



BUILDING DEMOCRACY FOR THE 21ST CENTURY



Minnesota Active Citizenship Initiative

Civic Policy Agenda

August 2012

Minnesota Active Citizenship Initiative Lead Organizers and Institutional Affiliations

Civic Business – Kowalski’s Markets

Mary Kowalski
Kris Kowalski Christiansen
Mike Oase
Deb Kowalski
Terri Bennis
Steve Beaird
Tim Adelman
Dan Klassen
Jeff Linder
Laurie Bell
Jean Christensen
Dan Leitner
Russ Tourville
Boyd Oase

Civic Education

(No institutional member at this time.)

Civic Non-Profit – Citizens League

Sean Kershaw
Bob DeBoer
Catherine Beltmann
Annie Levenson-Falk
Dani Fisher

Renewing the Public Congregation – Islamic Civic Society of America

Abdisalam Adam
Sharif Mohamed
Wali Dirie
Abdikadir Ibrahim
Abdirashid Musse
Abdisamad Ibrahim
Fartun Ahmed

Civic Organizing Inc./ Civic Organizing Foundation

Mary Anne Kowalski, *Kowalski’s Markets*
Peg Michels, *Civic Organizing Inc.*
Tony Massengale, *Community CAN-DO,*
Center for Civic Capacity Building
Sean Kershaw, *Citizens League*
Deb Kowalski, *Kowalski’s Markets*
Pam Hayle, *Quality of Life Alliance*
Carol Stassen Taylor, *Civic Organizing*
Foundation

At this time, 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 2012 MACI Civic Policy Agenda.

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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.

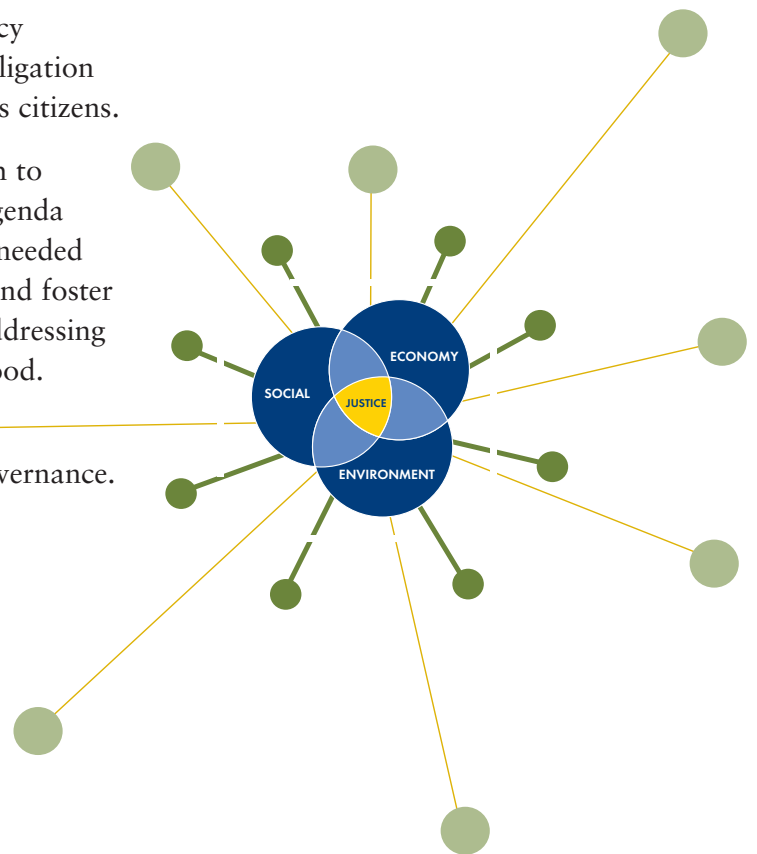
*—Plutarch 46–120 A.D.
quoted in Tony Massengale's Notes for the New Organizer*

The Minnesota Active Citizenship Initiative

The Minnesota Active Citizenship Initiative (MACI) organizes a base of leaders and a new basis 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.

The base of leaders uses a civic organizing approach to implement a civic policy agenda. The civic policy agenda produces the civic capacity and civic infrastructure needed for institutions to achieve their particular purpose and foster economic and environmental sustainability while addressing the complex problems that threaten the common good.

Civic organizing makes a case for civic policy making to sustain democracy as a just system of governance.



Glossary

Civic Infrastructure

The integrated institutional foundation that produces the political capacity to govern for the common good in the tension between democratic principles and the environmental, economical, social interests that define the real state. The outcome sustains democracy as a just system of governance.

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 reflect particular perspectives but cannot produce the capacity to govern for the good of the whole.
- Fragmented systems and institutions that are divorced from their public purpose and obligations in a democracy.

Civic Policy Making:

Democracy requires that individuals make choices that impact the common good. This gives meaning to the identity of “citizenship.” An active citizen recognizes they are a policy maker (the decisions they make in everyday settings impact the common good) and take steps to develop the *civic capacity* needed to produce the common good.

All institutions are policy centers (faith, family, community, work, learning and governance). Leaders inside these institutions are responsible for organizing the internal governing processes (civic infrastructure) necessary for individuals to achieve particular institutional goals and to develop active citizens who have the civic capacity to govern for the common good.

The MACI Civic Policy Agenda is the *means* to build civic capacity and infrastructure within and across institutions while addressing particular policy problems in Minnesota.

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

How the MACI Civic Policy Agenda 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 in a cross-sector base to advance the MACI Civic Policy Agenda and make a case for civic policy making.

About Civic Organizing

The Civic Organizing Framework was co-authored by Peg Michels and Tony Massengale. Civic organizing builds upon the lessons from all organizing approaches that aim to produce a more just democracy.

In 1995, The Minnesota Active Citizenship Initiative was launched with the support of Senate Majority Leader Roger Moe; Lt. Governor Joanne Benson; the Minnesota Extension Service and Carol and James Taylor. The purpose of the initiative was to demonstrate how to apply and develop the Civic Organizing Framework in Minnesota. Tony Massengale agreed to test the framework in California. They believed these two regions and their particular constituencies would provide a diverse context for developing a practical theory of civic organizing.

