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The Red Cross: Perceptions of an International Organization at the Local Level

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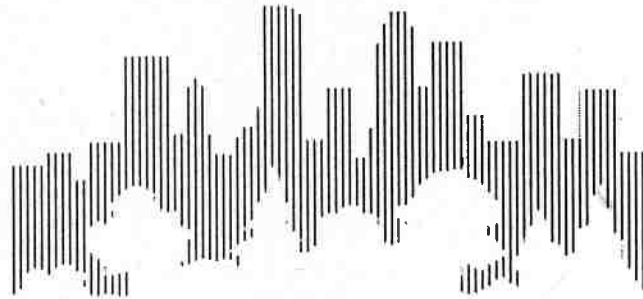
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**MASTERS IN SOCIAL WORK
THESIS**

Jennifer M. Bratsch

**The Red Cross: Perceptions of an International
Organization at the Local Level**

2001

**MSW
Thesis**

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THE RED CROSS:

Perceptions of an International Organization at the Local Level

Jennifer M. Bratsch

Submitted in partial fulfillment of
the requirements for the degree of
Master's of Social Work

**AUGSBURG COLLEGE
MINNEAPOLIS, MINNESOTA**

2001

MASTER OF SOCIAL WORK
AUGSBURG COLLEGE
MINNEAPOLIS, MINNESOTA

CERTIFICATE OF APPROVAL

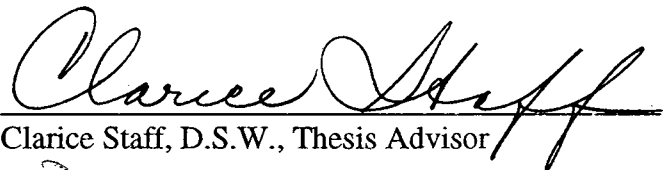
This is to certify that the Master's Thesis of:


Jennifer M. Bratsch


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Date of Oral Presentation: January 11, 2001

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Dedication

**I dedicate this thesis to the person inside of me
Who didn't think I could do it.**

Acknowledgements

Clarice Staff, my thesis advisor, I thank you so much for your support and guidance through this process. Vern Bloom and Lois Bosch, my readers, thank you for the time, attention and insights that you offered. To my fellow students who passed on wisdom and encouragement, and reminded me that steady wins the race. Thank you to my friends and family whom were very patient and understanding through all of my neuroticism. An extra special thanks to Steven, the person who taught me to dream big and go farther.

Abstract

The Red Cross: Perceptions of an International Organization at the Local Level

Case Study

Jennifer M. Bratsch

This research presents a case study of local Red Cross chapters in an upper Midwestern state. The study looked at the knowledge level, interest level, and resources available to provide international education programs and activities. The survey design included both quantitative and qualitative questions, as well as, an inventory checklist of the physical, economic and human resources in each chapter's community. A description of the history and structure of the Red Cross, as well as, a look at organizing complexity and a report about local interest in international issues substantiates the literature review. Forty-one surveys were sent to all the Red Cross Chapter Managers in a Midwestern state and 32 were completed and returned. The findings indicate a higher level of knowledge about the Red Cross Movement and International Humanitarian Law, and a higher interest in international issues among the staff and a lower level of interest and knowledge at the volunteer and community level. Encouragingly, the results also indicate two-thirds of the respondents felt there was a need for an increase in international programming and activities in their chapter.

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Chapter One

Introduction

A component of the Red Cross that is generally unknown involves the international aspect. In the mind of the general public, the services of first aid, water safety, disaster relief, and blood supply seem to be synonymous with the Red Cross. It is quite possible that the symbol of the Red Cross is recognized all over the world but the history and significance of that symbol remains unknown.

This research project presents a case study of local chapters of the Red Cross within a Midwestern state, which explains how the local and national American Red Cross participates in the international movement. This case study focuses on the knowledge level of International Humanitarian Law and the International Red Cross Movement and the level of local interest in international issues.

Statement of Problem

As defined in its mission statement, the American Red Cross (ARC) is

“A humanitarian organization, led by volunteers, that provides relief to victims of disaster and helps people prevent, prepare for, and respond to emergencies. It fulfills this mission statement through services that are consistent with its Congressional Charter and the Fundamental Principles of the International Red Cross and Red Crescent (ICRC) Movement”

(Lake, 1997).

The American Association of the Red Cross was founded in 1881. This organization, which at the time had no official connection with the U.S. Government, had

as its president, Clara Barton, and an executive board comprised of eleven members. When the U.S. Congress ratified the Geneva Convention in 1882, they simultaneously gave the American Red Cross an official basis for inclusion in the International Red Cross Movement.

The American Red Cross, a private non-profit organization, is one of numerous national societies contributing to the whole International Red Cross Movement. There are individual chapters in each state of the United States, which are under the authority of the National Society of the American Red Cross. The national headquarters is located in Washington D.C. where national policies and procedures are set for state chapters. (Lake, 1997)

The three components of the International Red Cross Movement are the International Committee of the Red Cross (ICRC), International Federation of the Red Cross Societies (IFRC), and about 176 National Societies around the world. The movement can be described as all the activities these three components engage in at the international, national and local levels. (See Appendix B) The National Societies are either recognized by the Red Cross symbol, or in Muslim countries where the Red Crescent symbol is used. For brevity in this research report, we will only refer to the Red Cross Movement.

To understand the history of the International Red Cross Movement one must first learn the history of the Geneva Conventions (laws of Geneva), otherwise known as International Humanitarian Law (IHL). International Humanitarian Law provides protection for wounded combatants, medical personnel, prisoners of war, and civilians during times of armed conflict and war. IHL and the International Committee of the Red

Cross (ICRC) were established at the Geneva Conventions in 1864. ICRC was named the “guardians” or “care takers” of IHL. All Red Cross National Societies, of which the American Red Cross is one of 176 world wide, were therefore mandated by the Geneva Conventions to disseminate information on these laws to civilians during times of peace to ensure respect and knowledge during times of conflict and war. (American National Red Cross, 1995)

The International Committee of the Red Cross requires that all Red Cross National Societies around the world provide educational opportunities about International Humanitarian Law and the Red Cross Movement for staff, volunteers and community members. The American Red Cross states in their Standards of Excellence that all chapters “must provide opportunities to support the International Red Cross Movement and its fundamental principles” (Standard of Excellence #7). In addition, all national societies “should provide information on International Humanitarian Law (Standard of Excellence #8).

Purpose of Research

The research was designed as a case study of local Red Cross Chapters in an upper Midwest state. The purpose was to determine the local level of knowledge, and resources available for providing opportunities to support the International Red Cross Movement and its fundamental principles and to disseminate information on International Humanitarian Law. In addition, the research sought to find out about the interest of local chapters to develop more international programs and activities. This research is important because it seeks to explore the basis on which the local Red Cross chapters and communities can build increased international awareness and participation.

Research Questions

There are three research questions:

- To what extent are the local Red Cross Chapters and communities perceived by the Chapter Managers to be knowledgeable about the Red Cross Movement and International Humanitarian Law?
- To what extent are the local Red Cross chapters and communities perceived by the Chapter Managers to be interested in international issues?
- What resources are perceived by Chapter Managers to be available in the communities that could provide potential support for internationally focused community education programming and activities?

This research project reports the history and structure of an organization that is at once local and international. As an exploratory case study, the perceptions of local chapter managers on the knowledge level of their staff, volunteers and community on International Humanitarian Law and the Red Cross movement, as well as, interest level in international issues are measured.

Chapter Two

Literature Review

The literature review begins with a description of the conceptual framework used for this research, and continues with a historical background relevant to this study. To understand the relevance of this case study, one needs to first become acquainted with the history and structure of the American Red Cross, as well as, the Red Cross at the international level. Following is a description of the organizational structure of the American Red Cross and the International Red Cross, as well as, insights into organizing complexity and local interest in international issues.

Theoretical/Conceptual Framework

This research used the framework of Kretzmann and McKnight's community capacity building model and Kahn's theory of the program development process. The two together form the conceptual framework on which this research was based.

Community Assets Framework

Kretzmann and McKnight's framework or strategy for community development starts with the goal of rebuilding or enhancing communities. This strategy is called "asset-based community development". The strategy uses what is called "capacity focused development", which centers the development of policies and activities on the capacities, skills, and assets of communities rather than on its deficiencies and problems.

The assets of the community are described as the individuals, the associations and the institutions. Part of the commitment to community building is to compile an inventory of associations, institutions and individuals within the community. A thorough

map of these assets would include the skills and talents of each individual household in the community and a compilation of the informal community, as well as, the formal institutions such as schools, libraries and hospitals. The formal institutions provide the most visible part of the community map, and Kretzmann and McKnight emphasize the importance of enlisting them in the process of community development. (Kretzmann & McKnight, 1995).

As an aspect of the asset-based community development, the community resource inventory was developed as the measurement tool to be used in this research. There was a section included in the research instrument where the respondents were asked to check all the physical, economic and human resources available in their chapter communities to provide international programs and activities.

