



BUILDING DEMOCRACY FOR THE 21ST CENTURY



Minnesota Active Citizenship Initiative

Civic Policy Agenda

October 2009

Minnesota Active Citizenship Initiative Lead Organizers and Institutional Affiliations

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Civic Organizing Inc./

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At this stage the members of the Minnesota Active Citizenship Initiative (MACI) provide the primary support to organize the Initiative.

In the first phase of MACI primary funding was provided by Carol Stassen Taylor and James Taylor through the Civic Organizing Foundation.

Thank you to Laurie Bell, with Kowalski's Markets, for the production of the 2008-2009 MACI Civic Policy Agenda.

Julie Roles designed and produced the MACI Policy Agenda 2001-2007.

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They are wrong who think that politics is like an ocean voyage or a military campaign, something to be done with some particular end in view, something which leaves off as soon as that end is reached. It is not a public chore, to be got over with. It is a way of life. It is the life of a domesticated political and social creature who is born with a love for public life, with a desire for honor, with a feeling for his fellows; and it lasts as long as need be.

It is not simply office holding, not just keeping your place, not just raising your voice from the floor, not just ranting on the rostrum with speeches and motions; which is what many people think politics is; just as they think of course you are a philosopher if you sit in a chair and lecture, or if you are able to carry through a dispute over a book. The even and consistent, day in day out, work and practice of both politics and philosophy escape them.

Politics and philosophy are alike. Socrates neither set out benches for his students, nor sat on a platform, nor set hours for his lectures. He was philosophizing all the time—while he was joking, while he was drinking, while he was soldiering, whenever he met you on the street, and in the end when he was in prison and drinking the poison. He was the first to show that all your life, all the time, in everything you do, whatever you are doing, is the time for philosophy. And so also it is of politics.

**—Plutarch 46-120 A.D.
quoted in Tony Massengale's Notes for the New Organizer**

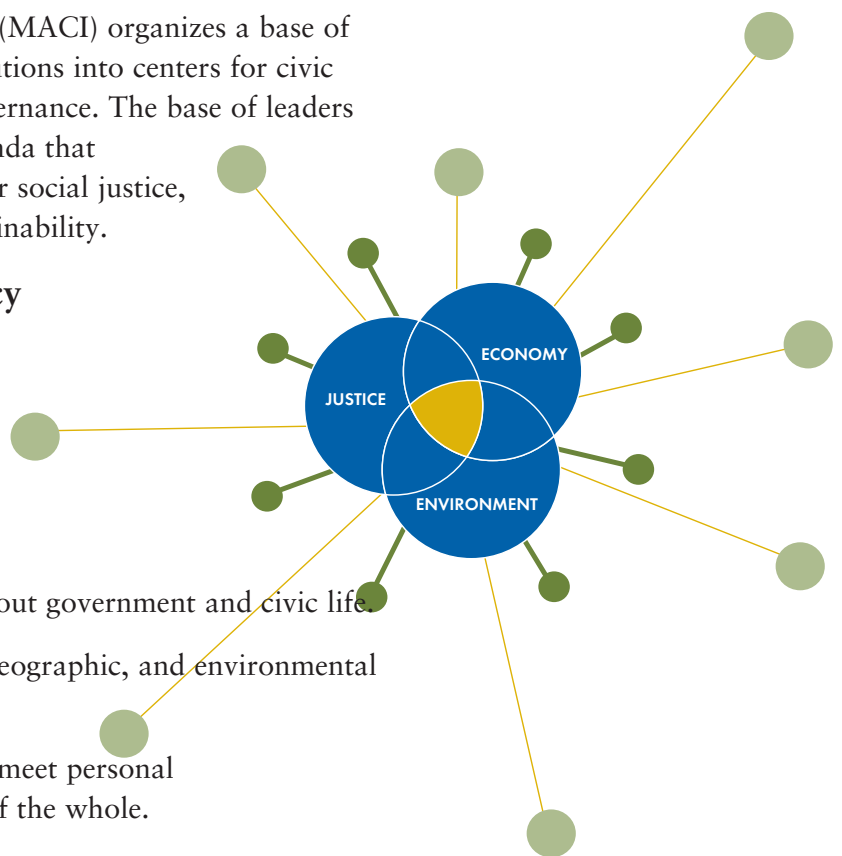
The Minnesota Active Citizenship Initiative

The Minnesota Active Citizenship Initiative (MACI) organizes a base of leaders to transform our fundamental institutions into centers for civic leadership development and democratic governance. The base of leaders generates and implements a civic policy agenda that restructures the work of institutions to foster social justice, economic viability, and environmental sustainability.

The Need for an approach to policy making that strengthens the Civic Infrastructure

Many indicators suggest the need to rebuild our civic infrastructure:

- An inability to solve complex problems.
- Widespread cynicism and hopelessness about government and civic life.
- Increasing disparities based upon social, geographic, and environmental factors.
- A focus on narrow political interests that meet personal needs but do not contribute to the good of the whole.
- Fragmented systems and institutions that are divorced from their public roles and obligations in a democracy.



Glossary

Civic Infrastructure

The public decision making processes, methods, and reward systems in a democracy, that provide the foundation to govern for the common good in the tension between democratic ideals and the environmental, economic, social interests that define the real state.

How the Minnesota Active Citizenship Initiative Addresses the Need

MACI uses a civic organizing approach to:

- Develop civic leaders
- Support those leaders to organize a civic infrastructure within their institutions
- Work together in a cross-sector base to make a case for a new approach to policy making grounded in civic principles that strengthens Minnesota’s civic infrastructure while addressing complex problems.

MACI has five governing demonstrations—Civic Business, Civic Education, Civic Non-Profit, Civic Organizing Inc./Civic Organizing Foundation, and Renewing the Public Congregation. Each demonstration is made up of member institutions (a list of members is on the first page of this document).

About Civic Organizing

Tony Massengale and I started testing the concept of citizen politics in 1987 while I was at the Humphrey Institute at the University of Minnesota.

By 1994, we could see that people easily embraced the concept of citizen politics but had difficulty implementing it inside the systems where their immediate political and economic interests conflicted with its practice. We saw this was a significant barrier to developing an engaged citizenry.

We believed that we needed new kind a new kind of political organizing. We coined the term “civic organizing” and authored the *Civic Organizing Framework*, a practical theory for civic renewal.

We established the Civic Organizing Foundation (COF) in 1998 as a national structure for implementing civic organizing. The Minnesota Active Citizenship Initiative is a COF field organization.

Peg Michels

Mission

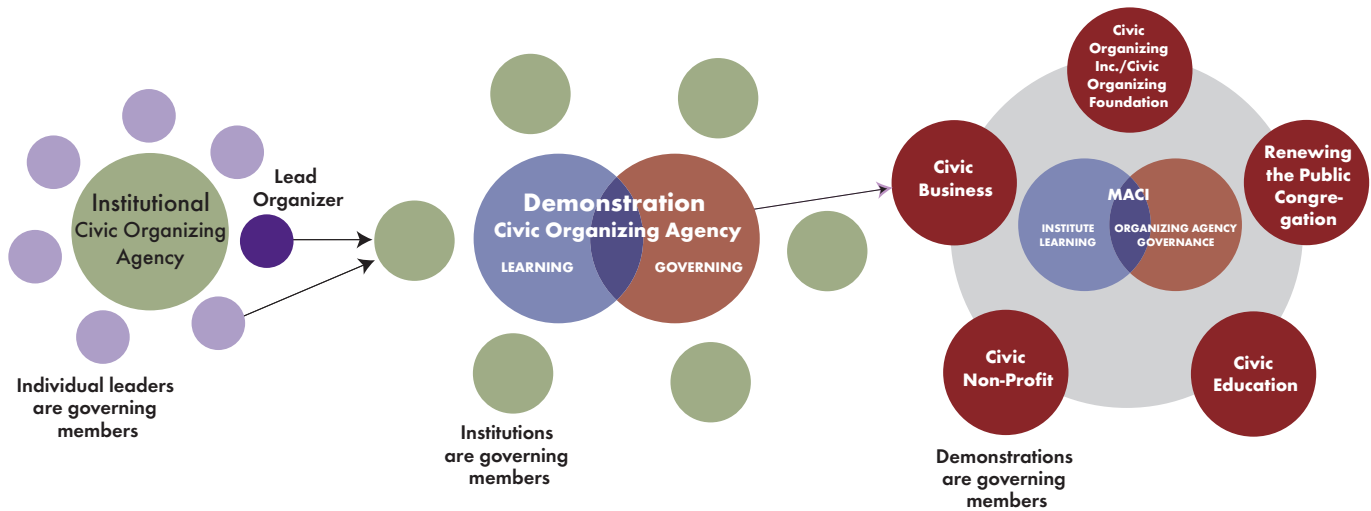
Minnesota Active
Citizenship Initiative

To build a new base for policy making in the state of Minnesota that places the obligation to govern, justly and wisely, in the role we all have as citizens. This obligation, democratic and human, transcends other legal and more narrow understandings of citizenship.