Because of the experimental nature of the work, a 501c3 non-profit, **Civic Organizing Inc./Civic Organizing Foundation**, was founded to be a civic organizing agency with the capacity to organize regional initiatives within a national structure to learn from practice, determine universal lessons, establish criteria and disseminate lessons.

—Peg Michels

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 principles 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 for governance; they are the result of taking bearing and setting direction. They provide the basis for rewards and sanctions. 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.

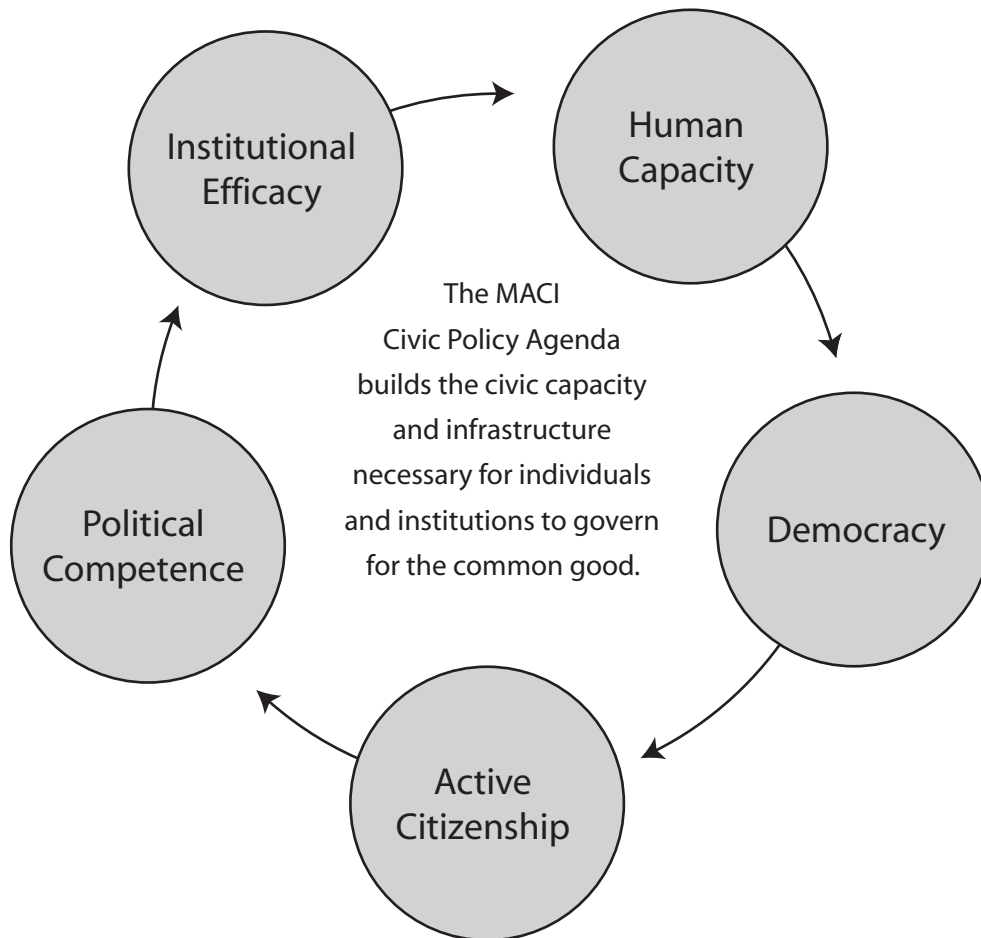
We want to thank all the leaders who contributed to developing the MACI Civic Policy Agenda since its beginning, all those who produced the specific practices that define the Minnesota civic organizing initiative.

The following section is the MACI Civic Policy Agenda. Current MACI members expand this agenda within their institution and, in the process, restructure existing approaches to policy making.

Members work together in the MACI base to make a case for Civic Policy Making in the state of Minnesota.

The Civic Policy Agenda is based upon transcendent civic principles 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 principles 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 their decisions impact the common good and intentionally develop the civic capacity needed to govern for the common good—

- Recognize and develop individual “life work” principles in relationship to transcendent civic principles.
- 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 policy centers. Leaders are obligated to develop the civic capacity of stakeholders to govern for the common good—

- Establish decision making 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 to produce a just society, if the people have the civic imagination and capacity to govern in the tension between particular interests and democratic principles that apply to 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 principles—

- 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 principles:
 - 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 principles 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 include but go beyond individual interest.

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

We believe in

Active Citizenship

Individuals are policy makers. Their decisions leverage resources that impact the well-being of themselves, others and future generations. In a democracy, an active citizen is a governing member, obligated to develop the capacity to govern in the tension between their particular interests and what is good for the whole. The outcome produces greater justice. Individuals learn and practice active citizenship in the institutions of family, faith, community, work, learning and governance. As a result of their contributions, citizens also share in the benefits the society has to offer. (Our use of “citizen” does not refer to legal status.)

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 infrastructure needed for 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.

Glossary

Civic Standards

- Those impacted by the problem help define the problem in light of civic principles 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.

We believe in Political Competence

Politics is the “work of the citizen.” Citizens must develop the political interest, discipline and skills needed to fulfill the obligation to govern for the common good.

Glossary

Power

To be able. A dynamic that is complex and goes well beyond one individual, institution, culture or generation’s capacity to control.

Politics

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

Public Deliberation

Engaging diverse stakeholders in defining problems based upon their particular interests and what is good for the whole.

Public Problem Solving

Organizing the complex resources needed to solve the problem.

Public Policy Making

Establishing agreements and setting rules throughout the process based upon civic principles and standards that apply to the whole.