Planning process theory

This case study also uses Kahn's theory of social planning. According to Kahn, the program-planning model include: planning instigators, explorations, definition of the planning task, policy formulation, programming, evaluation and feedback. These are the components of the simplified outline of the "anchor points" in the planning process. (Kahn, 1969)

The second part of Kahn's model includes the interlocking circles of planning in action. Kahn emphasizes that "the steps or stages of planning should not be conceived of as a linear or deductive process" but rather interlocking. (Kahn, pgs. 329-30) Furthermore, Kahn's approach to planning emphasizes process more than outcomes. Medium-range programs are the focus more than master plans and constant feedback encourages amendment, correction and change. Kahn uses the concept of the "rolling

he describes as “the long range or medium range plan, which is corrected regularly in its policy or its program aspects in the light of experience and feedback.”(Kahn, 1969,pg. 331)

The focus of this study is at the investigation stage of the planning process where one investigates “what is and what will be.” The responsibilities in this stage include the investigation of facts, projections, available knowledge, manpower and resource inventory and sanctions. (Kahn, 1969, p.62) The resource inventory of the research instrument, outlines the financial and capital goods inventory, the manpower inventory, and practice-knowledge skills inventory, of the Red Cross chapters in a Midwestern state.

Historical background

Leaders in the development of the Red Cross

There were many people involved in the worldwide development of the Red Cross. The following will explore the leaders involved in the development of the International Red Cross, as well as, the American Red Cross.

Some consider Clara Barton to be the person largely responsible for United States joining the Red Cross movement and adhering to the Geneva Conventions.(Brown-Pryor, 1997) The following is a look at her life and involvement with the Red Cross, which leads into a description of the historical background of the American Red Cross.

Clara Barton was born in 1821; she grew up in a Baptist, middle class home in Massachusetts. Her parents encouraged liberal mindedness and intellectual pursuits. She began teaching when she was 18 years old and then worked in Washington D.C. as a clerk in a government law office at a time when very few women worked in government.

She was noted as having such traits as aggressiveness, ambition, bureaucratic competence and leadership at a time when these traits were discouraged in women. (Brown-Pryor, 1997)

In 1861 with the start of the Civil War, Barton visited the troops in forts near Washington D.C. to bring them personal supplies. When families of the service men found out about her visits, they began to send packages to her for delivery. She eventually received help delivering the supplies after she had accumulated three warehouses full. (Brown-Pryor, 1997) After this point, she became involved during the war, collecting and bringing supplies to the soldiers, as well as, caring for the wounded and sick on battlefields. She became involved in the Reconstruction process when President Lincoln appointed her head of the effort to locate missing soldiers and to assist former prisoners of war. She testified before Congress and advocated for the allocation of money for this effort and to compensate her for personal money that she used during the war for supplies. Brown Pryor speculates that she might have been the first woman to testify before Congress. (Brown Pryor, 1997) Her hard work and enthusiasm towards the war effort gained her much honor and praise in the military and in Washington political circles. (Brown-Pryor, 1997; Moorhead, 1999)

At the age of forty-eight, in 1869, she went to Europe for a vacation. While she was visiting Geneva, Switzerland she met several members of the International Convention of Geneva, which is now called the International Committee of the Red Cross (ICRC). Barton had never heard of the Geneva Conventions or of the Red Cross although they were familiar with her charitable activities during the Civil War. She learned at this time that the United States government had been approached three times and each time they

refused to sign the treaty. They had come to ask for her insight as to why the United States had never acceded to the articles of the Geneva Convention and also to ask her to be an advocate of the ICRC in Washington. (Brown-Pryor, 1997; Moorhead, 1999)

Around the same time as the Battle of Solferino in Europe, the United States had developed something that would look quite similar to the Red Cross. (Dulles, 1950; Brown-Pryor, 1997) President Lincoln issued a call for volunteers on April 15, 1861, meetings were held in cities throughout the Union to set up local organizations to provide aid for soldiers and their families. (Dulles, 1950 p.2) In addition, the United States government formed the Sanitary Commission, which was to investigate conditions in camps and military hospitals and to publicize the findings.

In many respects, the services of this Civil War organization clearly foreshadowed what its successor would provide in camps and hospitals during the wars and conflicts of the twentieth century. (Brown-Pryor, 1997; Moorhead, 1999)) Interestingly, Henry Dunant published his book The Battle of Soferino in September of 1862, the very month, in which the United States Sanitary Commission was beginning service. Although, Dunant was not aware of the efforts in the United States and the United States was not aware of similar efforts in Europe. (Dulles, 1950)

Monroe Doctrine

When the United States was first asked to participate in the Red Cross movement in 1864, the policy at that time was one of “holding itself aloof from all European congresses, or contracts of a political nature”. (Dulles, 1950, p.10) There was a person before Clara Barton who advocated for the United States involvement with the Red Cross and the Geneva Conventions. Henry Bellows, the leader of the Sanitary Commission,

which after the war was reformed into an organization, called the American Association for Relief of Misery of the Battlefield. Bellows kept unofficial ties to the International Red Cross but all of his attempts to interest the federal government in these international efforts proved futile. The prevailing philosophy that prohibited involvement with the Geneva Conventions was the result of a broad interpretation of the Monroe Doctrine of 1823. The Monroe Doctrine reaffirmed Washington's policy of non-intervention in European affairs and enunciated the principle that the United States could tolerate no intervention in the American continent by a foreign power. (Walker, 1980) The American government had long adhered to this policy and as long as the United States kept to this policy, participation in the Geneva Convention seemed impossible. After the end of the Civil War, the idea of humanitarian aid during war seemed to have been forgotten as the nation became increasingly absorbed in reconstruction and domestic affairs. There seemed to be little concern of events beyond the continental borders, and consequently very little interest in international agreements, and the feeling among America people that war would never touch their shores again. Should it break out in any other part of the world, most Americans were certain that it would be none of their affair. (Dulles, 1950; Moorhead, 1999) Meanwhile, the American Association for the Relief of the Misery of the Battlefield was disbanded in 1872. (Brown-Pryor, 1997; Moorhead, 1999)

The renewal of interest in the Red Cross was almost entirely due to the efforts of Clara Barton. She spent from 1877 to 1882 on achieving the goal of full American participation in Red Cross work, which meant not only establishing a National Society but also signing the Geneva Convention. (Dulles, 1950; Pryor-Brown, 1997)

At the beginning, her emphasis was on publicizing the Red Cross to Washington and the American people. The sense was that without a pressing national cause or international conflict that aroused deep sympathy, the Red Cross would be seen as unnecessary. Convinced that without an immediate practical application, the Red Cross would never succeed in America, Barton included disaster relief as an added practical service of the Red Cross organization. She slowly gained supporters and spread the word to the politicians and the general public about the Red Cross. (Brown-Pryor, 1997; Moorhead, 1999)

After years of lobbying, an American branch of the International Red Cross was established in 1881. This practical move seemed necessary for the purpose of having a body to handle business matters once the treaty was signed, and it would keep the movement visible until the administration took action. Until this point, Barton had concentrated mainly on securing treaty ratification and then once the treaty was signed, she would establish a national association. However, she changed her strategy and believed that the cause needed additional support. Those who had shown a particular interest in the Red Cross were invited to meet on May 21, 1881 at the home of Senator Omar D. Conger of Michigan. Twenty-two people became charter members of the American Red Cross that night. They were a diverse group, ranging from prominent politicians to old personal friends of Barton. Absent, however, were any society figures or old established families. Barton, who always referred to her own background as “humble”, felt uncomfortable in such circles though she recognized the benefits well connected people could bring to an organization. It was significant that at a time when the wealthy had a growing interest in philanthropy, none of the charter members of the Red

Cross were members of Washington's elite. Barton never attracted this element of the society to the cause. (Brown-Pryor, 1997)

The constitution that the charter members adopted and signed for the American Association of the Red Cross on May 21, 1881 reflected goals that were much the same as those adopted by the American Association for Relief of Misery of the Battlefield fifteen years earlier. These goals were as follows:

"to secure adoption of the Treaty of Geneva in the United States; to gain official recognition of the new society by the United States government; to organize a national system of relief; and to cooperate with other national Red Cross societies." (Brown-Pryor, 1997, p.205)

The group met again a few weeks later, at which time Barton was elected president. The U.S. Secretary of State at the time, James G. Blaine welcomed the news of the organization's founding and the future of the American Red Cross seemed assured. (Brown-Pryor, 1997)

Some problems came up while the new organization was trying to gain legitimacy. Several rival organizations appeared that also claimed to be seeking American accession to the Geneva Conventions. One organization in particular was the Women's National Relief Association, also known as the Blue Anchor. What added to the rivalry of this organization was that the founders, Hannah Shepard and Fanny Atwater, had once been supporters of Barton but had grown upset and disillusioned with Barton. However, the International Red Cross gave their support to Barton's group, which gave them the edge they needed against the Blue Anchor, which slowly fell a part

after the United States ratified the Geneva Conventions in 1882 and incorporated the American National Red Cross. (Brown-Pryor, 1997; Moorhead, 1999)

The United States Senate ratified the Geneva Convention on March 16, 1882. The ratification of the Treaty of Geneva was an enormous triumph for Clara Barton who turned sixty-one in 1882. (Brown-Pryor, 1997, p.219) In addition, on June 6, 1900, President William McKinley signed a bill that incorporated the American National Red Cross and gave a measure of protection to its insignia. (Brown-Pryor, 1997, p.325)

Geneva Conventions

The history of the Red Cross is linked to the Geneva Conventions and for this reason it is imperative to this study that one understands what the Geneva Conventions are and how they connect with the Red Cross.

