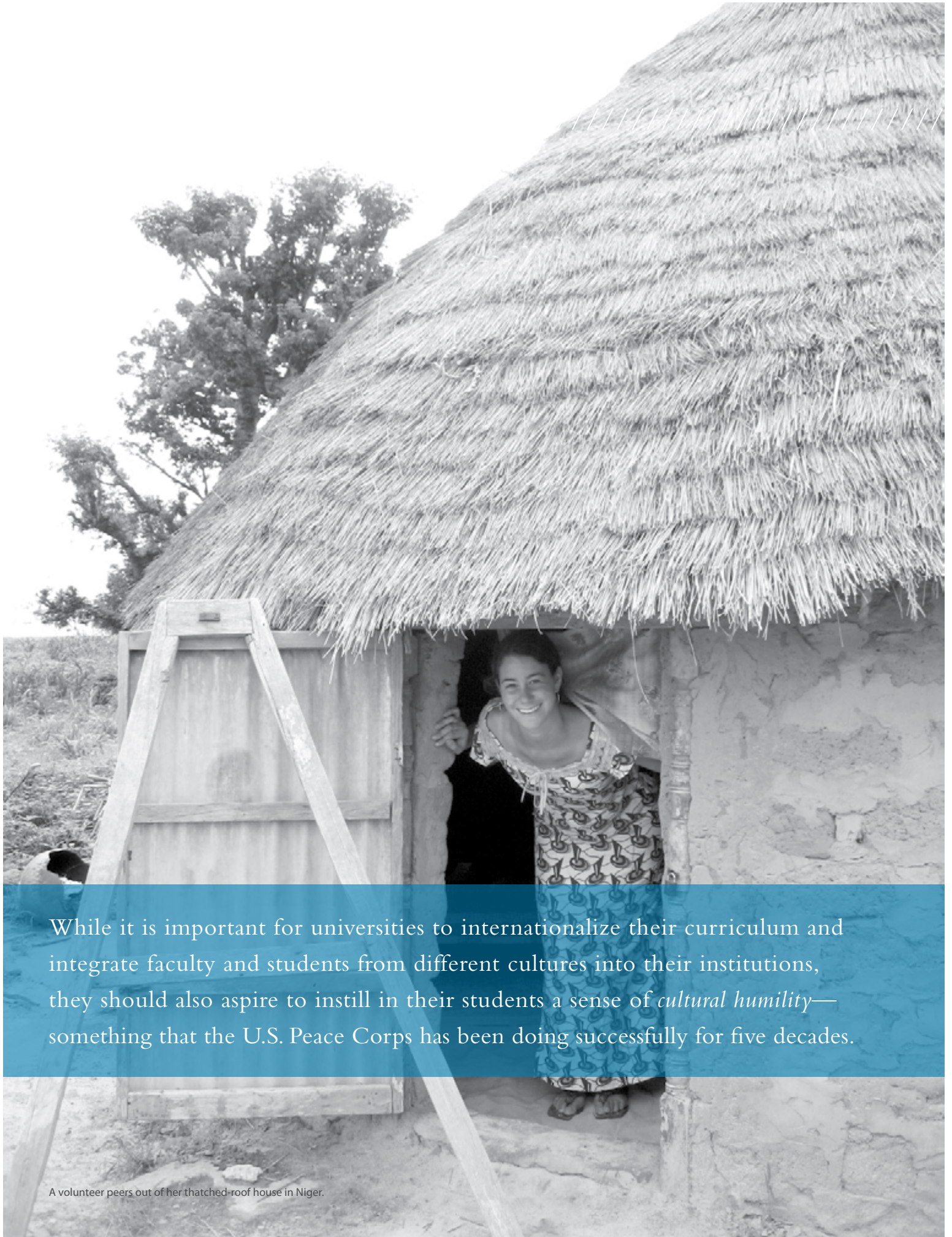


“To Become Better Citizens of the World”

Mary Sue Coleman, President of the University of Michigan

“Promoting International Competency”

M. Peter McPherson, President of the Association of Public and
Land-Grant Universities



While it is important for universities to internationalize their curriculum and integrate faculty and students from different cultures into their institutions, they should also aspire to instill in their students a sense of *cultural humility*—something that the U.S. Peace Corps has been doing successfully for five decades.

A volunteer peers out of her thatched-roof house in Niger.

UNIVERSITIES

“The Role of Universities” //

– Alan F. Guskin

The University of Michigan has played an important role in my life, and in the founding of the Peace Corps. When I was a graduate student in 1960 and 1961, the faculty and administration of the University provided tremendous support for my work—work that led to the founding of the Peace Corps.

My experiences in the first cohort of Peace Corps volunteers (Thailand 1961-64), as a university president for more than two decades, and as a faculty member, have all shaped my views on how universities should educate students for the 21st century. While it is important for universities to internationalize their curriculum and integrate faculty and students from different cultures into their institutions, they should also aspire to instill in their students a sense of *cultural humility*—something that the U.S. Peace Corps has been doing successfully for five decades.