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 organize a civic base in the places where they have the authority to lead, before taking more widespread civic actions.
- See themselves as policy makers in all the places where they have authority to act.
- Drive civic practices deep within their own institutions and partner with others who are doing the same.

Institutions must organize the civic infrastructure necessary for individuals to develop the political competence to function as policy makers, have the capacity to imagine the ideal based upon civic principles and standards and to implement plans in the real state for moving towards it—

- Teach the use of civic 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 form the infrastructure needed to produce the mindset, resources and practices that sustain the society's core cultural identity from generation to generation. In a democracy, all institutions meet a particular human need for family, faith, community, work, learning, governance and a common need to produce the civic capacity and civic infrastructure to sustain democracy as a just system of governance. When institutions do not meet these needs, citizens are obligated to organize them so that they do.

Glossary

Power

To be able. A dynamic that is complex and goes well beyond one individual, institution, culture or generation's capacity to control.

Efficacy

The ability to impact a power dynamic 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-sector 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—

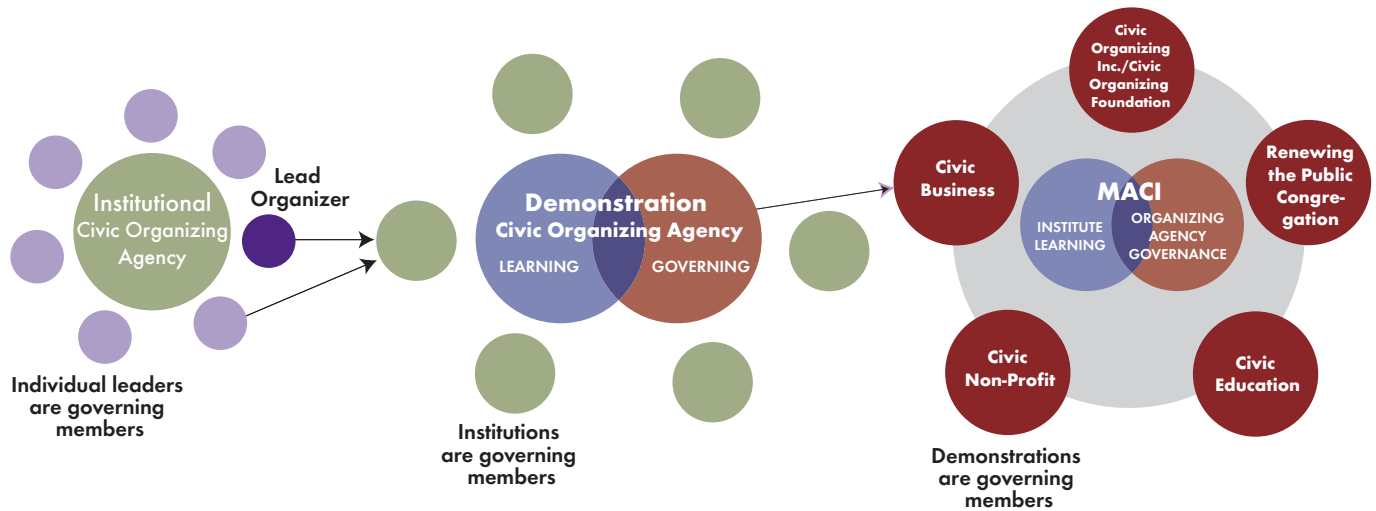
- Invest in civic leadership for the next generation.
- Develop structures—places, spaces, roles, policies, and resources—that support and further democratic outcomes.
- Involve all stakeholders in feedback loops to ensure that policy is based in practice.
- Have a reservoir of ideas and invest in continually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

Description of the Civic Organizing Approach

The following section:

- Describes the MACI Membership Structure.
- Identifies steps taken by each MACI member to integrate the MACI Civic Policy Agenda within their institution.

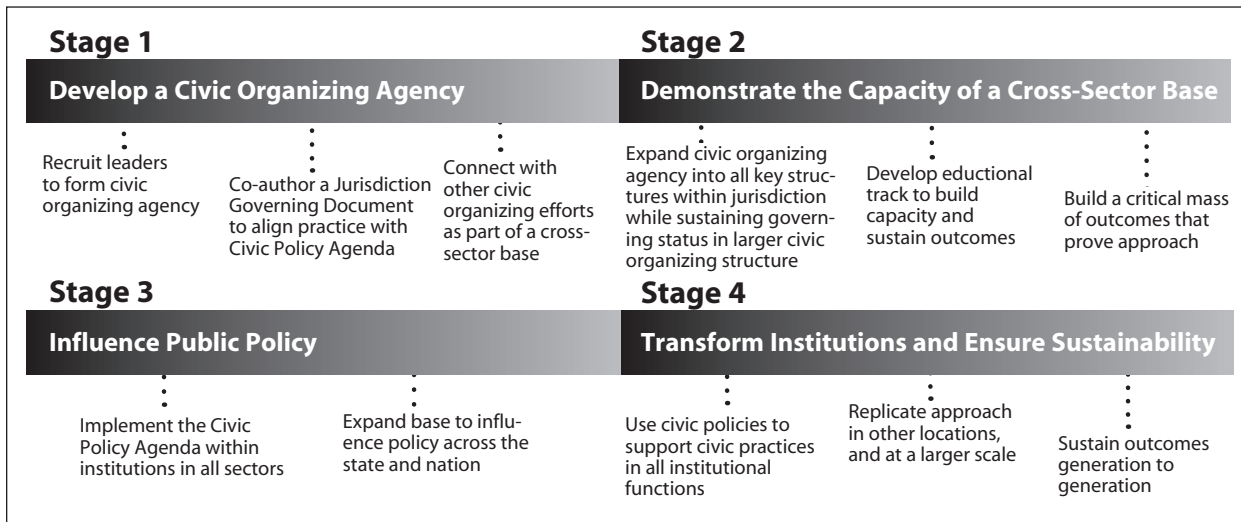
MACI Membership Structure



Each MACI Member:

- Takes on a civic identity and develops governing documents that integrates the MACI Civic Policy Agenda into the organization's particular purpose.
- Establishes an organizing agency within their institution to advance governing documents.
- Uses civic organizing disciplines (governing documents, civic leadership development, power analysis, work plans, principled driven calendar, 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.