The Battle of Solferino and what took place after this battle could be considered the beginning of the Red Cross Movement and the instigator for the Geneva Conventions. Some historians call the Battle of Solferino, which took place in June of 1859 in Italy between the Austrians and the Franco-Italian forces, one of the bloodiest of the 19th century. The sheer number of wounded men overwhelmed the inadequate military medical service and thousands were left to die on the battlefield. Henry Dunant, a Swiss businessperson travelling through the area, witnessed the suffering of the wounded and organized the local people to offer medical help (McCoubrey, 1998; Pictet, 1985; Ramsbotham & Woodhouse, 1996) McCoubrey reports that Dunant whose own political beliefs were on the side of the French, put aside his own beliefs to care for the wounded of both sides (McCoubrey, 1998, p.17). This action established impartiality as one of the

founding principles of the International Humanitarian Law and the International Committee of the Red Cross (McCoubrey, 1998).

Dunant wrote “A Memory of Solferino” in September of 1862, about his personal experience and in his memoir he made a two-fold proposal. He proposed that in every country a volunteer relief society be formed which would prepare itself during peacetime and assist the army’s medical service in the event of a war. Secondly, he proposed that the various states meet in a congress and adopt an inviolable international principle, guaranteed and sanctioned by convention to provide legal basis for protection of military personnel and hospitals. The first part of this proposal led to the creation of the Red Cross and the second to the Geneva Conventions which linked the two forever (Pictet, 1985; McCoubrey, 1998).

In October of 1863, an international conference at Geneva involving sixteen countries agreed to support the establishment of an organization for the relief and assistance of the war wounded. The Committee of Five became the organizing body of the International Committee of the Red Cross (McCoubrey, 1998; Pictet, 1985).

Structure of the Red Cross

Along with the history of the Red Cross, this literature review explains the structure of the Red Cross at the national, international and local levels.

American Red Cross

The American Red Cross (ARC) is affiliated with the International Committee of the Red Cross, and the International Federation of Red Cross Societies, and operates under the provisions of neutrality originally established by the Geneva Convention of 1864. Its charter obligations are to furnish volunteer aid to the sick and wounded soldiers

and to serve as a medium of communication between people of the U.S. and their family in the service. Furthermore, charter obligations are to carry on programs of national and international relief during times of peace, to mitigate the sufferings of natural disasters and to carry on measures to prevent such suffering. It is at once closely associated with government in the promotion of these objectives and independent in organization, wholly supported by private contributions. (Dulles, 1950)

The ARC has more than 1300 local chapters, over 32,000 paid staff members and nearly 1.4 million volunteers nationwide. As a private, nonprofit humanitarian organization, the ARC functions independently from governments but works closely with governments at the local, state and federal levels during times of major crises, particularly during major disasters and wartime (Lake, 1997).

Volunteer leaders at both the national and the local levels help to determine local ARC services and programs based on community needs. An all-volunteer Board of Governors sets national ARC policies under which chapters across the country operate (Lake, 1997).

The ARC has adopted six goals as part of its Corporate Mission, among these goals are what is termed as “should services” and “must services”. The difference between these two is that must services hold a higher priority than should services. Must services include, “opportunities to support the International Red Cross Movement and its Fundamental Principles.” It is in the same service category as disaster relief and First and CPR education and these are considered of higher priority than the following “should services”.

Should services include, “information and training on International Humanitarian Law. (American National Red Cross, 1995) The should service of disseminating information about International Humanitarian Law needs is to be prioritized after must services are secured. It is in the same category as HIV/Aids education and Water safety. (American National Red Cross, 1995)

Structure of Red Cross in state of study

The Red Cross in the state where this research was conducted has its own structure. The basic building blocks are the 41 individual local chapters, which have the responsibility to support the mission, goals and objectives of the American Red Cross, which are consistent with the Fundamental Principles of the International Red Cross Movement. The Chapters are responsible to their clients and donors to deliver must and should services in their chapter jurisdiction. (Red Cross Training Manual, 1997)

There are six Resource Networks (RNs) that are made up of chapters who work collaboratively to optimize the use of resources in training, exchange of information strategies and in providing services. Each Resource Network has an assigned administrative chapter. (State Service Plan, 1998)

Red Cross at the International Level

The aims of the International Committee of the Red Cross (ICRC) are to uphold the fundamental principles of the Red Cross. This means that the ICRC has the responsibility to act in its capacity as a neutral institution to provide protection and assistance to military and civilian victims of war. Additional responsibilities include to serve in humanitarian matters as a neutral intermediary between parties; ensure application of the Geneva Conventions and carry out the tasks entrusted to it by them.

These tasks are to visit prisoners of war and internment camps, transport and distribution of relief, to relate information to families, and to search for missing people. Furthermore, the ICRC contributes to the training of personnel and development of medical equipment; and promotes the development and dissemination of international humanitarian law. (Yearbook of International Organizations, 2000)

The structure of the ICRC has several parts. First there is the Committee, composed of up to 25 Swiss members and they meet in an assembly ten times a year. Then there is the Executive Board, consisting of seven members, they meet once a week. Their headquarters is located in Geneva, Switzerland where there are approximately 65 employees. The financial backing for the ICRC comes from voluntary contributions from High Contracting parties to the Geneva Conventions and European Commission, national Red Cross and Red Crescent Societies, contributions from individuals and private donors, as well as gifts and bequests. (Yearbook of International Organizations, 2000)

The International Federation of Red Cross and Red Crescent Societies was founded on May 5, 1919 as the League of Red Cross Societies (LORCS) on the initiative of Henry P. Davidson, one of the leaders of the American Red Cross. The name changed in 1983 to League of Red Cross and Red Crescent Societies. The current name was adopted in 1991. Together with the International Committee of the Red Cross (ICRC), and all the Red Cross and Red Crescent Societies officially recognized, the Federation is a constituent part of the International Red Cross and Red Crescent Movement. (Yearbook of International Organizations, 2000)

The broad mission of the Federation is to improve the situation of world's most vulnerable people, provide assistance without discrimination as to nationality, race, religious beliefs, class or political opinions. The Federation provides humanitarian assistance to people affected by natural disasters or other emergencies and development assistance to empower vulnerable people to become self-sufficient. (Yearbook of International Organizations, 2000)

The structure of the Federation consists of the General Assembly, which includes delegates from the National Societies. They meet every two years. Then there is the Executive Council, consisting of 26 members elected for four years, including the Federation's President and Vice-President. In addition, there is the Permanent Secretariat of the Federation, which is composed of Divisions and Departments dealing with the various activities in which National Societies are permanently engaged. There are 14 Regional delegate and 47 Country Delegates. The Federation employs approximately 255 staff in Geneva, in the field some 400 International Delegates and over 1400 locally recruited staff; combined staffing of national member societies 280,000 paid and about 23 million volunteers. (Yearbook of International Organizations, 2000)

Almost every independent nation has established its own national Red Cross or Red Crescent society. Although these societies operate independently they must adhere to the fundamental principles of the Red Cross and assist each other when needed. The ICRC and the Federation are supported by the national societies, including the American Red Cross, who provide funds, technical assistance, and trained international delegates for relief and development operations throughout the world (Chapter Manger Manual, 1997).

Managing Complexity

The Red Cross, with its international scope and multi-leveled structure at the national and local levels can be viewed as a large, complex, top-down structure. The following provides insights into techniques used to manage such complex strategies and structures.