Peace Corps volunteers develop intercultural competence and understanding as they seek to become an integral part of another culture. The Peace Corps experience transforms volunteers, who must deal with the daily realities of communicating in another language—one with non-verbal behaviors vastly different from their own home culture—and work to survive in a setting that deeply challenges them physically and emotionally.

While it may be extremely difficult for universities to offer the concentrated experience common to Peace Corps volunteers, there is much more that can be done to emphasize the importance of intercultural competence and the development of a sense of cultural humility.

Over the last 50 years, colleges and universities throughout the country have made major strides in the development of their international and cross-cultural programs and experiences for students. Beyond the more typical experiences of studying abroad at European universities, numerous programs have been created for students to study in Asian, African, and Latin American countries, as well as to live with families in those settings. Higher education institutions have also admitted large numbers of foreign students, and hired a diverse faculty, many of whom are foreign born and involved in international programs.

Learning another language—which takes so much time, study, and effort—demonstrates that we genuinely care about communicating with others on their terms, and that we care about their culture, as well.

However, while many colleges and universities offer programs that encourage cross-cultural encounters, most higher education institutions are focused too narrowly on intellectual learning, rather than the development of the whole person. And too many of these programs are tied to time-bound academic calendars and course-based instruction that limit the development of the type of intercultural competence essential for the global world of the 21st century. In short, the challenge for university education in the 21st century is to focus on offering student learning experiences that will best

prepare students for the complex and uncertain world they will face upon graduation.

Facing these 21st century realities will require universities to transform their 20th century models for educating students. For example, we know—or should know—that study abroad programs contribute little to a students’ real intercultural competence when participants travel with a group of peers to a European country and spend their time at a foreign university attending lectures, writing papers, and conversing with professors and peers in English. They may have fun, they may have challenges, but such programs do not significantly change their cultural perspective.

Another issue that must be faced is that students need to learn at least one language other than English, and be required to communicate with others in that language. Reading a book in another language may be a nice skill, but the reality of the world we live in requires—and especially will require—an ability to not depend exclusively on English for communication and understanding; an ability to converse with international counterparts in their home language. It seems to me that learning another language—which takes so much time, study, and effort—demonstrates that we genuinely care about communicating with others on their terms, and that we care about their culture, as well. If universities placed that expectation on their students (rather than two courses in another language, or no language requirements), I am convinced that students would rise to the challenge.

Universities have made major strides in encouraging students to be involved in service learning projects, and some universities integrate these experiences into ongoing courses. However, the time limits set by the academic calendar

and course structure undermine the continuity and depth of experience necessary for students to understand and appreciate social and cultural differences. Students can gain important experiences that can develop into significant strides in their intercultural competence if they are challenged over a longer period of time. Moreover, the development of such intercultural competence requires students to deeply reflect on what they are experiencing—such reflection, in turn, requires faculty or mentors who themselves fully understand the depth of potential change students can undergo.

Students can gain important experiences that can develop into significant strides in their intercultural competence if they are challenged over a longer period of time.

Having a culturally and internationally diverse faculty is important for student learning; however, these faculty must be supported by a climate that both recognizes the challenges they face, and encourages their efforts. All too often, such faculty members are expected to meet all the demands placed on other faculty, while the time and effort they expend helping students gain intercultural competence are minimized or rejected as irrelevant to their work as academics.

The 21st century puts new demands on universities in how they educate students; so far it seems that few are making the adjustments required to face these complex and uncertain realities. One of the most important changes universities can make is to educate students to be fully, interculturally competent, so they can effectively function in the global world they face.



Community development volunteer and Ford School alumna Mary Margaret Stone (MPP '92) with villagers in Kaele, Cameroon.

As we celebrate the 50th anniversary of the Peace Corps, I believe it is important to understand how the Peace Corps experience transforms those who serve, and how that experience can be transferred, in one form or another, to university education.

First, the Peace Corps has always focused on the individual experience of the volunteer, rather than the broader social and technological change of societies. Second, the Peace Corps expects volunteers to learn the language of the country in which they serve. Third, volunteers are required to integrate into the culture—to live the way host-country nationals live—leaving behind their American standard of living. Fourth, the volunteer's service is a full-time, lengthy experience in which the volunteer works under the supervision of a host country national.

As result of these policies, the vast majority of the 200,000 Peace Corps volunteers who have served since 1961 have developed a high level of intercultural competence that I call cultural humility.

Cultural humility means respecting the validity of other people's culture. It means respecting the social and cultural beliefs about the way people feel, think, and behave day-to-day, including their cultural traditions and spiritual perspectives.