Institutions—formal, informal, large and small, public, private, philanthropic, community, religious—are the building blocks of our contemporary systems. They are the principle battlegrounds for social change in the 21st century. Systems that are not publicly accountable—accountable to the common good—cannot uphold democratic values.

—Tony Massengale, President,
Center for Civic Capacity Building,
co-author of the
Civic Organizing Framework

MACI Membership Structure



Each MACI member:

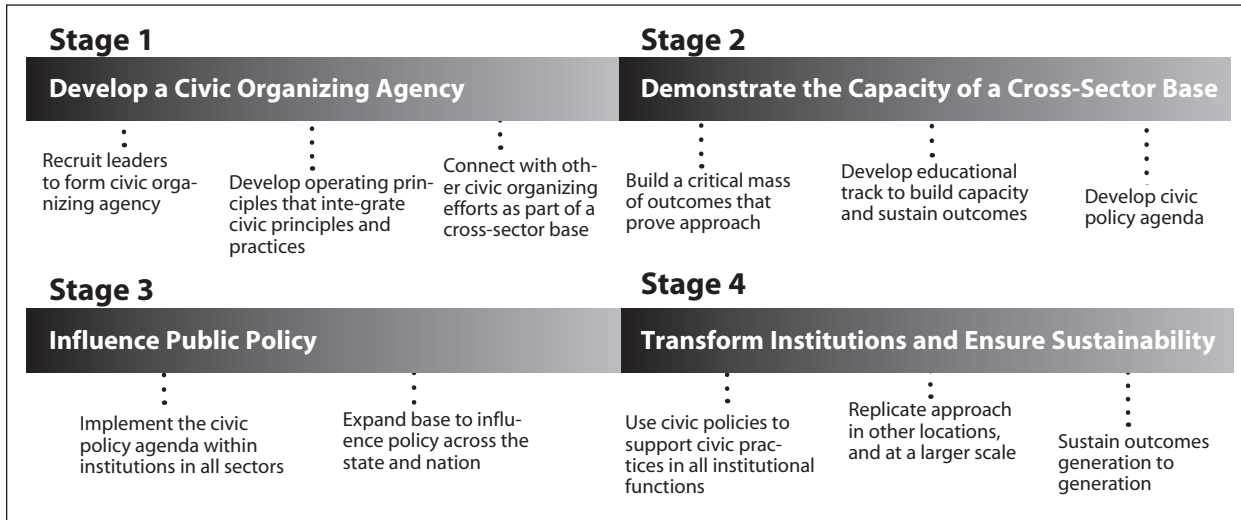
- Takes on a civic identity and develops operating principles that integrate the organization’s particular purpose with civic principles.
- Establishes an organizing agency within their institution to advance civic operating principles.
- Uses civic disciplines (life work, value-driven calendar, power analysis, work plans, public meetings, evaluation, civic policy making) to organize civic capacity, a permanent civic infrastructure, hold people accountable to achieving the organization’s identity and principles while achieving specific goals.
- Establishes policies to sustain the civic institution from generation to generation.
- Works with other institutional members within the MACI base using the MACI Civic Policy Agenda to influence existing approaches to policy making in the state of Minnesota.

**Building
Strong Institutions**

The civic organizing approach builds effective institutions as it strengthens the civic infrastructure. Within an organization, civic organizing helps:

- Tie the institution’s identity and principles to democracy.
- Align all stakeholders with goals and objectives and hold them accountable for achieving them.
- Develop financial and political ownership. As people assume ownership, they act as contributors rather than consumers and, as a result, the organization is more effective.
- Create sustainability. By being intentional about identity, principles, and practices, the organization sustains what is good into the future.

Stages of Civic Organizing



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Stages of Civic Organizing

Civic organizing is achieved in four stages, each spanning approximately 5 years. Overarching goals of each stage are achieved through yearly work plans.

In the first stage, leaders develop an organizing agency of individuals who have the authority to pilot civic organizing in their jurisdiction. While piloting civic organizing, members work together in a larger cross-sector base defined by common civic principles. Outcomes from MACI's first stage produced the MACI Civic Policy Agenda. As new members come into the first stage, they pilot the MACI Civic Policy Agenda within their institution and they participate in the broader cross-sector base. At the end of the first stage, members have established an organizing agency whose purpose is to organize a civic infrastructure while achieving the institutions particular mission and goals.

In stage 2, leaders expand the organizing agency to deepen the civic infrastructure within their jurisdiction while sustaining governing membership in MACI. They document how civic organizing achieves particular goals and develop an educational track to further develop civic capacity while achieving institutional goals. By the end of the second stage, members have demonstrated the value of a cross-sector base, civic operating principles are the primary policy document within the institution and members have a model for civic policy making. In stage 3, the base continues to deepen and be expanded with the goal of influencing current approaches to policy making in each sector. In stage 4, MACI is sustained as an intergenerational cross-sector base whose members continue to make the case for civic policy making within the economic, environmental, and social realities of their time.

Minnesota Active Citizenship Initiative Civic Policy Agenda

Civic: The work of citizens. “Civic” is a qualifier that indicates that our work is framed in the tension between democratic ideals and develops the capacity of the *populous* to govern for the good of the whole within the tension.

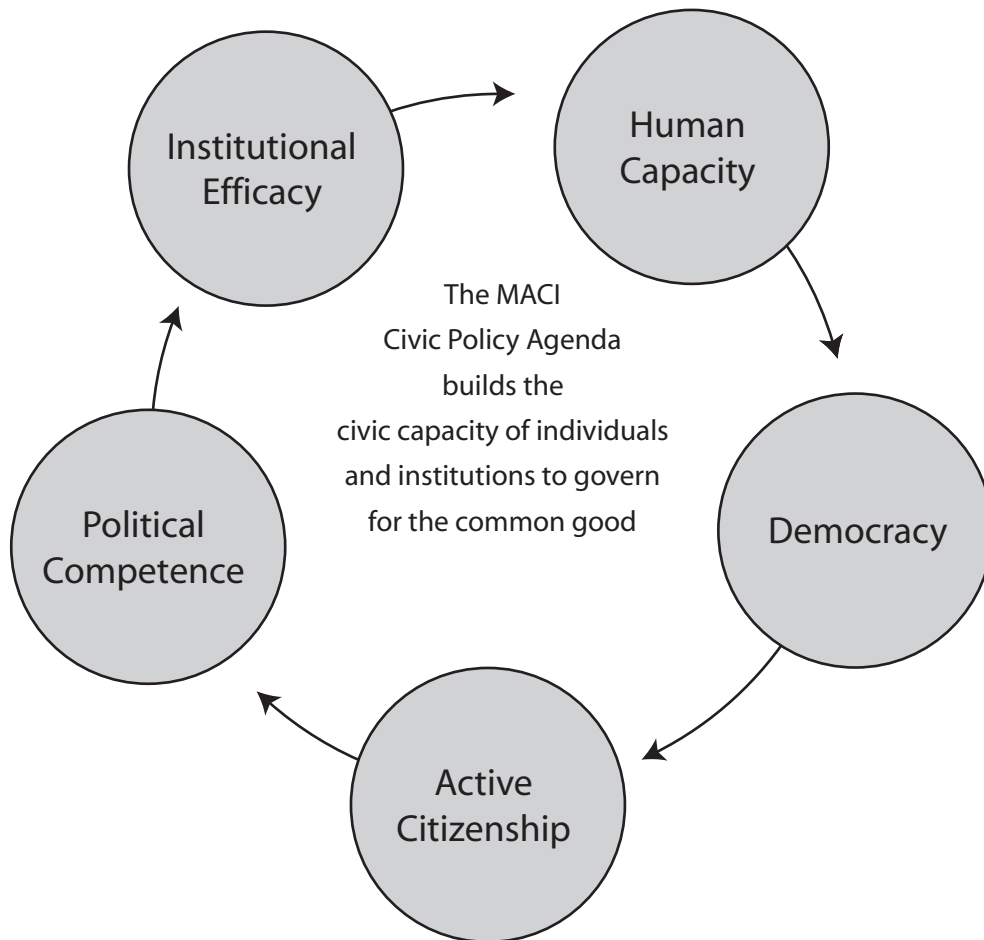
Policy: Principled course of action. Policies provide a compass, they are the result of taking bearing and setting direction. Policies require continual evaluation and feedback. Individuals and institutions have policies.