As strategies and organizations become more complex and sophisticated, managers are beginning to replace their concentration on issues of strategy and structure with a focus on the details of managing people and process. Many companies ability to respond quickly or flexibly to change has become paralyzed by structural or strategic complexity. According to Bartlett and Ghoshal,

“the critical strategic requirement is not to devise the most ingenious and well coordinated plan but to build the most viable and flexible strategic process; the key organizational task is not to design the most elegant structure but to capture individual capabilities and motivate the entire organization to respond cooperatively to a complicated and dynamic environment.” (Bartlett & Ghoshal, 1990)

Successful managers have learned to stop searching for the perfect structure to impose on the company from the top down. They focus instead on the challenge of encouraging employee participation and commitment. In turn, they focus on building the organization rather than simply installing a new structure. (Bartlett & Ghoshal, 1990)

For a prevailing company vision, the organization must carefully craft and clearly articulate with continuity and consistency the shared vision. Having clarity of expression helps to make the organizational objectives understandable and meaningful and

continuity of purpose underscores the vision's enduring importance. Consistency of application across business units and geographical boundaries helps to ensure uniformity throughout the organization. But formulating and communicating a vision cannot succeed unless individual employees understand and accept the company's stated goals and objectives. Problems at this level are more often related to receptivity than to communication. (Bartlett & Ghoshal, 1990)

Local Interest in International Issues

Foreign news coverage in the United States has declined sharply since the 1970s according to Hodge.(1995) This trend could possibly be attributable to the belief that Americans seem to be less interested in news developments outside of this country. According to many editors, the reason for such disinterest is that since the end of the Cold War there have been fewer news developments that pose a threat to Americans. (Hodge, 1995)

The assumption is that lagging public interest explains the shrinkage in media attention. One explanation could be that news consumers register less interest in traditional state-to-state affairs and in regional or ethnic conflicts that seem to lack wider significance. To the general public, much of foreign news seems confusing and without sufficient significance to their own lives. (Hodge, 1995)

The shifting news agenda is another reason cited for less public interest. Possibly, security is seen as more interesting than economics, which is now the focus of much U.S. policy overseas. Television as the medium of communications for the general public is yet another contributing factor. Television's emphasis on dramatic images and short narratives, along with the battle for audiences amid numerous choices of outlets all work

against the foreign news. Hodge suggests that media proprietors may be more the problem than changes in news or technology or public attention. Editors are looking for local implications that would increase the relevance of foreign news for their audiences. (Hodge, 1995)

There is no consensus on whether the decline in public attention and media coverage of foreign affairs is cause for alarm. Even if one accepts that the country's international relations will remain in the hands of a small, informed establishment with the tacit consent of a relatively indifferent public, some informed observers raise a warning. While the public may at this particular time is not showing a great deal of interest in foreign affairs, the reporting by the media still has an impact on the power structure. (Hodge, 1995)

The literature review provides a basis on which to understand this case study. Understanding the historical significance of the Geneva Conventions and its link with the Red Cross helps to clarify for the reader how these two entities are forever bound together. Out of the Geneva Conventions and the ICRC came the American Red Cross, with the help of many leaders throughout history both nationally and internationally. According to the mission of the Red Cross, local chapters have a responsibility to share the history and international movement information and to provide opportunities for their communities to become involved. However, the Red Cross is a structurally and strategically complex organization, and this poses a challenge to have all the different levels working together towards this common goal. Another challenge becomes the interest level of local communities in international issues.

Chapter Three

Methodology

This chapter explains the research design of this study and describes the participants involved. The measurement instrument is outlined, describing the focus of each section: level of knowledge, level of interest, community resources, and demographics. The last section discusses how the researcher dealt with the issue of subject protection.

Research Design

This case study used the rational program-planning model developed by Kahn and the concept of community capacity building developed by McKnight and Kretzman. Using these models as the conceptual framework, the researcher developed a four-page qualitative and quantitative questionnaire that was sent to all the Red Cross Chapter Mangers in a Midwestern state. The survey was designed to assess the interest level, knowledge level and resources available for internationally focused programs and activities for Red Cross staff, volunteers and community. (See Appendix A)

This project was based on American Red Cross Standards of Excellence, which require states to provide opportunities for the community to support the International Red Cross movement and to disseminate information about International Humanitarian Law. (Standards of Excellence, 1997)

Research Questions

- To what extent are the local Red Cross Chapters and communities perceived by the Chapter Managers to be knowledgeable about the Red Cross Movement and International Humanitarian Law?
- To what extent are the local Red Cross chapters and communities perceived by the Chapter Managers to be interested in international issues?
- What resources are perceived by Chapter Managers to be available in the communities that could provide potential support for internationally focused community education programming and activities?

Participants

The entire universe of Chapter Managers in the state was included in this study. There were forty-one surveys sent to the Chapter Manager. Depending on the size of the chapter, the managers are either paid employees or volunteers. The duties of the Chapter Manager vary depending on the size of the chapter but most commonly the responsibilities include, financial and human resource management, as well as program coordination, oversight and evaluation.

The survey packet included a letter from the state Director of Disaster Services who encouraged participation, a cover letter from the principal investigator explaining the research purpose, assurance of anonymity and confidentiality, and the research instrument. A reminder letter was sent out ten days later to all the chapter managers urging those who had not responded yet to complete the survey. The only tasks required of the respondents were to read the information in the survey packet, answer the questions as accurately as possible, and to send the survey to the researcher using the self-addressed stamped enveloped provided.

Measurement Instrument

The survey instrument was designed to address each of the three research questions using both quantitative and qualitative questions. (See Appendix A) The survey used a “Likert Scale” design to measure the perception of chapter managers about the interest level of local chapters’ staff, volunteers and community members on international issues and the knowledge level of the same groups on the Red Cross Movement and International Humanitarian Law. In addition, the survey included a community resource inventory checklist to assess the chapter managers’ perception of community resources (physical, economic and human) that might be available. This resource inventory checklist was based on the conceptual work of John McKnight. (Kretzman & McKnight, 1993)

There was one qualitative question that asked the respondents to state their perception of why their chapter and community either had a low, moderate or high level of interest in international issues. Demographic data was also gathered about each respondent and their chapter community.

Level of Knowledge

The survey began by asking the chapter manager for their perception about the knowledge level of the staff, volunteers and community of the Red Cross and Red Crescent Movement. The respondents were given the option to choose broad knowledge, some knowledge, little knowledge or no knowledge. There were three sections under this first question, one for each of the following: knowledge level of staff, knowledge level of volunteers, and knowledge level of community. For the section measuring the staff, the option of not applicable was also given, for there are chapter managers who are volunteers and not paid staff.

The second question asked the chapter manager for their perception on the knowledge level of the staff, volunteers and community on International Humanitarian Law. This question was designed just like the first question with each the staff, volunteers and then community measured separately.

Level of Interest

The third question asked the Chapter manager for their perception of the interest level of the staff, volunteers and then community on international issues. The question used the Likert Scale design similar to the first two questions but the options to choose from were, strong interest, little interest, some interest and no interest.

The only qualitative question in the survey was put in to assess why the chapter manager perceived there to be strong interest, some interest, little interest or no interest in international issues. The question asked the chapter manager to assess the interest level overall of the staff, volunteers and community. This gave the respondent a chance to explain their responses in question number three.

Survey question number four gave the respondent a choice to either continue to the next question or skip to the last question depending on if they agreed with question or not. The question asked the chapter manager what their belief was on whether their chapter needed to offer more international education program and activities. If they agreed that their chapter did need to offer more international programs and activities then they should proceed to the next question. If they did not think their chapter needed to offer more international programs and activities they were asked to skip to the last question. In the measurement of this question, it was assumed that if the respondent went on to the next question they believed their chapter needed more programs and activities

on international issues. If they skipped to the last question it was assumed that they didn't believe more international programs and activities were necessary.

Community Resources

Survey questions six, seven and eight were developed with the framework of community capacity building and community assets in mind. These questions asked the respondent to mark all the groups in their community that could potentially provide physical, economic or human resources for internationally focused education programs and activities in their chapter.

The terms physical, economic and human resources were defined under each question. The lists of options for both physical and economic resources were the same. They were geared towards organizations such as public schools, internationally focused organizations, libraries and so on. There was also an option to provide other resources not mentioned in the list. For human resources, the options were modified to include Red Cross volunteers, educators, student interns and so on. The choices were more geared toward individual people rather than organizations.

Demographics

The demographics section was put at the end of the survey as it was believed by this researcher that respondents are more apt to fill out the demographics section placed at the end of a survey because by the time they get to it, they have already finished the rest of the survey and are more committed.

There were seven questions of demographic information. First the respondents were asked questions about themselves such as how long they had been involved with the Red Cross, how long they had been Chapter Manager, their sex and their age. The last three questions asked for information about their chapter such as how many counties

were served by their chapter, and the approximate population of the chapter service area. The last part asks the respondent to describe the geographical area that their chapter serves by checking off all that apply from a list with the choices rural, suburban, urban, town and village.

Subject Protection

This research project went through a review by the Institutional Review Board of Augsburg College. The project was not dealing with vulnerable populations and there was not much risk to the participants involved in the study. Even with this limited risk, the researcher took precautions to get informed consent of the participants and also to ensure confidentiality.

A cover letter was sent along with the survey that explained the project and what was expected of the respondents. The letter told the recipients that participation was voluntary and that their decision would not affect their relationship with Augsburg College or the American Red Cross. They were also told that they could skip any questions in the survey and still remain in the study.

Chapter Four

Findings

This chapter reports the findings displayed in both narrative and visual format. There were forty-one surveys sent out and thirty-two (78%) were returned. The results for each question in the survey are reviewed beginning with the demographic information.

Demographics

There were seven questions in the demographic section. The first four questions asked the respondents about themselves, such as their age and gender group, how long they have been involved with the Red Cross and the length of time as Chapter Manager. The last three questions asked about the geographic region of the chapter such as the number of counties, population and geographic description of the region.