Alan F. Guskin

President Emeritus, [Antioch University](#) and former Chancellor, University of Wisconsin-Parkside

While a PhD candidate at the University of Michigan in 1960, Alan Guskin helped organize the student group that inspired JFK to establish the Peace Corps. Guskin interrupted his graduate education in 1961 to serve as a Peace Corps volunteer, and was in the first group to go to Thailand. He then served as a senior administrator in the creation of VISTA, the domestic equivalent of the Peace Corps. Guskin is currently Distinguished University Professor in Antioch University's highly innovative PhD program in leadership and change. He served as president and chancellor of Antioch from 1985 to 1997 and chancellor of the University of Wisconsin-Parkside from 1975-1985. Guskin has published often on the restructuring of universities, leadership in higher education, and the future of higher education in a time of limited resources. He has an undergraduate degree from Brooklyn College and a PhD in social psychology from U-M.

Cultural humility has, as its core, the notion that different, even conflicting, cultural perspectives can be equally legitimate.

Cultural humility can foster cross-cultural communication in any language because each person feels respected. We listen to verbal and non-verbal expressions for the cultural and non-cultural substantive differences. We don't make assumptions about our ability to automatically understand another; rather, we assume that we may be ignorant of what is really being communicated and ask questions that, with humility, attempt to clarify what is really meant and expected. Cultural humility means making physical and verbal approaches in a humble manner, and allowing hosts to direct us in appropriate behavior. A perspective based on cultural humility allows us to acknowledge that the potential for miscommunication and misunderstanding is great and that this reality must be continually respected.

A most interesting aspect of cultural humility is its transferability to experience from one culture to another. Having questioned the primacy of our own culture, and understood the validity of another's culture, we enter new cultural settings in a learning and listening mode.

Cultural humility is a distinctive and desirable way of thinking and knowing about cultural differences. An individual who has a well developed sense of cultural humility continually holds two or more different, and possibly conflicting, cultural perspectives as equally legitimate, and understands that the resulting tension must be accepted (and seen as desirable) if effective relationships are to develop between individuals and groups that have such differences. This "creative" tension accepts the validity of different and revered cultural traditions and perspectives and understands the need to bridge these differences by respecting them, respecting the individuals involved, and seeking a means for effective interaction and communication.

Building upon our knowledge about the Peace Corps experience, universities could offer their students an opportunity to develop a deep sense of intercultural competence and cultural humility through programs that emphasize in-depth experiences in other cultures (domestic or international), that emphasize utilizing a language other than English, and that emphasize through reflection the integration of these life experiences with intellectual learning about other cultures. Such programs will not be easy to develop within the present context of higher education, but I believe they will be critical for preparing our students to face the global realities of the 21st century.

WORLD

“To Become Better Citizens of the World” //

– Mary Sue Coleman

When President Obama visited the University of Michigan to deliver the 2010 commencement speech, he spoke to the students about their commitment to service. “If you are willing, as past generations were willing, to contribute part of your life to the life of this country,” he said, “then I, like President Kennedy, believe we can, because I believe in you.” For Mary Sue Coleman, thirteenth president of the University of Michigan and an advocate for global service and learning, the President’s words captured one of the University of Michigan’s greatest legacies—the commitment to service.

At U-M alone, four out of five graduates have taken part in some form of community service, and in 2009, those students contributed more than 35,000 days of service.

“Today, students believe in service; to their core, they believe in service,” says Coleman. At U-M alone, four out of five graduates have taken part in some form of community service, and in 2009, those students contributed more than 35,000 days of service, she reports. The University of Michigan is not unusual in this respect, however. The Corporation for National Community Service reports that in 2009, more than three million college students volunteered more than 300 million hours to a broad range of domestic and international programs. “I think it’s something—as a nation—we can be very proud about,” says Coleman, “and we have to find ways to continue to support and stimulate our students to engage in this way.”

While this incredible service commitment benefits students and communities, more of it needs to be global, Coleman believes. International service increases students’ understanding of the world, and is an essential part of our duty, as a wealthy nation, to help others live better lives. “I see both as equally important,” she says.

Coleman remarks that the last ten years of technological innovation have transformed the world, “erasing boundaries in communication around the globe.” As a college student, Coleman had the opportunity to study abroad in Europe. She went to Austria, England, and Russia, and remarks that it took five days by ship to get there. “You couldn’t make phone calls back then because it was so expensive,” says Coleman, whose parents had pooled all their resources just to give her the opportunity to go. Coleman stayed in touch with them by writing postcards.

It also wasn’t that long ago that you couldn’t really work in a collaborative way with colleagues overseas, she continues. Back then, study abroad “was all about educating us. It wasn’t about them.” In contrast, “today’s students can connect with people and places anywhere in the world, with a stroke of a keyboard,” Coleman explains. “You can use Skype, you can do Chat Roulette, you can do instant messaging, you can build community and global connections in a way that wasn’t even conceivable.”