Agenda: Plan for action. “We believe in this principled course of action (policy) and therefore we do x, y, and z (agenda).”

Between 1994-2000 leaders from all sectors and regions in Minnesota used the Civic Organizing Framework to make a case for the need for a new basis for policy making. Based upon the outcome, MACI Lead Organizers co-authored the MACI Civic Policy Agenda in 2001 and agreed to test the agenda within their institution. The following section is the MACI Civic Policy Agenda that continues to be expanded within member institutions.

The Civic Policy Agenda is based upon transcendent civic principles and values of Human Capacity, Democracy, Active Citizenship, Political Competence, and Institutional Efficacy.

We Believe in . . .



therefore we propose these policies . . .

We believe in
Human Capacity

Every individual has the capacity to know what is good, to grow in that knowledge, to govern for the common good, and to be a co-producer of justice in the world.

Glossary

Common Good

Found in the tension between what is good for the parts and what is good for the whole. The common good is found by engaging people with diverse interests and negotiating to find mutually acceptable agreements.

Justice

The right relationship among us, in keeping with transcendent ideals and respectful of human capacity and human dignity.

Self-interest

Literally “self amongst others.” Derived from the social connections and influences that form identity. All human beings have self-interest. It is understood to be the basis for action or non-action. Organizing grows enlightened self-interest by linking self to transcendent principles.

Therefore we propose these policies:

Individuals must recognize how they can contribute to the common good and intentionally develop that capacity—

- Recognize and develop individual “life work” in relationship to transcendent values.
- Understand the concept of self-interest—self amongst others—and organize one’s own and others’ interests to find the common good.

Institutions (family, faith, community, work, learning, and governance) are obligated to develop the capacity of stakeholders to contribute to the common good based on their life work—

- Establish structures and practices that develop the human and civic capacity of stakeholders.
- Encourage and reward actions that build human capacity in relationship to the common good.

We believe in Democracy

Democracy—rule by “the people”—is the best form of human governance if the people have the ability to discern, to produce and deploy resources, and to create and implement policies that build a civic infrastructure that can resolve the tension between what is good for the parts and what is good for the whole.

Therefore we propose these policies:

Individuals and institutions (family, faith, community, work, learning, and governance) must operate in accordance with transcendent values that reflect democratic ideals—

- Integrate personal, cultural, and community transcendent values with democratic ideals to provide a platform for common ground within diverse interests.
- Understand that the strength of democracy is in the people’s ability to govern for the good of the whole in the tension between democratic ideals:

Conscience (higher law) Law (established rules)
 Freedom (individual right) . . . Equity (same for everyone)
 Diversity (differences) Unity (one)
 Private life Public life
 Present time, place and space Eternity*

- Establish structures and practices (in families, faith, communities, work, learning, and governance) that encourage open contesting of democratic ideals and practices, and provide the space for finding common ground and developing a shared agenda.

Every institution has both a particular purpose and a civic purpose. Institutions must strive to fulfill both—

- Articulate the particular and the public aspects of the institution’s purpose.
- Have a feedback loop to ensure that outcomes fulfill both purposes.

Glossary

Public

Of, concerning, or produced by the people—from the Latin “mature people.”

Transcendent Values

To climb or rise beyond limits. Values that go beyond individual interest.

*This understanding of the tension between democratic ideals was developed with Michael Hartoonian in 2003.

We believe in

Active Citizenship

An active citizen is a governing member (our use of “citizen” does not refer to legal status). In a democracy, citizens are obligated to govern for the good of the whole. In return for their contributions, citizens share in the rewards of a just society. Individuals learn and practice active citizenship in institutions of family, faith, community, work, learning, and governance.

Glossary

Civic Standards

- Those impacted by the problem help define the problem in light of democratic ideals and the realities of their environment.
- All stakeholders contribute to solving the problem.
- All stakeholders participate in decision making and policy making.
- All stakeholders contribute to sustainability of outcomes that benefit the common good.

Therefore we propose these policies:

Citizens must develop the civic capacity to govern for the good of the whole, both within the institutions where they have stake and in the larger public arena—

- Take on a civic identity and intentionally develop civic capacity.
- Define and solve problems using civic standards.
- Engage in policy making that holds self, others, and institutions accountable for sustainable outcomes that benefit the common good.
- Receive the benefits of citizenship (freedom, equality, tolerance, pursuit of happiness) in exchange for taking on the obligations.

Institutions must develop the civic capacity of members, employees, customers, and other stakeholders to be active citizens—

- Allocate resources of time, knowledge, constituencies, and dollars for civic leadership development.
- Establish decision-making and policy-making processes using civic standards.
- Develop and maintain educational structures (training programs, professional development tracks, etc.) for ongoing civic development.
- Recognize and reward actions taken in the role of citizen.
- Encourage intra-sector and cross-sector collaborations that contribute to the common good.

We believe in **Political Competence**

Politics is the “work of the citizen.” Citizens use political competence to take strategic action for the common good.

Glossary

Politics

The work of the citizen; the act of influencing a power dynamic.

Public Deliberation

Engaging diverse stakeholders in determining what is good for the whole.

Public Problem Solving

Organizing the complex resources needed to move towards the ideal.

Public Policy Making

Citizen-driven, principled course of action that balances the individual good and what is good for the whole in order to create the common good.

Therefore we propose these policies:

Citizens must develop political competence and use it to produce the common good—

- Learn and practice political skills in places where they have authority to act.
- Invest time in developing their own capacity to lead, before taking more widespread civic actions.
- See themselves as policy makers in all the places where they have authority to act.
- Drive democratic practices deep within their own institutions and partner with others who are doing the same.

Institutions must build the political competence of stakeholders so that they have the capacity to imagine the ideal and to implement plans for moving towards it—in other words to act as policy makers—

- Teach the use of “enlightened” politics by practicing it in everyday environments.
- Expect stakeholders to use the political skills of public deliberation, public problem solving, and public policy making in order to produce the common good.

We believe in

Institutional Efficacy

Institutions sustain the values of a society. In a democracy, citizens create institutions in order to organize and distribute the complex resources required to meet the human need for family, faith, work, community, learning, and governance, and to achieve transcendent ideals. When institutions do not meet these needs, citizens are obligated to transform them so that they do.

Glossary

Power

To be able. Allows us to act upon the values we hold.

Efficacy

The ability to produce a desired or intended result.

Therefore we propose these policies:

Citizens must govern institutions, ensuring that they produce outcomes that are good for the individual, the institution, and the whole—

- Broaden and deepen the ownership of all stakeholders: widespread financial and political ownership increases institutional efficacy.
- Measure results by how well they protect and advance social justice, economic viability, and environmental sustainability.

Individuals and institutions must partner with others to produce democratic outcomes—

- Organize intra- and cross-sector initiatives that support and hold each other accountable to producing the common good.
- Build a permanent, flexible base of leaders who are committed to institutional and democratic renewal for the long run.

Individuals and institutions must develop a permanent civic infrastructure to sustain democracy, generation to generation—

- Invest in civic leadership for the next generation.
- Develop structures—places, spaces, roles, policies, and resources—that support and further democratic outcomes.
- Involve all stakeholders in feedback loops to ensure that policy is based in practice.
- Have a reservoir of ideas and invest in continually expanding knowledge.