Characteristics of respondents

In response to the question of gender, twenty-eight (90%) of the respondents were female, and 3 (10%) were male and one person didn't respond. The total was reduced from 32 to 31 for one respondent skipped this question. (See Table 1)

Table 1. Gender of respondents

Gender	Total Responses
Female	28 (90%)
Male	3 (10%)

N=31

The highest percentage (47%), of the respondents were between the ages of forty-one and fifty-four. The second highest percentage (40%), were those fifty-five and older. About 13% were under the age of forty and 87% were over the age of forty. Two skipped this question, which reduced the total to 30. (See Table 2)

Table 2. Age of Respondents

Age	Total Responses	Percent %
55+	12	40
41-54	14	47
31-40	2	6.5
Under 30	2	6.5

N=30

Service with the Red Cross

Forty four percent of the respondents have been involved with the Red Cross for 11 years or more. Ten respondents have been involved for one to five years, six respondents for six to ten years, and two respondents for less than one year. More than 60 % of respondents had been with the Red Cross for more than five years.

(See Table 3)

Table 3. General Involvement with Red Cross

Length of Time	Total Responses	Percent %
11+years	14	44
6 to 10 years	6	19
1 to 5 years	10	31
>1 year	2	6

N=32

Eleven respondents have been Chapter Managers for at least four to eight years. Ten of the respondents have been Chapter Manager from one to three years. There were five respondents who have been Chapter Manager for less than a year and also five who have had the position for nine years or more. Slightly more than half of the respondents had been Chapter Manager for four years or more. One person didn't answer this question which reduced the total to 31. (See Table 4)

Table 4. Length of time as Chapter Manager

Length of Time	Total Responses	Percent %
9+years	5	16.5
4 to 8 years	11	35
1 to 3 years	10	32
>1 year	5	16.5

N=31

Geographic Description

In this section, respondents were instructed to choose all answers that applied to describe the geographic location of the region their chapter serves. Nine respondents described their geographic location as only rural compared to two respondents who described their location as only urban.

Twenty-one respondents checked off either rural, town or village, or a combination of these three to describe their geographic location and of these 21, nine people checked only rural. Furthermore, the approximate population of the chapter area was between 6250 to 100,000 persons.

Two respondents checked only urban to describe their geographic location and nine more checked off a combination of urban, rural, suburban, town and village. The approximate population of the chapter area was reported to be between 15,000 to 2 million.

In summary, the majority of the respondents described their chapter area as a combination of rural, town and village with a population below 100,000 persons.

Knowledge of Red Cross Movement

The three components of the International Red Cross Movement are the International Committee of the Red Cross (ICRC), International Federation of the Red Cross Societies (IFRC), and about 176 National Societies around the world. The movement can be described as all the activities these three components engage in at the international, national and local levels.

The survey began by asking the Chapter Manager for their perception about the knowledge level of the staff, volunteers and community on the Red Cross Movement. The respondents were given the option to choose broad knowledge, some knowledge, little knowledge or no knowledge.

The results show that 96% of the Chapter Managers perceived the staff to have broad knowledge to some knowledge of the Red Cross Movement. In response to the knowledge level of volunteers, 88% perceived them as having some to little knowledge and 91% of the respondents felt the community had little to some knowledge.

Note: There are chapter managers who are volunteers and not paid staff. They checked off “not applicable” and for this reason the total number of responses for the staff has been reduced in the next three tables. (See Table 5)

Table 5. Knowledge Level on Red Cross Movement

	Broad Knowledge		Some Knowledge		Little Knowledge		No Knowledge	
	N	%	N	%	N	%	N	%
Staff N=23	6	26%	16	70%	1	4%	0	0%
Volunteers N=32	3	9%	20	63%	8	25%	1	3%
Community N=32	1	3%	7	22%	22	69%	2	6%

International Humanitarian Law

International Humanitarian Law provides protection for wounded combatants, medical personnel, prisoners of war, and civilians during times of armed conflict and war. IHL and the International Committee of the Red Cross (ICRC) were established at the Geneva Conventions in 1864.

Survey question number two asks the Chapter Managers for their perception on the knowledge level of the staff, volunteers and community of International Humanitarian Law. Again, the respondents were given the option to choose broad knowledge, some knowledge, little knowledge or no knowledge.

The results show that 74% of the staff were perceived to have some to broad knowledge of International Humanitarian Law. For volunteers, 81% of the Chapter Managers perceived them to have little to some knowledge and thirty (94%) of the respondents felt the community had little to no knowledge.(See Table 6)

Table 6. Knowledge Level on International Humanitarian Law

	Broad Knowledge		Some Knowledge		Little Knowledge		No Knowledge	
	N	%	N	%	N	%	N	%
Staff N=23	3	13%	14	61%	5	22%	1	4%
Volunteers N=32	0	0%	10	31%	16	50%	6	19%
Community N=32	0	0%	2	6%	20	63%	10	31%

Interest in International Issues

The second survey question asks to what extent are Red Cross chapters and communities perceived to be interested in international issues. The Chapter Managers were asked about their perception of the interest level of the staff, volunteers and community in international issues. The respondents were given the option to choose strong interest, some interest, little interest or no interest.

The results show 96% of the staff have at least some or strong interest in international issues. The volunteers were perceived by 85% of the Chapter Managers as having little to some interest in international issues and 81% felt the same about the community. Sixteen percent of the Chapter Managers felt the community had no interest and only three percent felt the community had strong interest. (See Table 7)

Table 7. Interest Level in International Issues

	Strong Interest		Some Interest		Little Interest		No Interest	
	N	%	N	%	N	%	N	%
Staff N=23	5	22%	17	74%	1	4%	0	0%
Volunteers N=32	3	9%	12	38%	15	47%	2	6%
Community N=32	1	3%	9	28%	17	53%	5	16%

Twenty seven (95%) of the respondents answered question number four which asked the Chapter Manger to explain, why overall their chapter had either strong, some, little or no interest in international issues. Two respondents explained why their chapter had strong interest in international issues. The twenty-five other respondents explained why their chapter had little or no interest in international issues. To analyze the content of the answers to this qualitative question, the researcher grouped the responses into categories by similar themes.

The theme that eight (29%) of the respondents presented was that their chapter and community had little or no interest in international issues because they were small, rural or isolated communities. One respondent said, “This is a small community with much of the focus community based. Overall, there is little interest or knowledge in international affairs not just with the Red Cross but in general.” Another respondent replied, “ We are a small chapter and the international issues do not have a large impact on our chapter.”

Two of the respondents explained why their chapters have a strong interest in international issues. “This chapter has always had a strong interest with several key leadership volunteers desiring major involvement – especially in IHL.” “Our paid staff and volunteers have indicated a strong interest even though the knowledge level is low. Our community is diverse enough to have some interest.”

Furthermore, four (15%) of the respondents said that a lack of education of the community, local Red Cross Board, staff and volunteers on international issues and the involvement of the Red Cross, explains the lack of interest in international issues. “Some or little interest or knowledge due to lack of education in this area.

How can one be interested in an unknown or little known subject?” responded one participant.

Three (11%) respondents stated their reason for lack of interest was inadequate resources and staffing. One respondent explained, “There is so much work to do in your own chapter that it becomes difficult to work on outside issues also. I am very interested in outside issues, but non profit agencies work with a skeleton crew, therefore time and priorities become the number one concern.”

Another three (11%) respondents stated that the lack of media attention to international news. “Many efforts extended by the Red Cross are not published locally. Unless an issue is supported by the local chapters it loses significance.”

The other seven responses were varied and didn’t fit into the above themes. The responses included such statements as, “It doesn’t apply to our community” and “Had one volunteer that was very interested – otherwise no interest.” Another respondent stated, “Lack of knowledge or interest. Busy lives in a socioeconomic struggle to achieve. Lack of understanding of global participation.”

In addition, survey question number five asks the respondents to decide whether they believe their chapter needs to offer more international education programs and activities or not. Twenty out of 32 Chapter Managers or 63% responded yes that they believe their chapters need more international programs and activities. Twelve of the 21 (57%) respondents who checked off rural as a geographic descriptor, responded yes that their chapter does need more international programs and activities. Of the eleven who checked off urban as a geographic descriptor, 9 (81%) responded yes to the same question.