Stages of Civic Organizing



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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 Stage 1 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 participate in the broader cross-sector base. At the end of Stage 1, 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; their governing document is 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.

The MACI Civic Policy Agenda is founded on the belief that **everyone is a policy maker** and that **all institutions are centers for policy making**.

Members Implement the MACI Civic Policy Agenda

The following section is the 2012 Membership Update based upon outcomes achieved in their stage of civic organizing. Each includes insights from that practice. The MACI website, www.activecitizen.org, includes case studies of civic policy making applied to specific issues.

Civic Business – Kowalski’s Markets

Civic Non-Profit – Citizens League

Renewing the Public Congregation – Islamic Civic Society of America

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

Kowalski's Companies Identity Statement

Kowalski's Companies is a civic business. All stakeholders are obligated to organize, educate and set policy according to democratic principles and standards. We do this in partnership with other demonstrations of the Minnesota Active Citizenship Initiative to renew and sustain democracy and to create a world that is abundant and just.

Members of the Kowalski's Institutional Organizing Agency:

Mary Kowalski, Kris Kowalski Christiansen, Mike Oase, Deb Kowalski, Terri Bennis, Steve Beaird, Boyd Oase, Tim Adelman, Dan Klassen, Jeff Linder, Russ Tourville, Laurie Bell, Dan Leitner and Jean Christensen.

Current Structure

The Kowalski civic business base is made up of over 132 individuals who claim the identity of civic leaders and organize the civic infrastructure needed for all employees to govern in light of the *Kowalski's Markets Governing Document*.

Quote from Mary 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 began 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."

History

At that time, we embarked on a leadership initiative that has transformed the way our company's leadership and employees view themselves. We realized there was a bigger obligation to the greater world than merely being a good business partner or employee. As an institution, we are obligated to organize the civic infrastructure that links the experience of governance to the meaning of active citizenship, as a policy maker obligated to govern for the common

good. We have found that claiming the identity of active citizenship puts more of a transcendent purpose to people's daily work, which includes the need for good business practices and customer service but links their day-to-day work with helping produce a new way to imagine citizenship and policy making in a time where there is great evidence of its need.

Outcomes and Insights from Each Stage of Civic Organizing

Stage 1, 2001-2005. Establish a civic organizing agency.

Outcomes:

- Co-authored a draft of the *Kowalski's Markets Governing Document*.
- Invested in civic leadership development starting with Owners, Executive Staff, Department Directors and Store Managers to test the value of the proposed document.
- 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 *Kowalski's Markets Governing Document* and evidence that civic organizing provided a sustainable approach to doing business.
- Produced a permanent intergenerational civic organizing agency within Kowalski's Markets made up of key leaders who would test their capacity to organize the larger civic infrastructure needed to sustain Kowalski's as a civic business. Individual members participated in governing the Minnesota Active Citizenship Initiative.

Insight:

The first stage of a start-up civic organizing initiative is the most difficult stage to complete because there is no existing civic organizing foundation to build upon, no evidence that a new approach is going to produce better results, and it requires individuals to change their practice. The role of the lead organizer is the key to completing the first stage of civic organizing. They have to organize a basic foundation for civic organizing while they themselves are learning the practice. That individual(s) has to be committed to the need for a new approach to policy making as it would apply to being able to achieve goals within their institution. Because the point is to develop something which is not familiar to individuals, the lead organizer has to stay focused on using the language of civic organizing and the analysis and holding members of the institutional organizing agency accountable to integrating civic organizing into their role so that benefits from changing practice can be seen. Accountability has to include being flexible but willing to remove people from key leadership positions if their interest is not in alignment with civic organizing.

Stage 2, 2006-2009. Demonstrate the capacity to organize a cross-sector base.

Outcomes:

- Established *Kowalski's Markets Governing Document* as a primary policy document for the company and established a specific company policy: It is the obligation of the company and 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's Markets Governing Document*.
- Revised Kowalski's Policy Handbook to be in alignment with the *Kowalski's Markets Governing Document*.
- Integrated the obligation of civic leadership into job descriptions for key leaders in supervisory positions, to be the basis for evaluating 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's Markets Governing Document* with illustrations of how the document is the basis for making day-to-day business decisions. All employees (1,200) have taken the workshop knowing they develop their capacity to govern in alignment with the *Kowalski's Markets Governing Document* on the job and within the processes and procedures (civic infrastructure) established by civic leaders within the company.
- Introduced *Kowalski's Markets Governing Document* to key vendors and local unions, describing how our principles have changed the way we work.
- In addition to linking job performance of civic leadership, which includes organizing stakeholders, teaching the *Kowalski's Markets Governing Document* and ensuring that decision making (policy making) is in alignment with the *Governing Document*, the company sustained governing status in the Minnesota Active Citizenship Initiative to test the universal value of civic organizing. Outcomes from tested practice provided the context for civic organizing in a way that would expand the MACI Civic Policy Agenda (see insight).
- Began compiling written case studies and documenting practices. Case studies include examples of how civic organizing disciplines are applied in achieving specific business goals, including profitability, accountability and sustainable intergenerational succession of ownership that sees an obligation to contribute to Minnesota's need for civic leadership.
- The outcome produced the beginning of a cross-sector civic infrastructure (base) within Kowalski's Markets between 10 stores, departments, Central Facility and administration.

Insight:

Through the Stages 1 and 2, MACI members were developing the civic organizing disciplines to be a method for producing civic policy making while achieving specific goals. This had to be done through practice, so in the process of creating the means to link practice to civic policy making, we did not have a clear basis for doing so. At the same time, there was enough evidence within our company that engaging stakeholders in governing was beneficial to achieving business goals, so individuals in leadership positions saw the benefit of changing their practice. However, in the process, we did not always link the experience of engaging stakeholders to govern around

business goals to a new definition of active citizenship as a policy maker and the need to advance the MACI purpose. Without making this link, organizing was producing better business outcomes but not always making a case for civic policy making.