To illustrate how global communication has broken down national boundaries, Coleman talks about the miners who, the day of the conference, had been rescued from a collapsed mine in Chile. The world watched in real-time as the miners waited beneath the surface and were raised, one-by-one, to be



Paul D. Coverdell Fellows—returned Peace Corps volunteers—in graduate school at the University of Michigan’s Gerald R. Ford School of Public Policy.

reunited with their families. “That is communication that makes us all closer,” Coleman says. “It just shows what is plausible.”

All this technology means that universities today have rich opportunities to integrate international understanding, collaboration, and service into the curriculum, Coleman believes. They can send students out into the world to study a problem, have them design a solution in teams, then go back to present their ideas to companies, non-profits, and government entities. In fact, students expect this kind of engagement, she explains. “They want to see the world, they want to understand it, they want to serve it, and it is a tremendous opportunity for us as teachers.”

Mary Sue Coleman

President, [University of Michigan](#)

Mary Sue Coleman has been the 13th president of the University of Michigan since 2002. She has unveiled several major initiatives that will have an impact on future generations of students, the intellectual life of the campus, and society at large. These include the interdisciplinary richness of U-M, student residential life, the economic vitality of the state and nation, and issues related to healthcare. As president, Coleman has spearheaded a challenge to raise funds to support global opportunities for students. She holds a doctorate in biochemistry, and previously was president of the University of Iowa.

Universities today have rich opportunities to integrate international understanding, collaboration, and service into the curriculum.

Coleman talks about University of Michigan students who responded to the tsunami in Indonesia, the earthquake in Haiti, and crises in Africa, and who are working to make the world a better place. Coleman describes her trips with University of Michigan faculty to establish programs and commitments in South Africa. The experience has taught her that students are a critical part of these types of international partnerships. “I’ve seen commonality in the students—both there, and from here—enthusiasm among each to become better citizens of the world.”

For these students—the next generation of citizens—universities need to offer awareness and opportunity, as well as the skills and knowledge students need to address today’s challenges, says Coleman. The first president of the University of Michigan, who brought many modern ideas to the state, issued a challenge to students of his generation, “to take the world as full as it is,” quotes Coleman. She believes universities must continue this quest, both inside and outside the classroom, to expand the cultural competency of the next generation.

Kennedy’s visit to the University of Michigan in 1960 not only sparked the Peace Corps, concludes Coleman, but it established a fundamental purpose that has only grown stronger in colleges and universities. “And this, I think, is the real legacy.”

PROMOTING

“Promoting International Competency” //

– M. Peter McPherson

In talking about the role of universities in the future of international service, M. Peter McPherson, president of the Association of Public and Land-Grant Universities, believes that the primary question is how we provide students and citizens with international competency. Whether it’s through the expansion of the Peace Corps, or the expansion of study abroad programs, international internships, or international service—finding the most cost-effective ways to promote international competency is a complex but important challenge, he believes.

Whether it’s through the expansion of the Peace Corps, or the expansion of study abroad programs, international internships, or international service—finding the most cost-effective ways to promote international competency is a complex but important challenge.

McPherson steps back to share his own Peace Corps experience in a new living area just outside of Lima, Peru, that was established by Indians who came down from the mountains and invoked their squatting rights, daring the police to kick them out. El Montaña, “the mountain of garbage” in translation, had no electricity, but McPherson recalls working by candlelight in a local parish to get a credit union organized for the residents. With help from an Irish Catholic priest who had established a presence there, the community was able to launch a credit union to provide savings and loans for the residents.

As a Peace Corps alumnus, McPherson relishes the opportunity to be at the University of Michigan fifty years after Kennedy’s historic speech. In the weeks and months that followed the speech, he says, students from across the country—but especially at the University of Michigan—worked to shape the Peace Corps. “U of M was not just the place where candidate Kennedy happened to give his speech about the Peace Corps,” says McPherson. “It’s fair to say that the Peace Corps was the product of the chemistry between Jack Kennedy and the students and others here on this campus.”

McPherson was a student at Michigan State University at the time of Kennedy’s speech and clearly remembers the President’s vision and energy to change the world. His inaugural speech, “ask not what your country can do for you, but what you can do for your country,” was an indication of this vision. Kennedy also established the Alliance for Progress, and the United States Agency for International Development (USAID), which will celebrate 50 years of service, as well. “In all this energy, ideas can get lost,” cautions McPherson. Kennedy, however, was surrounded by people who believed in his vision and who made it happen. While many people helped, Sargent Shriver, the brother-in-law of the President, was the one who created the Peace Corps’ structure, saw it through enactment, and ran the agency in its early years, says McPherson. As such, it is “the Shriver vision of the Peace Corps” that largely survives to this day.

McPherson believes that the Peace Corps greatly increased the involvement of the U.S. in the developing world. “We almost forget that few Americans knew anything about Africa, Latin America, or Asia before the Peace Corps,” says McPherson, whose own parents wondered just where Peru was when



A Peace Corps volunteer explains the nutritional benefits of sesame seeds to children in Senegal.