Community Resource Inventory

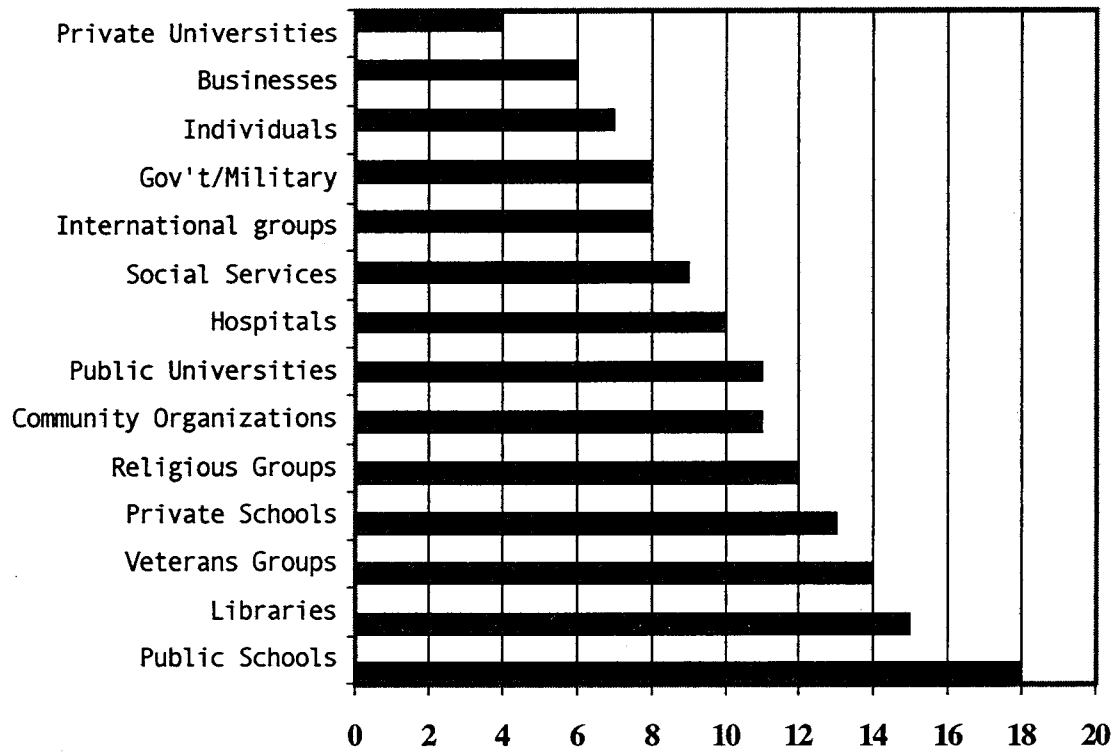
The next section of the survey is an inventory of the resources perceived to be available in the communities that could provide potential for support for internationally focused community education programming and activities. The respondents were asked to mark all of the possible community resources (physical, economic, and human) that could support international education programs and activities.

Physical resources

Physical resources was defined in the survey as any resource that could provide such things as access to classroom space, overhead projectors, televisions and VCR, chairs and tables etc. There were fourteen resources to chose from and for physical resources, public schools (18), libraries (15), veterans groups ((14), private schools (13) and religious organizations were the top five responses. (See Figure 8)

Figure 8.

Community Physical Resources
N=20

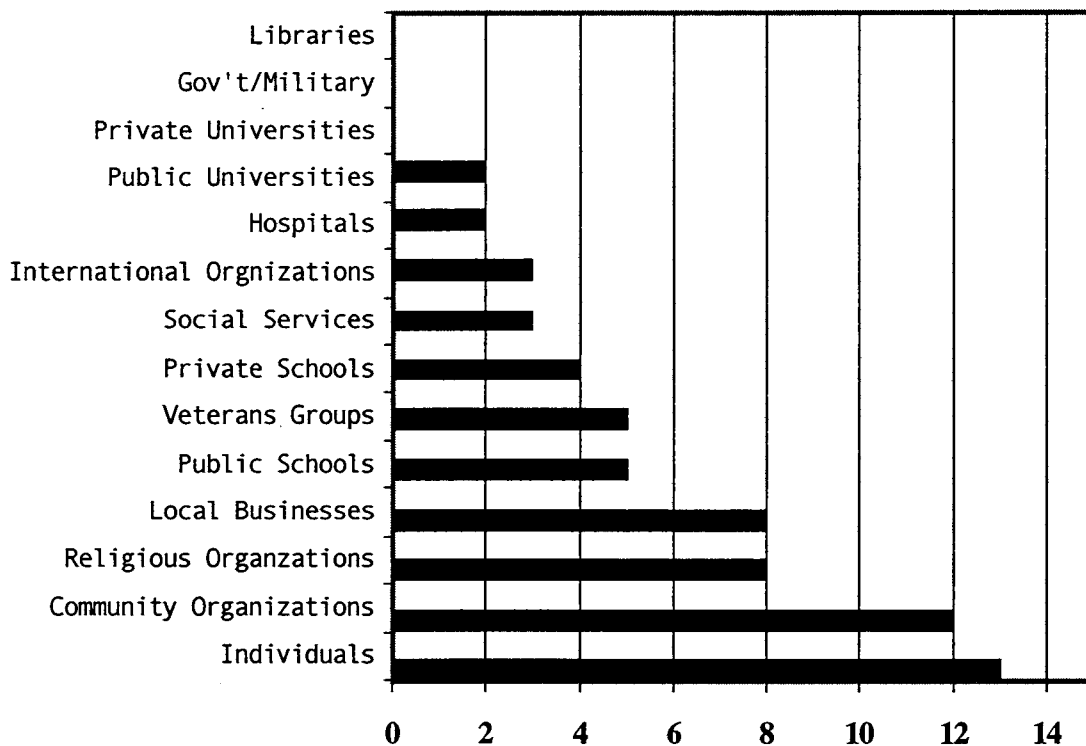


Economic Resources

Economic resources were defined in the survey as any resources that could provide such things as access to fundraising opportunities, in-kind or cash donations etc. There were fourteen resources to choose from and the top five resources chosen for possible economic assistance were individual community members (13), community organizations (12), religious organizations (8) and business (8).

(See Figure 9)

Figure 9. Community Economic Resources
N = 20

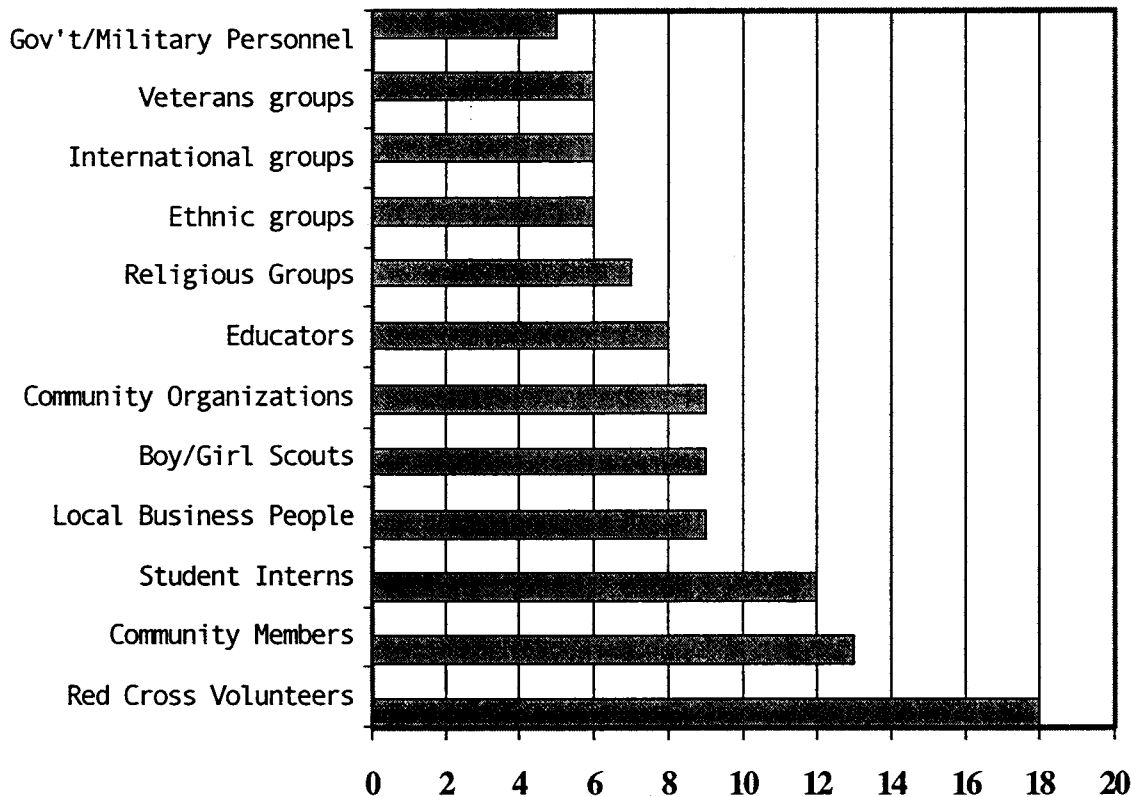


Human Resources

Human resources were defined in the survey, as any people who could be potential volunteers for projects, community presenters, community organizers, consultants, etc. Of the twelve resource options, the top seven responses were Red Cross volunteers (18), individual community members (13), student interns (12), local business people (9), community organizations (9), Girl and Boy Scout Troops (9), Educators (8). (See Figure 10)

Figure 10.

Community Human Resources
N = 20



Chapter Five

Discussion

The rationale for this case study was exploration of the feasibility and interest in international programming for local Red Cross chapters in a midwestern state. The survey was designed to explore the knowledge base, interest level and resources available in the local Red Cross chapters for international programming. In this final chapter, the findings are summarized, the strengths and limitations are discussed, as well as, implications for practice and further research.

Summary of Findings

Interest in International Issues

The staff were perceived by 96% of the Chapter Mangers as having some to strong interest in international issues. The volunteers (85%) and community (81%) were both perceived to have some to little interest in international issues. These findings were to be expected for the staff would be more likely to have access to the knowledge and information about the international scope of the Red Cross organization.