Stage 3, 2010–2015. Establish a new basis and base for policy making to impact existing approaches.

Five-Year Goals:

1. Maintain a base of organizing agencies who can sustain a civic infrastructure into the next generation with a key stakeholder base of at least 5 percent.
2. Continue to develop and utilize an integrated educational track that will strengthen and support Kowalski's civic infrastructure.
3. Use civic organizing approach to plan and achieve financial and business goals.
4. The members of Kowalski's Institutional Organizing Agency are active members within MACI and advance the MACI Civic Policy Agenda.
5. Kowalski's Organizing Agency members sustain Stage 1 and 2 criteria within their jurisdiction and recruit new members in alignment with criteria.
6. Impact broader policy issues given *Kowalski's Markets Governing Document* and MACI Civic Policy Agenda.

2011-12 Outcomes:

- Our goal is to advance the link between practice, civic policy making and the MACI purpose within a base of 132 leaders.
- Focused on closing the gap identified at the end of Stage 2 within a base of 132 key leaders Identified the gap in expanding the civic infrastructure and linking to the MACI purpose; focused on establishing accountability based upon criteria.
- Developed an internal educational track (Civic Leadership for Civic Institutions) based upon criteria to support linking practice to civic policy making and the MACI purpose. This curriculum is taught by current Civic Leaders within Kowalski's to all newly promoted department heads. The curriculum takes key teaching points from the Civic Organizing 101 curriculum (12 class curriculum) and teaches it in three 3-hours classes. This shorter curriculum has been effective due to the teaching and learning that is happening every day within the stores; these newly promoted leaders come with a greater understanding of their roles within a civic infrastructure.
- Case studies are being written to teach how civic policy making applies to solving particular business challenges while advancing the MACI purpose.

Insight:

We are making progress in achieving the criteria for Stage 3 and see no serious challenges in moving forward to Stage 4, which will focus on sustaining Kowalski's Markets as a civic business. Based upon what we have learned and having a strong base of civic leadership and practice to build upon, individuals who enter into Stage 1 of civic organizing are finding it easier to make the link between practice, civic policy making and the MACI purpose.

Civic Non-Profit

Identity

The Civic Non-Profit Demonstration produces a new approach to policy making—civic policy making—within the non-profit sector that builds the civic imagination, capacity and infrastructure needed to be a just society. CNP does this in partnership with other demonstrations of the Minnesota Active Citizenship Initiative.

Institutional Members: Citizens League

Citizens League Identity Statement

The Citizens League builds civic imagination and capacity to govern for the common good in Minnesota by organizing a new base and basis for policy making: civic policy making.

Members of the Citizens League Institutional Organizing Agency:

Sean Kershaw, Bob DeBoer, Annie Levenson-Falk, Catherine Beltmann and Dani Fisher.

History:

For 60 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 years, much has changed within Minnesota. Minnesotans remain interested in civic participation and involvement, but our communities, businesses and non-profits 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

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. 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.”

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. In response to the need for a new approach to policy making, the Citizens League is developing and implementing a new approach called civic policy making.

Stage of Organizing: Completed Stage 1 and moving forward to Stage 2.

Stage 1, 2005–2011. Establish a civic organizing agency.

Outcomes:

2005–2008. At the same time that the Citizens League needed to be sustained as an institution, we began making a case for the need for a new approach to policy making. During these years membership grew, we sustained the institution, and we produced evidence that there was a need for a new approach to policy making that would be supported by Minnesota citizens.

2008. After 3 years of making a case for a new approach to policy making, the Citizens League Board approved the Citizens League Operating Principles (the *Citizens League Governing Document*) as the primary policy document for the League. Approval was based upon the following arguments:

- Being a citizen of one’s institution (family, faith, community, work, learning, governance 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.
- If individuals are obligated to govern for the common good, institutional leaders are accountable for organizing and setting institutional policies that develops, rewards and sustains the civic capacity and infrastructure individuals need to carry out that obligation.

Approval of the League’s *Governing Document* committed the League to “building the civic imagination and capacity to govern for the common good in Minnesota by organizing a new base and basis for policy making” which included the proposition that:

- All individuals need to recognize that we are policy makers in that our actions relate to and have impact on others and influences the function of policy making at all levels. The common identity of citizen obligates us to use this capacity to govern for the common good.
- All institutions need to accept the fact that their role as policy makers within their institution impacts the ability for individuals to claim the obligation of active citizenship and they were responsible for creating the governing processes needed to produce active citizens. In addition, we challenged institutional leaders to recognize the need for a broad civic infrastructure that includes all institutions in order to produce the quality of life we want Minnesota to stand for.

2009. Citizens League Board approved the need to move forward with our approach to produce a new model for policy making.

2010–11. Members of the Citizens League Civic Organizing Agency tested out the use of civic organizing disciplines to demonstrate how to produce civic policy making—a new approach to policy making—and whether the approach showed promise in advancing the League identity. (See annual reports on Citizens League website.)

2012. Completed Stage 1 of civic organizing, worked with members of the Citizens League base to articulate civic policy making (see “The Citizens League’s Approach: What is Civic Policy Making,” pg. 21) and are moving forward to achieve the following goals for Stage 2 (2011–2013):

- Organize a Citizens League civic infrastructure with a financial model that can support expansion.
- Make a case for civic policy making that includes:
 - The capacity to articulate the need for a new approach to policy making.
 - The capacity to articulate civic policy making as the proposed response to the need.
 - Documented outcomes (evidence) that civic policy making meets the need.