“Promoting International Competency”

he told them where he'd been placed. “That’s the way it was in America. The Brits and the French knew a lot more about the world than we did in 1960.” Over time, though, the Peace Corps has helped to educate America about the developing world. Peace Corps volunteers have played an important role in that process, as have universities, which provided early support, helped recruit volunteers, offered training programs on campus, and more. “Universities have always felt...a special connection with [the] Peace Corps because we saw it as an extension of classroom experience,” says McPherson.

For McPherson, a 21st century university education requires international experience. While that’s not easy to achieve for many public colleges and universities, due to the high cost of international travel, Michigan State University, the University of Michigan, and many other universities, he says, recruit international faculty and offer international perspectives in the classroom, and are looking for economical ways to expand the international dimension of their programs.

One important tool to drive this international dimension, says McPherson, is study abroad. As chair of the [Lincoln Study](#)

[Abroad Commission](#), a Congressional commission set up to examine the challenges and opportunities of study abroad, McPherson and his peers concluded that what nations don’t know *can* hurt them. “For their future, and as a nation, college graduates today must be internationally competent.” The Lincoln Commission recommended a goal of engaging one million students each year in study abroad programs. In the most recent year, 260,000 students participated in study abroad, and participation rates are growing by roughly 8 percent annually, he says. McPherson would like to see the United States get there faster, and look at ways to expand international internships, international service programs, and other comparable programs, as well.

In summary, McPherson says, the Peace Corps plays an important role in enhancing international development. In fact, during his tenure as director of USAID, McPherson supported specific Peace Corps programs with AID funding. However, the most important impact of the Peace Corps, he asserts, “is on our country, on our expanded vision, on educating our citizens.”

M. Peter McPherson

President, [Association of Public and Land-Grant Universities](#)

Peter McPherson served as a Peace Corps volunteer in Peru (1963–1965), organizing credit unions and working on “PL [Public Law] 480” food programs. He served in the Ford White House and was the managing partner of the Washington office of a large Ohio law firm. McPherson served as administrator of USAID and deputy secretary of the U.S. Treasury during the Reagan Administration. Thereafter he was an executive vice president at Bank of America, responsible for Latin American activities and other international and domestic investments. McPherson served as president of Michigan State University for 11 years and is now president of the Association of Public and Land-Grant Universities.



A Peace Corps volunteer works with a village’s school to provide hand washing stations for students in Malawi.



Gerald R. Ford
School of Public Policy
UNIVERSITY OF MICHIGAN

The Future of the Peace Corps

Aaron S. Williams, Director of the Peace Corps





To me, our volunteers personify hope in a way that speaks to the core of our character. The idea that whether or not an individual can move a mountain, we have an obligation to try—and we don't have a moment to waste. It should make us all proud that in villages and communities all over the world, people tell stories about the Peace Corps volunteers who came, who stayed, and in the process, who gave shape and meaning to the word "America."

Peace Corps health volunteers tour an HIV/AIDS clinic in Uganda.

FUTURE

“The Future of the Peace Corps” //

– Aaron S. Williams

It’s been a great day to reminisce and reflect on the history that happened here half a century ago, when John F. Kennedy greeted 5,000 Michigan students, and he asked them a question. That question ignited a movement, and it inspired a generation. It was a daring challenge: “How many of you who are going to be doctors are willing to spend some time in Ghana?” I just got back from Ghana, as a matter of fact. Well, what began in Ann Arbor would change the way America sees the world, and the way the world sees this country.

I met dozens of the nearly 5,000 Americans who have served since 1961 with the young men and women of Ghana. The dream that was born here in Michigan lives on. And today, as we celebrate the Peace Corps’ 50th anniversary, and 50 years of promoting international peace and friendship, we celebrate the spirit that endures because the Peace Corps continues to ask big questions. We continue to issue broad challenges. How far would you go to help someone? What difference will you make? In helping others to live their lives, how will your life be transformed in the process?

Well, we all know that times have changed, but the needs persist. And, in many ways, they have grown. The inequities that existed a half century ago—poverty, disease, illiteracy, and hunger—still loom large in much of this world, and are exacerbated by contemporary challenges from climate change to HIV/AIDS. At the same time, we have tremendous new tools and opportunities to seize in a world that has grown bigger, but at the same time, has grown smaller—simultaneously. Think about it. By the end of 1960, the United Nations had 99 member states. Today, it has 192. In 1960, there were three billion people on Earth. Today, there are 6.7 billion people on

The inequities that existed a half century ago—poverty, disease, illiteracy, and hunger—still loom large in much of this world, and are exacerbated by contemporary challenges.

Earth. And yet, the nations and the peoples of the world are more connected than ever before thanks to revolutions in transportation and technology that have closed the distance between us.