Members Implement the MACI Civic Policy Agenda

The following section is the 2009 Update of the Minnesota Active Citizenship Initiative (MACI) Civic Policy Agenda. Current members:

Civic Business - Kowalski's Markets

Civic Education - Cretin Derham Hall High School

Civic Non-Profit - Citizens League

Renewing the Public Congregation - Dar Al-Hijrah Islamic Civic Center

Each MACI member:

- Takes on a civic identity and develops operating principles that integrate the organization's particular purpose with civic principles.
- Establishes an organizing agency within their institution to advance civic operating principles.
- Uses civic disciplines (life work, value-driven calendar, power analysis, work plans, public meetings, evaluation, civic policy making) to organize civic capacity, a permanent civic infrastructure, hold people accountable to achieving the organization's identity and principles while achieving specific goals.
- Establishes policies to sustain the civic institution from generation to generation.
- Works with other institutional members within the MACI base using the MACI Civic Policy Agenda to influence existing approaches to policy making in the state of Minnesota.

The following section includes:

- Member's progress report that demonstrates how civic policy making has been integrated into the institution.
- Common MACI civic policies derived through practice within and across the institutions that make up the Minnesota Active Citizenship base. These civic policies are binding within the base. Members use outcomes from civic policy making to influence existing approaches to policy making.
- Appendix A. Background on the development of the MACI Civic Policy Agenda.

Civic Business

Identity

Civic Business builds the capacity of business institutions to develop active citizen leaders within their organizations and to contribute to building the larger civic infrastructure. Civic Business does this in partnership with other demonstrations of the Minnesota Active Citizenship Initiative to help create a world that is abundant and just.

Institutional Members: Kowalski's Markets

Individuals of the Kowalski Organizing Agency:

Mary Anne Kowalski, Kris Kowalski Christiansen, Mike Oase, Deb Kowalski, Terri Bennis, Steve Beaird, Boyd Oase, Tim Adelman, Dan Klassen, and Jeff Linder. The Kowalski civic business base is made up of over 135 individuals who claim the identity of civic leaders and organize the civic infrastructure needed for all employees to govern in light of the Kowalski Operating Principles.

Quote from Mary Anne Kowalski

"My husband, Jim, and I have always run our business with strong values and a high level of involvement in the communities where we have had grocery stores but over the years, I had become increasingly troubled about what is not working in our society, and I begun to wonder if we were doing enough. Civic organizing provided a way to see that we need a systemic approach to civic renewal, and that I had a role in making the renewal happen. When I agreed to pilot civic organizing within our company, I wanted to show concretely that intentionally organizing a business in light of civic principles could sustain the company for succeeding generations, could be replicated by other businesses, and could contribute to improving the quality of civic life in Minnesota."

Civic Business Principles/Obligations:

As a civic business, we are obligated to implement the following principles:

■ Human Capacity:

- Invest in developing the capacity of all stakeholders to govern for the good of the whole at Kowalski's and in the broader world, thus creating a civic climate for individual and company achievement and success. Stakeholders are obligated to provide opportunity and space for creating and maintaining policies, practices and operating principles.

■ Democracy (Democratic Practices):

- All stakeholders organize a civic infrastructure to govern for the common good and produce justice in the tension between individual and diverse interests. All stakeholders recognize our public responsibility to contribute to the common good by building their capacity as governing members within the company and the larger community. The well-being of our company and all stakeholders is inextricably tied to the greater society.

■ Active Citizenship (Civic Leadership):

- Be responsible for developing civic leaders who organize all stakeholders to be active citizens who are obligated to govern for the good of the whole using Kowalski's civic principles that define the common good.

■ Political Competence (Ownership):

- Kowalski's expects its employees to develop the political competence and ownership needed to define problems, produce solutions, and establish common agreement in light of civic principles and standards while achieving our business goals. All company policies and all educational strategies support employees to meet this expectation.

■ Institutional Efficacy* (Sustainability):

- Civic standards maintain infrastructures that support core values and flexibility in pursuing opportunities. Create a civic environment which passes on best practices that meet our present needs without compromising the ability of future generations to meet their needs.

*Efficacy: "power to produce effects"..."potency, force, use of things"

Key Outcomes

Kowalski's spent six years organizing their company to be a civic business by completing the goals of the first and second stages of civic organizing. They did this as governing members of the Minnesota Active Citizenship Initiative.

2002-2005 Develop an Internal Organizing Agency

- Co-authored and tested the Kowalski Operating Principles.
- Invested in civic leadership development starting with Owners, Executive Staff, Department Directors, and Store managers to test the value of the proposed Kowalski Operating Principles.
- Developed a model for a Civic Leadership Institute whose purpose was to learn from practice within a cross-sector base and link practice to civic policy making.
- Began developing personnel policies based upon Operating Principles and evidence that civic organizing provided a sustainable approach to doing business.
- Sustained a permanent inter-generational civic organizing agency within Kowalski Markets made up of key leaders necessary to sustain Kowalski's as a civic business into the next generation. Individual members participated in governing the Minnesota Active Citizenship Initiative.

2006-2009 Demonstrate the capacity of a cross-sector civic infrastructure

- Established a company policy: It is the obligation of the company (its key leaders) to organize and sustain the civic infrastructure needed for all employees to be active citizens and govern in light of the Kowalski Operating Principles.
- 135 key leaders including (including those organized in the first stage) continued developing their capacity to be civic leaders while investing in civic leadership development for department managers. The outcome produced a cross-sector civic infrastructure (base) within Kowalski's Markets between 10 stores, departments, central bakery, and administration. All parts of the company are governed by Kowalski Operating Principles.
- Revised Kowalski Policy Handbook to be in alignment with Operating Principles.
- Integrated the obligation of civic leadership into job descriptions for key leaders in supervisory positions. Job descriptions in alignment with Operating Principles form the basis for establishing rewards and sanctions for job performance.
- Developed an Active Citizenship Training workshop within the company to replace the previous approach to orientation which focused solely on customer service. The Active Citizenship Training Workshop introduces all employees to the rights and obligations laid out in the Kowalski Operating Principles with illustrations of how these principles are integrated into day to day business decisions. All employees (1200) have taken the workshop knowing they develop their capacity to govern in alignment with Operating Principles on the job and within the processes and procedures (civic infrastructure) established by civic leaders within the company.
- Introduced KWL Operating Principles to key vendors and local unions describing how their principles have changed the way they work.

- In addition to day to day job performance of civic leadership which includes organizing stakeholders, teaching the Operating Principles, and ensuring that decision making (policy making) is in alignment with Operating Principles, the company continues to participate in the Minnesota Active Citizenship Initiative as a governing member to test the universal value of civic organizing. Outcomes from tested practice contribute to making a case for civic organizing and to expanding the MACI Civic Policy Agenda.

- Began compiling written case studies, documenting practice. Case studies include examples of how civic organizing disciplines are applied in achieving specific business goals including profitability, accountability, and sustainable inter-generational succession of ownership that sees an obligation to contribute to Minnesota’s need for civic leadership.

Summary

The daily use of the Kowalski Operating Principles has proven to be a just way to govern, has produced business efficiencies, and a permanent inter-generational civic infrastructure to sustain Kowalski Companies as a civic business into succeeding generations. Increasingly members feel ownership in the larger vision for civic business that inspired Mary Anne Kowalski to begin organizing: A civic business produces civic leadership and active citizenship on the job to meet business goals but also participate beyond the workplace to govern for the common good.

Quote from Department Head

“As an active citizen employee, I have become a more active decision-maker, and as a result, I feel greater ownership in the company. However, it took awhile to understand that being an active citizen on the job was how I contributed to renewing democracy in the state of Minnesota. Increasingly I see my role in governance, and how I use civic skills to engage others in governance, as my key obligation whether that be in my family, with my kids schooling, or in whatever I am doing. Citizenship is not something I do on the side, after hours, or when I have time, it is what I do all of the time.”

Quote from Store Manager

“From my experience at Kowalski’s, moving through change that results from difficult economic times is a much easier process. And I would have to say that it is due to our civic principles and standards and the civic climate created within the stores and by the lead organizers (upper management). With the civic approach we are all allowed and expected to govern through these changes, creating greater ownership in making the changes work for the good of the whole and in reaching desired results.”