The Citizens League’s Approach: What is “Civic Policy Making”

Who are we? The Citizens League believes that Minnesota needs a new approach to policy making that responds to the dramatic changes in the world around us and the impact these changes have on how policy actually happens. We involve people of all backgrounds, parties and ideologies to create and advance solutions for Minnesota. Our approach to policy, called “civic policy making,” assumes that *all people and organizations have a role in defining and solving policy problems and in governing for the common good.*

What is Policy? Everyone agrees that public policy includes government laws and regulations. This is still true. But our definition of “public policy” is much broader. Embedded in a set of values and principles, policy is guided by the decisions made by individuals living in communities. Policy does not exclusively occur in government but in all types of organizations such as families, schools and businesses, to name a few. The Citizens League works to inform and inspire individuals in order to spark policy decisions that support a better Minnesota.

The Challenge. Minnesota has a surplus of good policy ideas and potential solutions for the challenges we face, but we struggle to implement these ideas. *By relying only on traditional approaches to policy making, Minnesota can’t address these challenges.* These traditional approaches (i.e. advocacy, electoral and service-delivery) have produced a politics that is cynical and ideologically extreme, government services that are ineffective or unsustainable, a political process that resists any change and a notion of citizenship that is about legal status

or passive consumerism, not the obligation to govern for the common good. *By disconnecting “engagement” from people’s daily lives, we waste individual civic capacity and opportunity to impact these policy challenges.* Too often “civic engagement” means looking for solutions from other people or in other places, not in the places where we spend time, make decisions and have the authority to get things done. This is a waste of capacity. And too often, citizens are reduced to the role of voters, taxpayers, complainers or consumers of government services; not active citizens who can define and impact complex policy issues in their everyday settings. Organizations, communities and families can play an integral role in changing policy in Minnesota.

What does this mean?

1. *Everyone is a policy maker.* Policy makers do three things: define problems in light of a set of values; come up with solutions to these problems; and set rules/guidelines/policies to sustain these solutions. When people assume the identity and the role of an active citizen, they recognize how the decisions they make in everyday settings impact the common good, and they take steps to develop their ability to govern for the common good. This is what we mean by “civic capacity.”
2. *All organizations have a role in public policy and in producing active citizens.* In addition to achieving their particular organizational objectives (e.g. producing goods/services, governing, practicing faith, educating students, etc.), all organizations should help to produce civic identity and capacity. Leaders inside these organizations are responsible for organizing the means for people to achieve particular organizational goals and to become active citizens. This is what we mean by “civic infrastructure.” Minnesota needs to rebuild this civic capacity in all types of institutions and will all types of leaders.
3. *The Citizens League builds civic imagination and capacity in Minnesota.* Our approach assumes that all people and organizations have a role in defining and solving policy problems and in governing for the common good. Policy happens everywhere, and everyone has a role in it.

Renewing the Public Congregation (RPC)

RPC 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.

Institutional Members: Islamic Civic Society of America (ICSA)

ICSA Identity

Islamic Civic Society of America (ICSA) demonstrates the compatibility between Islamic and Civic principles in a democratic society. Members of ICSA are dedicated to governing for the common good while addressing the specific needs of the Muslim community. The *Islamic Civic Society of America Institutional Governing Document* guide members in their commitment to advance ICSA identity while achieving goals.

Members of the ICSA Organizing Agency: Abdisalam Adam; Sharif Mohamed, Imam; Wali Dirie; Abdikadir Ibrahim; Abdirashid Musse; Abdisamad Ibrahim and Fartun Ahmed.

Stage of Civic Organizing: Establish a civic organizing agency (2006–2012).

- Sustain the ICSA Organizing Agency as a permanent structure for civic leadership development.
- Members meet MACI Criteria and achieve specific institutional goals.

ICSA Five-Year Strategic Planning Goal

These goals will be reached within 5 years as ICSA moves into Stage 2 of civic organizing (2012–2015):

- Financial stability.
- Remodel and expand the current ICSA building.
- Expand ICSA programs to other locations with new, more inclusive multipurpose space
- Develop a new model for family counseling based upon Civic and Islamic principles.
- Sustain and expand the ICSA Organizing Agency as a permanent structure for civic leadership development

History:

In 1993, Somali immigrants began to come to Minnesota to flee the civil war in their homeland. The community faces the overall challenges that reflect any immigrant experience:

- First generation. The majority of the first generation is focused on the country they left, with many hoping to go back one day. Their interests are tied to fulfilling commitments to family

left behind and the political challenges and struggles of their homeland. At the same time, all are working hard to survive and adjust within a new culture.

- The second generation is often left to find their way between the beliefs and practices of their traditional identity and what they experience as they enter the American mainstream culture.
- The need to develop an institutional infrastructure while experiencing the breakdown in traditional social structures and authority between the first and second generation. In particular, the impact on the family as that structure goes through changes in Western culture.

The impact of immigration on the structure of the family is closely associated with core problems experienced by the community, including school dropouts, economic stress, reliance on state and federal welfare system, and an overall sense of powerlessness felt by many in the Somali immigrant community. Direct interventions by police, social service agencies, and the traditional Somali approach to family and community problem solving does not develop the capacity for the family and community members to become self-sufficient and to contribute in their new country.

In June 1998, a group of scholars and community leaders established the Riverside Islamic Center in the heart of the West Bank in the Cedar Riverside neighborhood to help address the needs of the community. As the organization became established, the name changed to Dar Al-Hijrah Cultural Center.

In 2006, with much support from the Muslim community, the building was purchased. At the same time, several key leaders began exploring a civic organizing approach as a way to show the compatibility between Islam and Democracy and to develop a sustainable organization. They took Civic Organizing 101, and in January 2007, Abdisalam Adam, Wali Dirie and Sharif Mohamed decided to lead a civic organizing pilot with other key institutional leaders to explore whether civic organizing would be an effective way to develop the organization.

By 2009, leaders had completed a 3-year civic organizing pilot, were clear in their intent to organize a civic institution in Minnesota and acknowledged the national and international role they continued to play within the Muslim world. They finalized the name of the institution as the Islamic Civic Society of America, and leaders committed to completing Stage 1.