When I served in the Peace Corps in the late 60s, I stayed in touch with my mother by writing letters. Remember those things? Letters? Snail mail, with paper and stamps and envelopes. I would walk to the local post office, and hope that my air gram got to my mother without being smudged in the rain somewhere along the line. I’d schedule an appointment for a telephone call—perhaps a month from the time I sent the letter. Today, of course, 90 percent of our volunteers have cell phones. They blog. They Skype. They text. They Tweet. It’s really amazing when you think about it.

And they’re using technology to bolster their creativity in many different ways. Last summer, for example, volunteers in Namibia created a health education program geared toward teens and young adults. Volunteers use text messages to receive and respond to health-related questions, including on topics young people might be embarrassed to pursue in person, such as how to protect yourself from HIV/AIDS. When the program was launched, volunteers sent out more than one thousand

messages in the first month. As volunteers elsewhere have learned of its success, they’ve been eager to adopt the model for other countries.

So I think this is a thrilling time to be part of the Peace Corps. It’s a time of innovation and opportunity. And I’d like to offer three reasons why I believe that the Peace Corps’ future is as promising as its past has been. First of all, the Peace Corps works in a genuine spirit of partnership, and partnerships are important to the future of the Peace Corps—partnership and cooperation. The Peace Corps, we go where we’re asked, to countries that request our help. And we support people in achieving their potential. It’s a hand up. It’s not a hand out. That vision of assistance, and the humility it requires, has been part of our motto from the start, when President Kennedy declared, “We pledge our best efforts to help others help themselves.” We trust host countries to know what they need. We feel privileged to help them get there.

Our volunteers focus on projects that are both meaningful and sustainable—so host countries can continue and build on those efforts long after our volunteers have gone home.

This captures the very first goal that established the Peace Corps’ mission: “to help the people of interested countries meet their need for trained men and women.” The Peace Corps works on our host countries’ development priorities in partnership with government ministries and grassroots

organizations. Our volunteers live side by side, and work shoulder to shoulder, with the people they serve—in efforts ranging from youth development in Jordan, to distributing bed nets to combat the spread of malaria in Senegal, to promoting computer literacy in the Ukraine, or teaching health and hygiene to school children in Peru. And it’s why our volunteers focus on projects that are both meaningful and sustainable—so host countries can continue and build on those efforts long after our volunteers have gone home.

One of my favorite examples is Camp GLOW (Girls Leading Our World). These week-long leadership programs for young women were established in 1995 when volunteers in Romania worked with local teachers to address the challenges that girls and young women face in rural communities. Since then, volunteers all over the world—from Tonga to Armenia, from Belize to Macedonia—have worked with community members to start their own Camp GLOWs. In many of these countries, volunteers collaborate with local NGOs so that local women can help lead the camps and local residents can pass on their message of empowerment.

Our emphasis on partnership conveys the kind of respect I believe our world badly needs. It’s an approach that says the United States of America believes in human solidarity, and we will continue to grow to support communities near and far. In recent years, as you probably heard, we’ve expanded to new countries including Colombia and Indonesia, and reopened posts including ones in post-conflict nations such as Rwanda, Sierra Leone, and Liberia. By the end of 2011, we anticipate having more volunteers serving overseas than at any time since 1971.



Peace Corps Director Aaron Williams with Camp GLOW (Girls Leading Our World) participants in Macedonia.

But, you know, it isn't just about the numbers. It's about the individuals. We're making a difference one project, one community, one volunteer at a time. Which brings me to the second reason why I believe that the Peace Corps' future is very bright: it's because we see in our volunteers the best this country has to offer. As Sargent Shriver, our first director, said, "The Peace Corps personifies our best qualities and deploys to the world the vision of what America and the United States stands for—generosity, compassion, ingenuity, flexibility, resourcefulness, self-reliance."

When it comes to commitment, Peace Corps volunteers don't just go the distance—they stay. They learn the language. Did you know that today the Peace Corps trains volunteers in 250 different languages? Two hundred and fifty different languages. And in many cases, and I've seen this myself first hand in my travels, the volunteers are taught multiple languages so they can be effective in their jobs across local communities. They live like their neighbors. They effect change on the ground. They represent all 50 states in a wide range of experience—from recent college graduates to seasoned professionals in their 30s, in their 40s, in their 50s. Our oldest volunteer is a health educator in Morocco by the name of Muriel. Muriel is 86 years old. She has two great-grandchildren. She Skypes, and she has a blog. Secretary Clinton had a chance to meet Muriel when she was in Morocco, as a matter of fact. Quite amazing.

To me, our volunteers personify hope in a way that speaks to the core of our character. The idea that whether or not an individual can move a mountain, we have an obligation to try—and we don't have a moment to waste. It should make us

all proud that in villages and communities all over the world, people tell stories about the Peace Corps volunteers who came, who stayed, and in the process, who gave shape and meaning to the word "America."