A large percentage (95%) of the respondents answered the survey question, which asked the Chapter Manger to explain why the staff, volunteers and community had strong, some, little or no interest in international issues. Twenty nine percent of the responses stated their chapters had little interest in international issues because they were small, rural chapters and international issues did not affect them. These responses agree with the demographic information that found 67% of the respondents described their chapter community as a combination of rural, town and village with a population under 100,000 person.

Furthermore, fifteen percent of the managers cited lack of education to be the major reason for low interest in international issues. The statistical knowledge level for volunteers and community supports this conclusion for the majority of the managers felt both the community and volunteers had little to some knowledge of both Red Cross Movement and International Humanitarian Law.

It was expected that most of the surveys that came out of rural areas would not support increased international programming. But the results show that more than half of the Chapter Managers from rural area chapters did support more international programming. As expected, the urban chapters (81%) supported increased programming.

We can also look to the literature review and the article by Hodge (1995) to draw significance to these findings. Hodge postulates the assumption that lagging public interest explains the shrinkage in media attention to international affairs and that to the general public, much of foreign news seems confusing and without sufficient significance to their lives. The findings agree with Hodge and indicate that people are less interested in international issues unless they directly affect their lives. However, the findings offer hope in the fact that even in rural areas Chapter Managers see a need for increased international programs. Furthermore, Hodge suggests that while the public may at this particular time may not be showing a great deal of interest in foreign affairs, the reporting of the media still has an impact on the power structure. (Hodge, 1995)

Knowledge of Red Cross Movement/International Humanitarian Law

The staff was perceived as having the highest knowledge level on the Red Cross Movement, 96% felt the staff had some to broad knowledge, and 74% felt the staff had some to broad knowledge of International Humanitarian Law. Over half of the Chapter

Mangers perceived the volunteers as having some knowledge of the Red Cross Movement and the other half of the Chapter Mangers felt the volunteers had only little knowledge of International Humanitarian Law. Over sixty percent of the Chapter Mangers perceived the community had little knowledge of both the Red Cross Movement and International Humanitarian Law.

Again these finding were to be expected for the staff have more opportunity than either the volunteers or the community to have access to information about the Red Cross Movement and International Humanitarian Law. Although, the Red Cross mandates that volunteers and the chapter community have opportunities to learn about and support the International Red Cross Movement and also to learn about International Humanitarian Law.

With the discussion of mandates comes the issue of organizational structure and complexity. In chapter two, we reviewed the topic of managing structurally and strategically complex organizations of which the Red Cross could be considered one. “Many companies ability to respond quickly or flexibly to change has become paralyzed by structural or strategic complexity”, according to Bartlett and Goshall. This concept could pertain to the Red Cross and how the structural complexity involved could be partly what hinders the ability of the organization to carry out all of its stated mandates.

Bartlett and Goshall also suggest that “the key organizational task is not to design the most elegant structure but to capture individual capabilities and motivate the entire organization to respond cooperatively to a complicated and dynamic environment.” In addition, they explore the need for management to focus on encouraging employee participation and commitment and to present a consistent vision. Problems at this level

are more often related to receptivity than to communication.(Bartlett & Ghoshal, 1990)

These insights could prove to be valuable for an organization as complex as the Red Cross, especially when dealing with local chapter initiatives around international programming.

Community Resource Inventory

For physical resources the top three choices were public schools (18), Libraries (15), and Veteran Groups, (14). The bottom three were individuals (7), businesses (6) and public colleges (4) but there is the possibility that these resources don't exist in some of the chapter communities.

For economic resources the top three were individuals (13), Community organizations (12), religious organizations (8). The bottom three were libraries, government/military and private colleges all registering zero votes and maybe these resources aren't available in many of the communities.

The top three for human resources were Red Cross volunteers (18), community members (13), student interns (12). The bottom three were international groups (6), veteran groups (6) and government/military personnel (5), again, these resources may not exist in some chapter areas.

We can draw on information from the community capacity building model of Kretzmann & McKnight (1993) to support the data gathered in the community resource inventory. As stated in the literature review, the assets of the community are the individuals, the associations and the institutions and part of the commitment of community building is to compile an inventory of these groups. Kretzmann and Mcknight suggest the idea of devising a map of these assets that would include a

compilation of the informal community, as well as, the formal institutions (such as schools, libraries and hospitals). The formal institutions provide the most visible part of the community map and McKnight emphasizes the importance of enlisting them in the process of community development.(Kretzmann & Mcknight, 1995) The results of the resource inventory are a combination of informal groups (such as individual community members, formal groups such as public schools and hospitals). This research gave one example of how a community resource inventory could be used to compile information useful for capacity building and program planning.

Demographics

The results show that the vast majority (90%) of the Chapter Managers who responded were female, and 87% of the respondents were over forty. In addition, the majority (63%) have been involved with the Red Cross for more than eleven years and over half have been Chapter Managers for between four and eight years. The majority of the respondents (67%) defined their geographic region as a combination of rural, town and village, with a chapter population under 100,000 persons.

Strengths and Limitations

This study relates to mandated Red Cross program standards that are in the process of being developed at the statewide and community level. A major strength of this study is the use of both qualitative and quantitative research methods. This used Kahn's approach to planning that emphasizes process more than outcomes. Kahn uses the concept of the "rolling plan", which he describes as "the long range or medium range plan, which is corrected regularly in its policy or its program aspects in the light of

experience and feedback.”(Kahn, 1969,pg. 331) This study could be considered part of the “rolling plan” for international programming of the Red Cross.

One of the limitations of survey was that only the perspective of the Chapter Manager was provided. This could detract from the reliability and validity of the survey results. Another limitation is that the Red Cross in the state of study began the process of restructuring the Standards of Excellence during the middle of this project. It is not known at this time what impact this will have on the study.

Implications for practice and further research

The American Red Cross requires each state to provide opportunities for their chapters and communities to support the Red Cross Movement. This research design could possibly be used as a model for other states to find out what is available in their communities.

The Red Cross does have a well-developed website that provides a wealth of information on the American Red Cross and also on the International Red Cross and Red Crescent Movement. The international programming could be improved by tapping into this technology and coming up with innovative ways to connect with some of the more rural and disenfranchised chapters. Making the information more accessible to the local community seems to be a key here. Knowledge at the local level of how the American Red Cross fits into the international movement begins with providing educational opportunities that are appropriate for each individual community.

Possibilities for further research could include surveying the chapter volunteers and community groups about their interest in international issues and knowledge on the Red Cross Movement and International Humanitarian Law. This survey would offer a

chance to hear feedback on how to best engage the chapter and community in international programs and activities from the perspective of chapter volunteers and community groups. Another topic of interest to the researcher is the whole concept of international social work and how it relates to the reality of social work as a local, community based profession. At an organizational level, I would like to see more studies done on local functioning of international organizations and the structures and techniques involved.

Conclusion

At one point in time, all the Red Cross Chapter Managers in a midwestern state were surveyed on their perception of the knowledge, interest level, and resources available in their communities for international programs and activities. The results indicated that in the majority of chapters the volunteers and community had little knowledge of the International Red Cross and even less knowledge about International Humanitarian Law, but the staff had higher levels of knowledge in both areas. In addition, there seemed to be little interest in international issues for a variety of reasons; including the belief that small, rural communities aren't affected by international affairs, a lack of resources and education around these issues. However, most of the Chapter Managers did support the need for increased international programs and a wealth of community resources were recognized as possibly having potential to help support international programs.

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Thank you for taking the time to complete and return this survey.

Answer the following questions by circling a number a number 1 through 4. Some questions have the option of NA = Not Applicable

1.) RED CROSS AND RED CRESCENT MOVEMENT

a. How would you rate the knowledge level of the paid staff of your chapter on the Red Cross and Red Crescent Movement?

(Broad Knowledge) (Some Knowledge) (Little Knowledge) (No Knowledge) (Not Applicable)
 1 2 3 4 NA

b. How would you rate the knowledge level of the volunteers of your chapter on the Red Cross and Red Crescent Movement?

(Broad Knowledge) (Some Knowledge) (Little Knowledge) (No Knowledge)
 1 2 3 4

c. How would you rate the knowledge level of the community on the Red Cross and Red Crescent Movement?

(Broad Knowledge) (Some Knowledge) (Little Knowledge) (No Knowledge)
 1 2 3 4

2.) INTERNATIONAL HUMANITARIAN LAW AND THE ROLE OF THE RED CROSS

a. How would you rate the knowledge level of the paid staff of your chapter on International Humanitarian Law and the role of the Red Cross?

(Broad Knowledge) (Some Knowledge) (Little Knowledge) (No Knowledge) (Not Applicable)
 1 2 3 4 NA

b. How would you rate the knowledge level of the volunteers of your chapter on International Humanitarian Law and the role of the Red Cross?

(Broad Knowledge) (Some Knowledge) (Little Knowledge) (No Knowledge)
 1 2 3 4

c. How would you rate the knowledge level of the community on International Humanitarian Law and the role of the Red Cross?

(Broad Knowledge) (Some Knowledge) (Little Knowledge) (No Knowledge)
 1 2 3 4

3.) INTERNATIONAL ISSUES

a. How would you rate the interest level of the paid staff of your Red Cross Chapter in international issues?