Quote from members of the Islamic Civic Society of America

“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 is a challenge. We must deal with significant language and cultural differences, as well as the need to build a new institutional infrastructure in this country that supports the community and prepares us to contribute to American society without losing our own history and identity.”

Outcomes from Stage 1:

- Co-authored and tested the *ICSA Institutional Governing Document*. The document meets civic organizing criteria. The Board approved the document as the institution's primary policy document and the basis for civic policy making within the institution. Have begun to develop specific institutional policies based upon the document to guide leadership positions, strategic planning and institutional partnerships.
- Individuals with key governing roles completed Civic Organizing 101 and are members of the ICSA Civic Organizing Agency.
- Sustained governing membership in MACI, participate in the MACI Institute for Governing Members to make a case for civic policy making within the broader base, and are helping develop the MACI Civic Institute for Emerging Leaders.
- Co-authored an Introduction to Civic Leadership curriculum to demonstrate the compatibility between Islamic and Civic Principles and to teach the meaning of the *ICSA Institutional Governing Document*.
- Developed a framework for the Civic Policy Model for Family Counseling.
- December 2012: Key leaders will meet the MACI Criteria for Stage 1 and will have a permanent Civic Organizing Agency whose purpose is civic leadership development. All individuals will have a work plan to expand the civic organizing agency into the institution's key committee structure. The outcome will be an internal cross-sector civic infrastructure needed to sustain ICSA as a civic institution while sustaining governing status within MACI.

Insights:

Getting the support necessary to develop an institution whose purpose went beyond being a mosque was a challenge but to define that purpose as being civic only increased the challenge. In the Muslim world, democracy is often associated with Western governments and decades of Western colonization which produced negative associations with democracy, including the language surrounding its meaning. In addition, the common understanding of democracy defined as "majority rule" or simply the rights of the individual is in contrast to Islamic principles which are focused on justice, doing what is right and holding community well-being as a primary good. This reality provides a barrier for using a civic organizing approach and making a case for how ICSA is a demonstration of civic policy making.

Quote from Imam Sharif Mohamed

"Using my 15 years of experience as an Imam in the immigrant Somali community, I am in the process of developing a new model for family counseling based upon a civic organizing approach that addresses the core problems facing Somali families. I will make a case that the family is the core policy center within society and demonstrate how to integrate civic principles, therapeutic skills and faith to increase the capacity for members to govern for the common good both within the family and in the larger society."

Members addressed this barrier by co-authoring the Institutional *Governing Document* to show the compatibility between Islamic and Civic principles. Members not only use the document to develop their internal governing system but to teach the compatibility between Islam and Democracy both within the Somali community and the larger society.

Linking ICSA's identity to the role of citizenship meaning the obligation to make decisions for the common good builds upon the Islamic understanding of justice and community well-being as being a primary expectation. However, tying the identity of citizenship to the role and function of policy making is another level of challenge that we need to face.

Like most Americans, our community imagines that policy is what government does. Most importantly, the function of family and religion is essential to engaging community members in addressing the problems that face the community and to participate in decision making that impacts the community. However, the decision making that occurs within and between families, within one's faith or in the community is not associated with the function of policy making. Yet these are the places where essential policy is formed and where our culture interacts with mainstream American culture.

We have an opportunity to promote a new approach to policy by clarifying that the family, faith and community are primary policy institutions and not simply a social unit that is acted upon when troubles occur. Our goal is to practice civic policy making within ICSA to provide evidence that it is an effective way to build a sustainable organization. ICSA will develop an intergenerational civic leadership education program based upon our *Governing Document* and models for family and community development that demonstrate how civic organizing and civic policy making is grounded in our particular identity and provides a way to successfully address the complex problems within the community, while contributing to American democracy.

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 Kowalski, Kowalski's 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; it operates, supervises and controls the Civic Organizing Foundation (COF), a supporting organization (in collaboration with the Center for Civic Capacity Building).

Appendix A - MACI Criteria for Civic Organizing Disciplines

The governing members of the Minnesota Active Citizenship Initiative have approved criteria that determine practice that produces civic policy making to advance the MACI purpose. Criteria was determined from practice within the cross-sector base to:

- Ensure a universal method for different institutions to more successfully achieve their particular goals while making a case for civic policy making.
- Provide a basis for accountability across a large and diverse base.
- Replicate successful practice.
- Make an ongoing case for civic policy making in the state and nation.

Criteria include measures for the stages of civic organizing, the role of MACI Lead Organizer and a civic organizing agency. These provide the timeline, structures, and primary role related to civic policy making. However, the following criteria for the use of civic organizing disciplines to advance the MACI Civic Policy Agenda within that context defines the specific practice that produces civic policy making.

The use of civic organizing disciplines produces civic policy making. All governing members within a civic organizing base are called civic leaders and strive to meet these criteria for practice. The outcome advances the MACI Civic Policy Agenda within their jurisdiction as they strive to meet particular goals. A jurisdiction may be an institution or a key structure within an institution, or an initiative made up of a number of institutions.

Civic Organizing Disciplines–Criteria

All governing members within a civic organizing base are called civic leaders and strive to meet these criteria for practice:

Jurisdiction Governing Document:

The *Jurisdiction (Institutional or Initiative) Governing Document* is the basis for civic policy making. The document is implemented to advance the MACI Civic Policy Agenda and includes:

- An **identity statement** that explicitly states that the institution is a civic institution (if the jurisdiction is an institution) or is a new approach to policy making called civic policy making

(if it is an initiative). There is reference to the need to govern for the common good in order to sustain democracy as a just system of government.

- **Civic principles** that ground the jurisdiction’s identity in alignment with the *Civic Organizing Framework* and the *Minnesota Active Citizenship Initiative Civic Policy Agenda*.
- A **purpose statement** that commits institutional leaders to organize (develop) the civic capacity and civic infrastructure needed to sustain identity while achieving particular goals.
- **Civic standards** that provide a guide for policy making in daily practice.
- **Civic organizing disciplines and skills** that are used to meet civic standards, uphold principles, advance identity and achieve purpose while meeting particular goals.
- A **statement** that the institution is a governing member of the Minnesota Active Citizenship Initiative.