Time after time, our volunteers say the same thing when they return—whether they taught English in Panama, or worked with farmers on solar power solutions in Cape Verde, or mentored entrepreneurs in Cameroon—they say, I went because I wanted to help, but I got more out of the experience than I gave.

Some of the students and volunteers have grown up to be local leaders, even world leaders. They carry these positive images of our country into their careers. The Peace Corps' second goal is "to help promote a better understanding of Americans on the part of the peoples served." And I believe, and I'm sure that you believe, that our volunteers are our best grassroots ambassadors anywhere in the world.

Finally, the third reason for our bright future, I believe, is that the Peace Corps provides thousands of Americans with the experience of a lifetime, but also with a life-defining experience. Time after time, our volunteers say the same thing when they return—whether they taught English in Panama, or worked with farmers on solar power solutions in Cape Verde, or mentored entrepreneurs in Cameroon—they say, I went because I wanted to help, but I got more out of the experience than I gave.



A Peace Corps volunteer monitors a water treatment plant with his counterpart in Mexico.



A Peace Corps education volunteer teaches English in Azerbaijan.

Many of you in this room have said those same things to me and to your friends. For so many who served, their time in the Peace Corps influences everything else they go on to do. As one returned volunteer from Sierra Leone put it, “I can never repay the people of Sierra Leone, but I can take those lessons, that personal growth, that broadened perspective, and apply it to my work back home in America. Any accomplishments that I might contribute, any difference that I might make—even in the smallest sense—will in some way be shaped by my experience as a Peace Corps volunteer in Sierra Leone.” These words resonate with me, as I’m sure they do with many others here today. For me, the Peace Corps was the beginning of everything. It was the door to the rest of my life.

We want to renew our faith in the power of service, to capitalize friendship and peace among the peoples of the world. It’s a timeless idea—as vibrant today as it was 50 years ago.

I grew up on the south side of Chicago, came from a working-class family. And I was the first person in my family to graduate from college. My family expected me to do something practical with my career, as the president mentioned. They said, “Now, settle down, and start to teach. Get a regular job.” But I found myself drawn to public service. I heard President Kennedy speak about the Peace Corps, so I applied to serve with the Peace Corps. It was the biggest risk I’ve ever taken in my life. My mother, Blanche, and my best friend, Harry Simmons, were the few people who understood my desire to see the world and serve. The flights that took me to the Peace Corps training camp in San Diego, and then on to the Dominican Republic, were the first airplanes I’d ever been on. And I had the great fortune to have Jack Vaughn swear me in out in San Diego.

I worked in a small town as a teacher-trainer, helping 50 rural primary school teachers obtain their high school diploma. For two years, I visited these communities and the teachers in these communities on horseback, motorcycle (we don’t let that happen anymore, fortunately), to help them improve their teaching techniques. The teachers voluntarily attended all-day classes, and they gave up their vacations in the summertime for two years. They wanted to become better teachers, to access better opportunities, and I was determined to do

everything in my power to help them achieve that goal. So I worked hard to teach. I became their friend, their coach, their colleague. But I also learned. I learned about another culture, and I learned a lot about myself. And what I took back when I returned to the States was the belief in the power of unity and the power of teamwork—that when we work together for a common goal we can achieve magnificent things. That’s one of the great lessons that I attribute to the Peace Corps.

For me, as for so many others, the Peace Corps experience was nothing short of transformative, with an impact that has lasted far beyond those years abroad. At any conference on international development, any public service summit, any U.S. Embassy, any gathering of civic-minded leaders, you’ll be amazed by the number of people who are returned Peace Corps volunteers. I’m constantly amazed. Take a look through the list of our returned volunteers—you’ll find senators, cabinet members, government officials at all levels, international development experts, founders of non-profits, corporate leaders, teachers, scientists, community activists, and artists.

You can start with the more than 2,400 students who have started from here—the University of Michigan—who have served and returned to make a mark on their communities, and whose wonderful stories are being kept online for all the world to see. They share an enduring passion for service, and an acute awareness of the challenges and opportunities in this interdependent world. By sharing their experience, they are helping advance the Peace Corps’ essential third goal, “to help

Aaron S. Williams

Director, Peace Corps

Aaron S. Williams, director of the Peace Corps, is a returned Peace Corps volunteer who served in the Dominican Republic from 1967 to 1970 (he met his wife Rosa during his service there). He was sworn in as the 18th director of the Peace Corps on August 24, 2009. For the last 30 years, Williams has pursued a career in the development and implementation of worldwide assistance programs and has worked for RTI International, the International Youth Foundation, and the U.S. Agency for International Development (USAID), where he attained the rank of career minister in the U.S. Senior Foreign Service. Williams is a graduate of Chicago State University, and holds an MBA from the University of Wisconsin.

promote a better understanding of other peoples on the part of Americans.”