(Strong interest) (Some Interest) (Little Interest) (No Interest) (Not Applicable)
1 2 3 4 NA

b. How would you rate the interest level of the volunteers of your Red Cross Chapter in international issues?

(Strong Interest) (Some Interest) (Little Interest) (No Interest)
1 2 3 4

c. How would you rate the interest level of the community in international issues?

(Strong Interest) (Some Interest) (Little Interest) (No Interest)
1 2 3 4

4.) Overall, please explain why you think your chapter (paid staff, volunteers and community) has strong, some, little or no interest in international issues?

5.) Do you believe your chapter needs to offer more international education programs and activities?

- If yes, continue to question # 6 on page 3.
- If no, skip to question # 9 on page 4.

- 6.) **Put a check mark next to all the groups in your community that could potentially provide physical resources* for internationally focused education programs and activities in your chapter. (Check all that apply)**

* *Physical resources = any resource that could provide such things as access to classroom space, overhead projectors, televisions and VCR, chairs and tables etc.*

- | | |
|---|--|
| <input type="checkbox"/> Public schools (Elementary & Secondary) | <input type="checkbox"/> Hospitals |
| <input type="checkbox"/> Private schools (Elementary & Secondary) | <input type="checkbox"/> Businesses |
| <input type="checkbox"/> Public Universities & Colleges | <input type="checkbox"/> Government/Military |
| <input type="checkbox"/> Private Universities & Colleges | <input type="checkbox"/> Social Services |
| <input type="checkbox"/> Internationally focused Organizations | <input type="checkbox"/> Community Orgs. |
| <input type="checkbox"/> Veterans groups | <input type="checkbox"/> Libraries |
| <input type="checkbox"/> Individual Community Members | <input type="checkbox"/> Religious Organizations |
| <input type="checkbox"/> Others: (Please Specify) _____ | |
-

- 7.) **Put a check mark next to all the groups in your community that could potentially provide economic resources* for internationally focused education programs and activities in your chapter. (Check all that apply)**

* *Economic Resources = any resource that could provide such things as access to fundraising opportunities, in-kind donations or cash donations etc.*

- | | |
|---|--|
| <input type="checkbox"/> Public schools (Elementary & Secondary) | <input type="checkbox"/> Hospitals |
| <input type="checkbox"/> Private schools (Elementary & Secondary) | <input type="checkbox"/> Businesses |
| <input type="checkbox"/> Public Universities & Colleges | <input type="checkbox"/> Government/Military |
| <input type="checkbox"/> Private Universities & Colleges | <input type="checkbox"/> Social Services |
| <input type="checkbox"/> Internationally focused Organizations | <input type="checkbox"/> Community Orgs. |
| <input type="checkbox"/> Veterans groups | <input type="checkbox"/> Libraries |
| <input type="checkbox"/> Individual Community Members | <input type="checkbox"/> Religious Organizations |
| <input type="checkbox"/> Others: (Please Specify) _____ | |
-

- 8.) **Put a check mark next to all the groups in your community that could potentially provide human resources* for internationally focused education programs and activities in your chapter. (Check all that apply)**

* *Human resources = any people who could be potential volunteers for projects, community presenters, community organizers, consultants, etc.*

- | | |
|---|--|
| <input type="checkbox"/> Red Cross volunteers | <input type="checkbox"/> Boy Scouts/Girl Scouts |
| <input type="checkbox"/> Local business people | <input type="checkbox"/> Educators |
| <input type="checkbox"/> Government/Military personnel | <input type="checkbox"/> Student Interns |
| <input type="checkbox"/> Internationally focused groups | <input type="checkbox"/> Community Orgs. |
| <input type="checkbox"/> Veterans groups | <input type="checkbox"/> Religious Organizations |
| <input type="checkbox"/> Individual Community Members | <input type="checkbox"/> Ethnic groups |
| <input type="checkbox"/> Others: (Please Specify) _____ | |
-

9.) **Please answer the following demographic information.**
(Put a check mark next to the appropriate response)

How long have you been involved with the Red Cross?

- Less than 1 year
- 1 year to 5 years
- 6 years to 10 years
- 11 years or more

How long have you been Chapter Manager?

- Less than 1 year
- 1 to 3 years
- 4 to 8 years
- 9 years or more

What is your gender?

- Male
- Female

What is your age group?

- Under 30
- 31 to 40
- 41 to 54
- 55 and over

How many counties does your chapter serve? _____

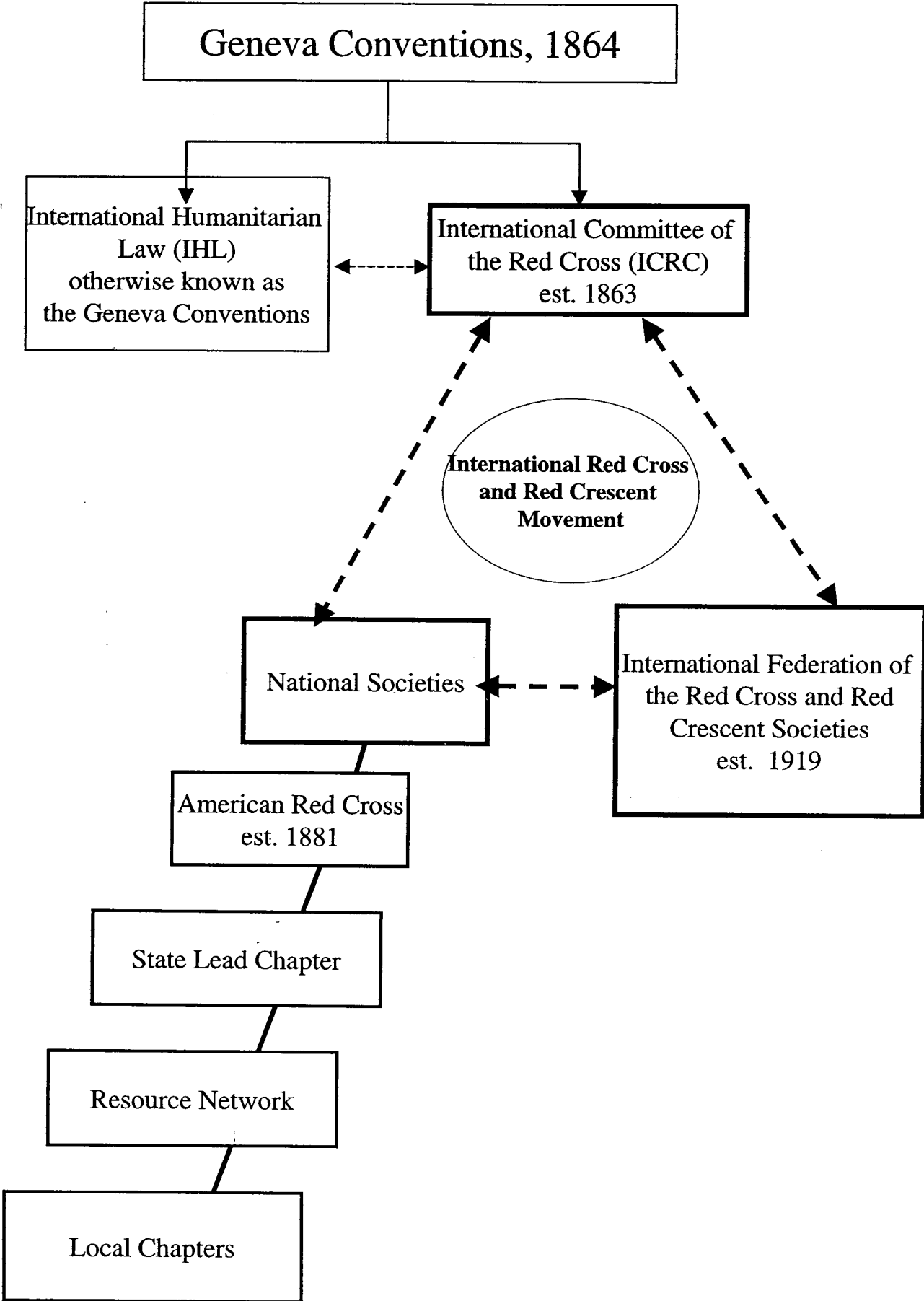
What is the approximate population of the area your chapter serves? _____

How would you categorize the area that your chapter serves: **(check all that apply)**

- Rural
- Suburban
- Urban
- Town
- Village

*Please use the self addressed stamped enveloped to return this survey by
04/07/00. Thank you for taking the time to participate in this study.*

IRB # 2000-19-3



AUGSBURG



C•O•L•L•E•G•E

MEMO

16 June 2000

To: Ms. Jennifer Bratsch

From: Dr. Sharon Patten, IRB Chair SKP
Phone: 612-330-1723

RE: Your IRB Application

Thank you for your response to IRB issues and questions. As we discussed over the phone earlier this year, your study was approved (IRB approval number 2000-19-3). Please use this number on all official correspondence and written materials relative to your study.

Your research should prove valuable and provide important insight into an issue in social work practice, planning, and policy. We wish you every success!

SKP:ka

cc: Clarice Staff, DSW, Thesis Advisor

DEPARTMENT OF SOCIAL WORK

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