Civic Leadership Development as Life Work:

Civic leaders have a written life work statement that is in alignment with the *Jurisdiction Governing Document* and is governing member of a civic organizing agency. The identity of a civic leader is transcendent and can be integrated into all roles. A civic leader has a demonstrated capacity to:

- Articulate from practice the need for a new approach to policy making as it applies to their jurisdiction; can articulate how the use of civic organizing disciplines restructures policy making within their jurisdiction to produce civic policy making as a way to meet the need.
- Meet civic organizing measures for practice to produce evidence for civic policy making:
 - Achieve the particular goals of the jurisdiction.
 - Achieve these goals by using civic organizing disciplines to organize key stakeholders. Civic leaders relate the particular governing experience to the meaning of civic policy making and the MACI purpose.
 - Timeliness – meet deadlines with lead time for organizing key stakeholders.
- Complete a life work exercise prior to making the commitment to carry out work plan agreements and, at times, when they cannot make progress in achieving work plan outcomes.

Power Analysis:

A power analysis is framed by the *Jurisdiction Governing Document* to ensure that the policy functions of problem-definition, problem-solving and governing meet civic standards and are done in the tension between the real and ideal state. The outcome ensures that resources used to achieve goals are done in alignment with the jurisdiction’s primary policy document.

- Members of the civic organizing agency co-author a *Jurisdiction Power Analysis*. Each year the document is updated prior to authoring a new work plan (strategic planning) and is based upon outcomes from endpoint evaluation.

- Civic leaders use a civic organizing power analysis to organize key stakeholders to the identity and obligation of active citizenship with the capacity to see how their particular decisions impact the common good.
- Civic leaders know and can teach key stakeholders that the process of doing a power analysis integrates a civic organizing approach into strategic planning and problem-solving to restructure existing approaches to policy making and produce governing agreements that will be carried out in a work plan.
- When the analysis is implemented in a civic organizing work plan, members who authored the analysis organize the civic capacity and civic infrastructure needed to support the on-going process of civic policy making within their jurisdiction.

Work Plans:

Members of the civic organizing agency co-author a yearly *Jurisdiction Work Plan* based upon agreements from the power analysis and the stages and strategies of the *Civic Organizing Framework*.

Work plan agreements define “the common good” for the jurisdiction. It is a governing document that holds civic leaders accountable to integrate a civic organizing approach while achieving purpose and goals, providing a way for all stakeholders to participate in “governing for the common good.”

The overall outcome of implementing a civic organizing work plan produces an identifiable civic infrastructure within the jurisdiction and advances the MACI purpose. All work plans are in alignment within the MACI base to advance the MACI purpose.

- The work plan is grounded in 3–5 year goals based upon the particular stage of civic organizing with 1-year objectives framed by civic organizing strategies.
- It integrates institutional and MACI goals, and civic leaders use all of the civic organizing disciplines to achieve outcomes.
- Outcomes are evaluated based upon civic organizing measures.

Principled Driven Calendar, Public Meetings and Public Evaluation:

Principled Driven Calendar, Public Meetings and Public Evaluation are used on a daily basis to achieve work plan outcomes.

- ***Principled Driven Calendar:***

Civic leaders structure their calendar to implement their work plan and meet civic organizing measures. A Principled Driven Calendar organizes all the leader’s time to carry out their role. Their calendar includes time for evaluation of role, organizing agency meetings, 1-1 meetings with key stakeholders, as well as strategic and educational meetings needed to organize a civic infrastructure within their jurisdiction

Civic leaders designate time to participate in governance within the larger MACI base.

■ **Public Meetings:**

A public meeting is the primary discipline used for stakeholders to govern in light of the *Jurisdiction Governing Document* while achieving work plan outcomes. Civic leaders relate this experience of governing around particular goals important to achieving in their daily work to the meaning of civic policy making in their daily work.

Civic leaders use 1-1 public meetings, strategic planning meetings, organizing agency meetings and educational meetings to advance work plan strategies and achieve outcomes.

Civic organizing agency meetings are governing meetings and are high-priority on a Principled Driven Calendar. Civic leaders are accountable for the following to ensure individuals have the opportunity to contribute and govern for the common good while achieving work plan outcomes:

- Establish an agenda sent out ahead of time framed by the *Jurisdiction Governing Document* identity statement and the overall purpose to govern for the common good.
- The specific purpose and agenda items link directly to work plan strategies.
- Pre-work identified for individuals is completed prior to the meeting in order to organize key stakeholders impacted by the agenda items and to effectively contribute to governance.
- A meeting evaluation is done by all members to determine if the purpose was met (based upon civic organizing measures) and to govern around next steps.
- Outcomes are recorded as agreements and are approved at the next governing meeting.

■ **Public Evaluation:**

The practice of evaluation is ongoing. Public evaluation occurs at every governing meeting, at midpoint in a work plan to determine if objectives are being met or if corrections need to be made, as well as at endpoint in a work plan to determine policies necessary to sustain and advance specific practices that close the gap in the power analysis.

Civic leaders evaluate based upon civic organizing measures. They start with their own role as it relates to what is working to achieve civic organizing measures and what is not working. They determine what they will do close the gap. Progress made in closing the gap is recorded in outcomes documents.

Civic Policy Making:

Civic leaders know that the outcome of using the above disciplines produces civic policy making within their jurisdiction. They make a case for civic policy making from their practice to impact existing approaches to policy making within their jurisdiction and to advance the *MACI Civic Policy Agenda*.

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 integrated institutional foundation that produces the political capacity to govern for the common good in the tension between democratic principles 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 conception to which people aspire, a form of perfection. Most importantly, it is *an abstract guide* for practice in the real state but does not itself exist in the real state.

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 loosing, 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.