Lessons learned apply to challenges and obligations we as citizens face in today’s world:

“I believe all of us want to direct our lives and when that is missing we are unable to build our human capacity and at times feel helpless. The ownership created by using the civic approach allows stakeholders to create their course of action and achieve the desired result of helping to create and build the common good.”

Next Steps

Kowalski Markets is completing the goals of the second stage of civic organizing, moving forward into the third stage. In the third stage, they will continue to organize the civic infrastructure more deeply into the whole company by developing the capacity of key leaders to teach from practice, while implementing specific institutional policies that reflect and sustain their Operating Principles. In the 3rd stage, Kowalski Companies plans to sustain and grow Civic Business, use their internal practice to contribute to MACI’s capacity to impact existing approaches to policy making in the state of Minnesota.

Civic Education

Identity

The purpose of education is for the continuation and improvement of our democratic republic. Civic Education demonstrates how to achieve this purpose using the Civic Organizing Framework.

Institutional Members: Cretin-Derham Hall

Individuals of the Cretin-Derham Hall Organizing Agency: Dick Engler is the lead organizer for CDH and the designated CE/MACI Lead Organizer. Members of the CDH Organizing Agency are: Dick Engler, Erica Brewinski, Frank Miley, Kathleen Roy, Lou Anne Tighe, Mona Schmitz, Laurie Jennrich, Sharon O'Connor, Jodi Loeblien-Lecker, Kevin Lally, Jerry Macken, Jerry Klein, Tony Leseman, Tommy Murray, and Dave Berrisford.

Jurisdiction for Cretin-Derham Hall Operating Principles. The Cretin Derham Hall Operating Principles are currently in draft form being tested by members of the CDH Organizing Agency within their CDH roles.

Cretin-Derham Hall Identity Statement

Cretin-Derham Hall is a catholic co-ed high school sponsored by the Brothers of the Christian Schools and the Sisters of St. Joseph of Carondelet. We are committed to developing a civic infrastructure and civic capacity to better fulfill our values of Catholic, academic, leadership, service, equity, diversity, and community.

This means to accomplish the CDH values:

Human Capacity – A belief in the people. Every individual has the capacity to work for the good of the whole, to grow in that capacity, and to be a co-creator of justice in the world.

Democracy – A mature people capable of governing to achieve the common good.

Active Citizenship – Being a citizen is a political role that cannot be delegated. Citizens are obligated to work to close the gap between the democratic ideal and the real state. Individuals learn and practice active citizenship in the institutions of family, faith, community, work, learning, and governance. The role carries the authority and obligation to govern for the good of the whole.

Political Competence – Politics is the work of the citizen. To fulfill their obligation to govern, citizens must develop the organizing skills needed to act for the common good.

Institutional Efficacy – Institutions are created to achieve and sustain the common good and when they no longer do so, citizens are obligated to change them so that they do.

Quote from Dick Engler

“Working to become a civic educational institution has changed the way I see Cretin Derham Hall’s mission. Like most high schools, our mission focuses on preparing students for post secondary education. We need to acknowledge that a parallel role is to prepare young people to be productive citizens in our democracy. However, we have to teach citizenship from the way we govern the institution. Using civic organizing disciplines in our day to day decision making has improved productivity and accountability across our community. Once we make a decision based on our principles and using civic standards, the decision is sustainable. The larger outcome is a demonstration in the value of civic leadership and democracy.”

Key Outcomes

2004-2008

- Produced the first draft of the Cretin Derham Hall Operating Principles.
- Became a governing institution of the Minnesota Active Citizenship Initiative and convened the Civic Education Governing Meetings.
- Began to establish the educational track needed to test the CDH Operating Principles including sponsoring and co-teaching Civic Organizing 101. 30% of the Cretin Derham Hall staff took the course during this time period and began testing civic organizing disciplines in their role.
- Established a permanent Cretin Derham Hall Organizing Agency. Each member has a work plan for their jurisdiction in order to develop civic capacity and civic policies as they achieve their particular goals.
- Established administrative policies using civic principles and standards.
- Contributed to the MACI Civic Policy Agenda.

Next Steps

CDH is focused on meeting criteria for first stage and sustaining Civic Education as a MACI Demonstration. The outcome would be to establish the CDH organizing agency as a permanent structure within CDH, whose members have the capacity to extend CDH Operating Principles into all core sectors/functions of the school.

Specific Goals:

- Continue to build civic capacity among organizing agency members.
- Develop and follow the work plans to intentionally build civic capacity within their jurisdiction.

- Do two applications of Civic Organizing 101 for potential civic leaders.
- Develop a CDH educational track that meets MACI criteria and supports CDH to achieve its goals.
- Influence current approaches to policy making within education and continue to contribute to advancing the MACI Civic Policy Agenda.

The political skills citizens need in order to fulfill their obligations are:

- Building the public trust
- Analysis of issues
- Engagement and negotiation
- Understanding the use, misuse, and non-use of power and their impact on governing for the common good
- Knowing when and how to compromise and still be true to fundamental CDH values
- The capacity for public deliberation, public problem solving, and public policy making

The concept, “common good,” is often cited as an ideal in organizational mission. However, in civic organizing, the common good is not a catch phrase but rather a vibrant part of day to day decision making. Increasingly the faculty, staff, students, parents and all who are impacted by decisions within our community are using a civic organizing approach in day to day decision making. In this way issues become a means to link governing for the common good to Cretin Derham-Hall values. Establishing the common good in issues like the need to implement a new format for our Homecoming Pep fest or the need for a sustainable cell phone policy was made possible through a civic organizing approach. All who would be affected by the change were engaged in public meetings that were transparent, organized, and evaluative. What could be viewed as minor policy issues became a lived experience for the entire academic community on the meaning of justice and the obligation to produce the “common good”.

Lou Anne Tighe
 Vice President for Mission
 Cretin-Derham Hall

Civic Non Profit

Identity

Non-profits stand for and develop the civic imagination and capacity needed to be a just democracy. They work in partnership with other sectors to do so and therefore sustain governing membership in MACI.

Institutional Members: Citizens League

Members of the Citizens League Organizing Agency-Sean Kershaw, Bob DeBoer, Annie Levenson-Falk, Cat Beltmann, and J Trout Lowen.

Citizens League Operating Principles:

In 2007, the Citizens League Board approved new Operating Principles for the League that sustains the best of the League's tradition in policy formation, is grounded in civic principles, and states as the League's purpose to organize the means - the civic infrastructure - within the Citizens League and in Minnesota to build the civic imagination and capacity by:

- Identifying, framing and proposing solutions to public policy problems guided by our over - arching belief in the power and potential of all citizens to develop an in - depth understanding of complicated public problems, of imagining innovative ideas, and of governing for the common good.
- Developing civic leaders in all generations and within their primary institutions to govern for the common good.
- Organizing the individual and institutional relationships necessary to achieve these goals.

The Need for Civic Organizing

For more than 50 years, the Citizens League has brought together individuals from across the political spectrum with varying levels of experience and expertise to tackle the state's most difficult policy challenges. This tradition of informing and engaging Minnesotans has resulted in real and lasting innovations on topics ranging from education to transportation, health care to taxes, and regional governance to energy and the environment. The success of the Citizens League has always depended on a diverse base of involved citizens, an active corporate sector, visionary leaders, and innovative government: a strong civic infrastructure. Everybody worked together and we were able to find and implement solutions to tough problems.

But over the last 56 years, much has changed within Minnesota. Minnesotans remain interested in civic participation and involvement, but our communities, businesses and nonprofits have been transformed by globalization, migration, technology and the shift to a knowledge economy. Today much of that civic infrastructure has eroded. We are currently failing to adapt to this new reality and traditional approaches to making public policy prove to be ineffective.

As long as we continue to imagine policy to be “out there”, delegated to government officials or the boss, the board, or in the hands of any hierarchical and heroic leader, policy will fail to address complex problems.