And consider this—volunteers return to the United States as global citizens, with leadership skills, language skills, technical skills, problem-solving skills, cross-cultural skills, and insights that position them well for careers across all fields, and across all industries. They’re exactly the skills our country needs to build a globally competitive workforce. These are skills our country needs to lead in these new times. That’s why we’re determined to keep finding and fielding the very best volunteers—Americans committed to public service and community development. We’re looking to increase our recruitment efforts across all demographic groups—from new college graduates to retired professionals, from liberal arts generalists to engineers and health workers. And we will strengthen our investments in direct volunteer operations so our volunteers can have the best resources and support systems to continue their work.

I hope and believe that each new generation will be inspired to serve. And although we’ve come a long way since 1960, our journey is not complete. As long as there is suffering and strife in the world, we know that our work is not done.

At this conference today, we’ve honored a legacy, a revolutionary idea that began here at Michigan. But we don’t want to retreat into history. We want to renew our faith in the power of service, to capitalize friendship and peace among the peoples of the world. It’s a timeless idea—as vibrant today as it

was 50 years ago. The passion and the hope, the empathy and the enthusiasm, that motivated volunteers in the 1960s still moves volunteers today. I see it everywhere I travel, and I’m sure you’ve seen it on your travels.

So my great hope is that this vision will remain forever young, embodied in the idealism of the University of Michigan students, in the college students across our great country. And in the spirit of older Americans, too, like Muriel in Morocco, who say, ‘I have the rest of my life to relax, right now is a good time to make a difference.’ I like that. I just celebrated the 80th anniversary of another volunteer in Ghana last week—she felt the same way.

In closing, let me tell you that I envision a Peace Corps that grows in the depths of the challenges and opportunities of our time. I envision a Peace Corps that carries the torch of President Kennedy’s dream, and responds to President Obama’s call to service. I envision a Peace Corps that is still growing strong, another 50 years from now. This bold experiment that is the Peace Corps still calls us to action. Let’s see what we can do together to build this in the future.

We’re looking to increase our recruitment efforts across all demographic groups—from new college graduates to retired professionals, from liberal arts generalists to engineers and health workers.



Young women in Macedonia listen to Director Williams at Camp GLOW.

PEACE CORPS

University of Michigan and the Peace Corps

Since the fall of 1960, when presidential candidate John F. Kennedy began to explore the idea of a federally sponsored peacetime service program with students and faculty at the University of Michigan's Ann Arbor campus, the University has continued to forge strong and lasting ties with the U.S. Peace Corps.

- In September 1960, John F. Kennedy asked University of Michigan Professor Samuel Hayes to create a report for him about a potential Peace Corps.
- On October 14, 1960, during a planned campaign stop at the University of Michigan, presidential hopeful John F. Kennedy shared his vision for a federally sponsored peacetime service program. His speech, which can be viewed at www.peacecorps.umich.edu/history.html, ignited a student movement that quickly spread across the nation.
- The University of Michigan's Americans Committed to World Responsibility (ACWR) is considered to be the student group that had the greatest impact on John F. Kennedy's decision to create the Peace Corps.
- On August 28, 1961, three University of Michigan graduates were among the first Peace Corps volunteers to be sworn in by President Kennedy at the White House.
- In the fall of 1961, University of Michigan faculty members led by Marvin Felheim of the English Department established the Peace Corps Training Center for volunteers heading to Thailand.
- President Lyndon B. Johnson fulfilled John F. Kennedy's 1962 pledge that he would return to Ann Arbor by speaking at the May 22, 1964, University of Michigan commencement ([President Johnson's "Great Society" speech](#)).
- The second director of the Peace Corps, Jack Hood Vaughn, was a University of Michigan alumnus (BA '43, MA '47).
- In 1985, Vice President George H. W. Bush spoke at the Michigan Union to commemorate the 25th anniversary of the U.S. Peace Corps.
- For the tenth year in a row, the University of Michigan has placed on the Peace Corps' top 25 list of large universities nationwide producing Peace Corps volunteers.
- The University of Michigan ranks fourth as an all time producer of Peace Corps volunteers with 2,331 alumni having served. Seventy-three University of Michigan alumni are currently serving in the Peace Corps.
- The National Symposium on the Future of International Service was one of a series of University of Michigan programs designed to commemorate the fiftieth anniversary of the University's historic connection to the U.S. Peace Corps. For more information about the University of Michigan's ties to the Peace Corps, visit www.peacecorps.umich.edu.



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www.peacecorpsconnect.org

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www.umich.edu

Supporters of our shared vision for the future of international service

ServiceWorld
www.ourserviceworld.org

The moderators, panelists, presenters, and plenary speakers who joined us in commemorating the fiftieth anniversary of the Peace Corps by participating in the [National Symposium on the Future of International Service](#) on October 13, 2010.

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