Quote from Sean Kershaw

“I became involved in civic work in Minnesota in the mid-1990s while trying to organize 20-somethings around issues such as the national debt and entitlement reform. We understood that policy issues mattered a great deal to our generation, but weren’t sure what to do about it. Each of us was spending time in an institution (at work, in our community, at where we worship, etc.) where we wanted to have an impact on public policy issues that was consistent with our vision of active citizenship. We needed an organizing strategy to achieve that vision and began to explore how civic organizing could meet that need. It was from this experience that I sought and became the executive director of the Citizens League in 2003. The theories and principles of active citizenship and civic organizing have been a central part of our “turn around” at the Citizens League these past three years. And we view this question of how to build civic imagination and capacity inside all of our institutions, including the Citizens League, as a fundamental opportunity to transform public policy and governance in Minnesota.”

2005-2008 Outcomes

- Citizens League Board approved the need to move forward on producing a new model for policy making based upon the argument that being a citizen of one’s institution (family, community, work, school, and government) means first of all imagining how day-to-day problems and decisions relate to the complex challenges we face within society and the need to produce a just society. This ability to imagine that our actions relate and have impact on a larger scale is crucial to the function of policy making. At the same time the Citizens League argued for promoting individuals as citizen policy makers, they began working with institutional members to promote all institutions as policy centers. If individuals are obligated to govern for the common good, institutional leaders are accountable for organizing and setting institutional policies that develop, reward, and sustain the civic capacity individuals need to carry out that obligation.
- Concluded the Minnesota Anniversary Project (MAP 150): A 2 year effort to verify the public’s perspective on the current approach to policy making. This research project included video taped interviews, a statewide, scientific telephone poll, four demonstration projects, an informal survey of citizens and public officials to gauge how their views of citizen involvement processes might differ, and a review of relevant academic literature. Conclusions reached supported the assumption that citizens care about the common good and are willing to be involved in meaningful processes that influence the issues they care about.
- Produced quantitative and qualitative evidence to support the need to re-imagine how citizens, government, and other institutions interact with each other to develop the civic capacity and infrastructure we need to solve today’s complex problems. As the MAP 150 project was conducted with a broad base of Minnesotans, staff and Board began using the proposed Citizens League Operating Principles to impact current programs:
 - o Policy Formation: Began to identify practices in specific policy areas of Transportation-Healthcare-Education-Taxes-that reflected the meaning of citizen as policy maker and institutions as potential civic policy centers.
 - o Civic Engagement: Created an on-line library of 500 Citizens League policy reports and recommendations; developed innovative and effective mechanisms to engage citizens in public policy; bringing in new genera-

tions into the policy making process; implementing leadership development including Civic Organizing 101 to develop members of the Citizens League Organizing Agency, Emerging Leaders Program; and established an education plan for Active Citizenship and Civic Leadership tracks.

o Sustainability: Tested out the use of civic organizing disciplines to demonstrate how they provided a means for governance that reflected the Leagues new Operating Principles. Increased membership by over 18% and logged over 10,000 hours of time from participants in our work. Ended 2008 “in the black” despite significant financial challenges. Financial support has tripled in five years.

• Summary: After 3 years of making a case for a new approach to policy formation the Citizens League Board approved the Citizens League Operating Principles as the primary policy document for the League. This document guides all specific institutional fiscal, personnel, and program policies and use of resources and provides the guide for restructuring the Leagues work.

Next Steps

Complete the first stage of civic organizing while continuing to develop and advance a new model for policy-making now identified as civic policy making.

Specific strategies:

- Revise the structure and work plan for the current Policy Advisory Committee to be more consistent with Citizens League Operating Principles and to develop criteria to help prioritize, define, and evaluate policy proposals.
- Through study committees guided by Operating Principles and criteria, develop and/or advance recommendations in five key policy areas: poverty-regional economic competitiveness-water policy-education including high school reform and immigration and higher education—financing for aging services. In addition, criteria will be applied to advancing previous work and recommendations in transportation, health care, budget reform, redistricting and taxes.
- Continue to engage and educate Minnesotans on civic policy making as it relates to specific issues. This will be done through a wide range of informational and interactive events as well as the study committees and a new civic leadership educational track.
- Update marketing materials based upon Operating Principles and work plan goals and objectives.
- Develop and manage the Citizens League budget and calendar to support all work plans to achieve goals in light of the Citizens League Operating Principles.
- Staff and contractors co-author work plans, project specific program and organizational goals.
- Work plans use civic organizing disciplines to restructure the way goals are achieved. Outcomes are measurable, develop civic capacity, expand the Leagues civic infrastructure, achieve goals, and contribute to building a new model for policy making in partnership with the Minnesota Active Citizenship Initiative.
- Increase membership while achieving objectives.
- Develop specific internal fiscal, personnel, and operating policies based upon proven practice that advances the Citizens League Operating Principles and achieves goals.

Renewing the Public Congregation

Identity

Renewing the Public Congregation (RPC) is about developing the moral capacity of the people to produce a just society. RPC understands that within a democratic society, moral capacity encompasses both religious precepts and democratic principles. The mission of RPC is to develop the civic capacity of individuals and congregations to fulfill their particular purpose and to contribute to a just society. As a demonstration of the Minnesota Active Citizenship Initiative, RPC tests the worth of the civic organizing approach to achieve this mission.

Institutional Members: Dar Al-Hijrah Islamic Civic Center (DAHICC)

Members of the DAHICC Organizing Agency: Abdisalam Adam, Sh. Abdirahman Sharif, Abdisamad Ibrahim, Abdikadir Ibrahim, and Wali Dirie

The Dar Al-Hijrah Islamic Civic Center Operating Principles integrates Islamic and Civic Principles and uses civic organizing disciplines to achieve their identity, mission and goals.

Identity and Mission

Dar Al-Hijrah Islamic Civic Center (DAHICC) is a religious, educational, social, and charitable non-profit organization dedicated to building bridges for the common good of Minnesota while addressing the specific needs of the Muslim community in Minnesota.

To achieve this mission, members authored institutional Operating Principles to demonstrate the compatibility between Islamic and Democratic principles and commit leaders to use civic organizing disciplines to organize programs in light of these principles.

Core Islamic Principles - Ideal:

■ **Five Pillars (individuals do):**

- Declaration of Faith, Charity, Fasting, and Pilgrimage

■ **Six Articles of Faith (individuals believe):**

- God, Angels, Books, Messengers, Day of Judgement and Devine Fate-Predestination

■ **Essentials of Life (society does):**

- Protection of Faith, Protection of Life, Protection of Intellect, Protection of Property, and Protection of Dignity

Core democratic principles as applied to faith institutions:

Faith communities should be about developing the moral capacity of the people to produce a just society. Within a democratic society, moral capacity encompasses both religious precepts and democratic principles. Dar Al – Hijrah accepts the following civic principles are compatible with Islamic principles and they aim to develop the civic capacity needed for Dar Al-Hijrah to carry out its identity and mission.

■ **Human Capacity:**

• Dar Al - Hijrah believes that human beings are created as a God's - (Allah) representatives on earth; and that every human being has worth and the capacity to know what is good, to grow in that knowledge, to co-create justice, and to govern for the common good. Every human being has a God-given purpose and gifts for contributing to the common good..

■ **Democracy:**

• As long as we understand we are God's representatives on earth - governance by the people - can be a good form of governance to safeguard human dignity and achieve the common good. Governance happens in Dar Al - Hijrah's identity comprises these concepts in the tension between these ideals: law and conscience, freedom and equity, diversity and unity. In our institution and in our society, we need to renew the understanding of democracy as representing God's rule on earth, and develop the capacity of the people to govern for the good of the whole.

■ **Active Citizenship:**

• Dar Al - Hijrah believes that Muslim's people have an obligation to be active citizens both in their congregations and in the larger society. An active citizen takes on the obligations of a governing member to participate in public deliberation, decision making, and policy making in good faith to move towards the common good. No matter what structure of authority exists, a citizen cannot abdicate responsibility to govern for the good of the whole.

■ **Political Competence:**

• Dar Al - Hijrah believes that in order to build the common good, faithful citizens have an obligation to come to the public square to deliberate with others of diverse opinions. Dar Al - Hijrah has an obligation to develop the civic competence of members so they can participate effectively. We need to contribute to finding common ground among diverse viewpoints in order to govern for the common good.

■ **Institutional Efficacy (capacity):**

• Dar Al - Hijrah believes that a just society is sustained through a strong civic infrastructure in which all individuals and all institutions organize to achieve that end. Institutions should be governing assemblies ("Majlis/Gole") that build and sustain the civic infrastructure in alignment with institutions from other sectors.

Even before we were introduced to civic organizing, we knew that Islamic values and customs are compatible with democratic principles. But integrating our immigrant, Muslim population into American society without losing our own history and traditions is a challenge. We must deal with significant language and cultural differences. One example of the differences is the role of institutions in our societies. The concept of an institutional infrastructure that supports a society is quite foreign to our Somali experience, where society is structured primarily through family lineage. In a democracy, a strong institutional base is essential to sustainability. Understanding and embracing this is critical to our success here.

Five Year Goals: The DAHICC work plan contains the following five year goals:

Develop the civic capacity and infrastructure needed to integrate the Dar Al-Hijrah's Operating Principles into all institutional structures as a means to achieve:

- Financial Stability
- Remodel and expand current Dar Al-Hijrah Islamic Civic Center building
- New more inclusive multi-purpose space (Community meeting space, Gym, Child care center, Mosque, Parking and Participate policy formation)
- Paid Staff to run basic programs (5 persons).
- Advance Educational track to support both religious and civic mission.
- Expand DAHICC programs to other locations.

The **outcome** will advance and sustain the Dar Al-Hijrah Islamic Civic Center's identity.

We have found that even if our particular situation is different from the other institutions that make up the Minnesota Active Citizenship Initiative, we all have to answer the same basic question-- how does being a civic leader and being a civic institution benefit our institution as we attempt to meet our particular goals? The answer we give to our members is:

- Civic principles and standards for practice are compatible with Islamic principles and provide a common point of accountability to work with other organizations which are not Islamic but are needed for Dar Al-Hijrah to carry out its programs.
- Civic principles and civic organizing provides a way to build the broad based ownership Dar Al-Hijrah needs to be sustainable.
- Dar Al-Hijrah is a faith based institution. If members of Dar Al-Hijrah can demonstrate how to organize an Islamic institution that meets its particular goals by producing intentional civic leadership for the state and community, it will provide a model for the right relationship between faith and democracy in a time when that is a key question.

2008-2009 Outcomes

- **Organized public meetings** within the Muslim and non-Muslim community to make a case for what it means to be an Islamic Civic Center, to educate non-Muslims about Islamic Principles and their compatibility with Democratic Principles, to explore potential for inter-faith partnerships between Christian, Jewish, Muslim congregations. The outcome from these meetings confirmed the value of the DAHICC Operating Principles but clarified that it is more difficult to make a case for civic capacity within the Muslim community vs. non-Muslim community. This outcome indicated the need for educational strategies that teach the relationship between Islam and Democracy and the value of organizing civic institutions.
- **Strategic Planning process** that clarified roles and internal structures as they relate to the DAHICC Operating Principles. The DAHICC Operating Principles were confirmed and members produced a new logo to indicate the relationship between the mosque and the broader identity and mission.

- **Organized** and hosted an open house for the community whose purpose was to introduce the outcome from the strategic planning process, to teach the DAHICC Operating Principles, and identify a base of leaders to lead and participate in the new structure.
- **Civic Leadership Development** was declared a top priority for 2009-2010. Members of the current DAHICC Organizing Agency agree that organizing a civic infrastructure is necessary to achieve the specific institutional goals and sustain DAHICC

We are at a crucial stage in our organizing. We are expanding our leadership and recruiting new members to the DAHICC Organizing Agency. The most important thing now is to be sure current members are organizing their work plans so new leaders can learn from practice and contribute to sustaining Dar Al-Hijrah as an Islamic Civic Center. With focus on work plans that strengthen DAHICC, and identifying areas of common interest to work on with other institutions, we will be able to demonstrate what Dar Al-Hijrah gains by being part of the cross sector base of MACI.

Next Steps

Complete the first stage of civic organizing by June 2010. The outcome will be an intergenerational base of leaders that make up the Dar Al-hijrah Islamic Civic Center Organizing Agency. The purpose of the DAHICC Organizing Agency is to develop the civic leadership capacity and infrastructure needed to uphold the Dar Al-Hijrah Islamic Civic Centers Operating Principles and achieve mission and goals.

Members aim to achieve the following objectives by June 2010:

- Sustain the Dar Al-Hijrah Civic Center Operating Principles as the primary policy document for the organization. This document will guide all specific institutional policies that govern board, personnel and program expectations.
- Expand the current DAHICC Organizing Agency and sustain it as a permanent structure within the organization to develop the civic capacity and civic infrastructure needed to achieve the first goal.
- Test out and support a proposed institutional policy that states all individuals who head institutional committees need to develop the capacity to implement civic organizing disciplines in their role. A DAHICC Civic Leadership educational track will be developed from Civic Organizing 101 in order to support that policy.
- Each committee will have work plans that identify measurable program goals and objectives as they relate to the over-all DAHICC Work Plan. The work plan will use civic organizing strategies to achieve outcomes.

Civic Organizing Inc./Civic Organizing Foundation

Identity

Civic Organizing Inc. is a 501c3 non-profit established for the public purpose of developing a citizen-led, cross-sector base of leaders that has the capacity to transform fundamental institutions of family, community, learning, work, and governance into centers of ethical leadership development and democratic governance. The goal is to create a healthy, effective democracy, nurtured by engaged citizens and institutions.

Civic Organizing Inc. is non-partisan. It does not support any particular political party or philosophy. It acts upon the belief that the citizens of a democracy have both the authority and the obligation to create a just and abundant society. In order to do so, citizens must have the political skills to take effective action and they must organize their efforts for sustainable outcomes. Civic Organizing Inc. works in partnership with the citizen-leaders it organizes to fulfill those goals.

Governing Members, Chair- Mary Anne Kowalski, Kowalski Markets; Peg Michels, Civic Organizing Inc./Civic Organizing Foundation; Tony Massengale, Community CAN-DO, Center for Civic Capacity/Civic Organizing Foundation; Sean Kershaw, Citizens League; Pam Hayle, Civic Organizing Foundation; Carol Stassen Taylor, Civic Organizing Foundation.

Civic Organizing Inc.'s Role

Civic Organizing Inc. provides direct organizing, educational support, evaluation, and theory building needed to support the Minnesota Active Citizenship Initiative. COI acts as fiscal agent to support MACI, operates, supervises, and controls the Civic Organizing Foundation (COF), a supporting organization (in collaboration with the Center for Civic Capacity Building).

MACI 2009 Civic Policies

Civic policies are based upon the following definitions:

Civic Policy Making:

An approach to policy making grounded in the belief that all individuals are policy makers, all institutions are policy centers. Civic policy making is done through day to day organizing. Civic policy making is primarily the day to day decisions made by individuals to use resources to organize the civic infrastructure needed to advance and sustain civic principles and standards within their own life work and while they achieve institutional goals. A work plan with all of the other disciplines is the way to ensure that civic policy making occurs from day to day practice. Civic policy making also frames the purpose and way that formal policies are established. Our belief is that doing policy from this civic approach will mean less need for using formal policy making as a tool for regulating behavior.

Active citizens are obligated to govern for the good of the whole in light of common civic principles and standards.

Civic leaders:

- *Organize a civic infrastructure in alignment with civic principles and standards*
- *Teach civic principles from their organizing practice*
- *Do civic policy making in their day to day work.*

A civic institution has a decision making infrastructure governed by civic principles and standards (Institutional Operating Principles). Leaders advance operating principles in their jurisdiction. (Role). The Institutional Operating Principles of a civic institution are the primary policy document and frame all other formal policies, procedures that guide the use of resources. Institutional policies support educational tracks to develop the civic capacity needed to sustain operating principles into the next generation.

Approximately 100 individuals of the Minnesota Active Citizenship Initiative base participated in creating and presenting case studies testing the value of a civic organizing approach within their existing institutional role. Specific practice that was proven effective in achieving goals, objectives, within each member institution and advanced the MACI Civic Policy Agenda, were approved as MACI civic policies in June 2009.

MACI 2009 Civic Policies

To make a case for civic organizing and civic policy making, all key leaders within the MACI base need to:

- Define the need for civic organizing/civic policy making to meet challenges within their institution. Link the need to organize a civic infrastructure within their institution with the need to do so within the state in order to effectively address common problems.
- Organize a demonstration of civic organizing to show how to meet the need.
- Provide evidence that civic organizing meets the need.

MACI Lead organizers author MACI governing documents to make a case for civic policy making. Governing Documents include: MACI Operating Principles; MACI Power Analysis; MACI Work Plan; MACI Lead Organizer Life Work Statement; MACI Civic Policy Agenda.

Governing documents meet MACI Criteria for Membership established through practice within the base. Institutional Operating Principles include a statement confirming the institution is a member of the Minnesota Active Citizenship Initiative. Civic leaders know their Institutional Operating Principles are the primary policy document for their jurisdiction. Civic leaders use the document to frame the civic organizing disciplines needed to organize a civic infrastructure and advance the MACI Civic Policy Agenda within their jurisdiction. MACI Lead Organizers ensure their Institutional Governing Documents are in alignment with the MACI Governing Documents and outcomes are tracked within the entire base.

Members contribute 75% of the MACI Budget and budget supports the work plans of all civic leaders in the MACI base. Fundraising using the MACI identity has to support achieving MACI goals and be supported by institutional work plan strategies.

Individual members of the Institutional Organizing Agency designated as MACI Lead Organizers meet criteria for that role. Their primary obligation is to organize members of the institutional organizing agency and other key leaders within the base to meet criteria for being a civic leader, to govern MACI, create a climate for MACI in all roles, and support recruitment of new members.

All educational tracks developed by MACI Lead Organizers support achieving the goals of each stage of civic organizing.

Members of each Institutional Organizing Agency organize mid and endpoint evaluation of work plans to ensure progress towards achieving goals, meet criteria for membership, and to establish and sustain civic policies from practice to advance the MACI Civic Policy Agenda.

Proposed Goals for the MACI third stage (2009-2014):

- Members sustain stage 1 and stage 2 criteria within their jurisdiction and recruit new members in alignment with criteria.

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- Stakeholders in each sector have been organized to document existing approaches to policy making and participate in making a case for civic policy making.
 - A base of -institutional-demonstration-MACI organizing agencies have been sustained with the capacity to support 100% of the MACI budget and to advance the MACI Civic Policy Agenda.
 - A MACI Educational Track is developed, sustained and certified by COI/COF and MACI Lead Organizers.
 - Minnesota Active Citizenship Civic Policy Agenda contains binding civic policies that sustain the practice of civic organizing within the MACI base; and contains documented evidence that MACI has impacted existing approaches to policy within each sector.

Background

The Civic Organizing Framework was co-authored by Peg Michels and Tony Massengale. The Minnesota Active Citizenship Initiative was launched in 1994 to demonstrate how to apply and develop the framework in Minnesota. MACI mission to build (organize) a new base for policy making in the state of Minnesota that places the obligation to govern justly and wisely in the role we all have as citizens. This obligation, democratic and human, transcends other legal and more narrow understandings of citizenship. Civic organizing is the approach used to achieve this mission. (Tony Massengale is testing the framework in California).

1994-2001 MACI First Stage: Specific MACI outcomes:

- Organized a cross-sector base of leaders who agreed to the purpose for the Minnesota Active Citizenship Initiative, and organized thousands of meetings to determine the compatibility between the Civic Organizing Framework and the core values of each sector.
- Co-authored MACI Policy Agenda framed by the civic principles. The agenda integrated the values of each sector with civic principles and standards for decision making.
- The leaders who authored the agenda agreed to take on the identity of MACI lead organizer and pilot the agenda in their institutions while sustaining MACI.

2002-2009 MACI Second Stage: Specific MACI outcomes:

- Individuals representing all sectors produced the core practice. Civic organizing disciplines were tested and produced within member institutions; provide the way to organize and sustain a civic infrastructure while achieving particular purpose and goals. Criteria established from that practice was sustained in recruiting new members.
- Produced a civic organizing model that demonstrates the relationship between the individual's obligation to govern justly and wisely in their institutional role and the role we all have as citizens of our institutions. The model demonstrates the obligation each institution has to organize the civic infrastructure necessary to sustain the institution within the need to sustain democracy in 21st century conditions.
- Evidence the model produces both civic capacity and a greater capacity to achieve particular institutional goals.
- Developed an integrated educational track based upon the Civic Organizing Framework and the MACI Civic Policy Agenda and certified by COI/COF and MACI.

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- Sustained a base of -institutional-demonstration-MACI organizing agencies with the capacity to produce 75% of the MACI budget. Members advance the MACI Civic Policy Agenda within their jurisdiction.
 - Minnesota Active Citizenship Civic Policy Agenda contains binding civic policies that sustain the practice of civic organizing within the MACI base and contains documented evidence that MACI plans to impact existing approaches to policy formation external to the base

Appendix B - Glossary

Active citizen • An obligated, governing member who contributes and, therefore, receives. Citizenship holds individuals accountable for the ethical use of power.

Civic infrastructure • The public decision making processes, methods, and reward systems in a democracy, that provide the foundation to govern for the common good in the tension between democratic ideals and the environmental, economic, social interests that define the real state.

Civic capacity • The ability to govern for the good of the whole within the tensions between democratic ideals and the real social, economic, and environmental situation. Civic capacity is developed through practice in everyday institutions using the skills of public deliberation, public problem solving, and public policy making.

Civic leader • A leader with an intentional agenda to increase the civic capacity of self, the institution, and the whole with attention to the economic, ethical, and civic consequences of his or her actions.

Civic organizing • The political work of developing public relationships among individuals and across institutions in order to establish a base of citizen leaders with the power to create the common good and justice.

Common good • Found in the tension between what is good for the parts and what is good for the whole. Understood by engaging people with diverse interests and negotiating to find agreement that is mutually acceptable.

Govern • To rule over by right of authority; to exercise a directing or restraining influence over; guide; to define problems, contribute to solutions, and act as a policy maker.

Ideal • A standard or principle to which people aspire, a concept that exists in the imagination only.

Identity • Root word: *Idem*, the state or fact of being identical, not another or different, having wholeness or integrity. From the philosophical principle that a thing or being is what it is, not another.

Justice • Root word: *Jus* meaning right. The right relationship or what is true given a moral imperative.

Moral • Related to right and wrong as determined by duty and by principles.

Organizing agency • Accountable for recruiting, developing, and sustaining a base of leaders who co-create and implement a power analysis that closes the gap between the real and ideal state. The agency is accountable for the use, misuse, and nonuse of resources given mission.

Policy • A principled course of action grounded in ideals.

Appendix B - Glossary

Policy maker • Someone who sets the plan for a principled course of action, grounded in ideals.

Politics • The work of the citizen; the act of practicing power.

Power • To be able. Allows us to act collectively upon the values we hold.

Power analysis • Root word: *potere*, to be able; *ana*, distribution; and *lysis*, a loosening, resolving. Together the words define the capacity to break down and identify the parts of a complex situation in order to take effective action. Outcomes are achieved in manageable strategies, never idealized or romanticized and always evaluated in the tension between what is possible in the real state and the democratic ideals that define progress.

Practice • Root word. *prak'tis*; A custom or habit or set of disciplines that is exercised, capable of reducing knowledge and theories to use, practical knowledge.

Principle • Basic assumptions, or underlying law (moral code) required for something to be what it is. A standard of ethical decision making.

Public • from populous, people; a mature people, capable of self-governance.

Public deliberation • Engaging diverse stakeholders in determining what is good for the whole.

Public problem solving • Organizing the complex resources needed to move towards the ideal.

Public policy making • Citizen-driven principled course of action that balances the individual good and what is good for the whole in order to achieve the common good.

Purpose • Root word. *pro*; before, and *ponere*, *positum*; to position. That which is set before one in order to achieve its ends.

Stakeholder • Those impacted by an activity and, in turn, impacting the activity.

Self-interest • Literally “self amongst others.” from *inter ese*. The whole of an individual’s life including the social connections and influences that formed identity and the meaning one ascribes to it. All human beings have a self-interest and it is the basis for action or non-action. Organizing grows enlightened self-interest by linking self to transcendent principles.

Transcendent Values • To climb or rise beyond limits. Values that go beyond individual interest.