The Bayer Center for Nonprofit Management at Robert Morris University works with nonprofit organizations to provide effective and practical management and governance tools, information, education and research that strengthen nonprofit missions and multiply all investments of time, talent and money in regional nonprofit organizations.

Our intensive and customized Management, Governance, Financial and Technology consulting services are designed to educate leaders and have resulted in:

- Higher functioning governing boards
- Enhanced financial planning and management
- Heightened brand awareness
- Increased partnerships and strategic alliances
- More effective approaches to fundraising
- A strategic approach to decision-making
- Better informed, evidence-based decisions for future directions
- More capable nonprofit leaders and organizations
- Effective management information systems
- Prudent software choices and website design

Source: Opinion piece co-written by 74% leadership, Pittsburgh Post-Gazette, April 13, 2012
A decade of research has consistently confirmed a persistent and troubling truth: the women who make up more than 70 percent of the regional nonprofit workforce are both under-paid and under-represented in the leadership of large organizations. The biennial Wage and Benefit Survey, a collaboration of the Bayer Center for Nonprofit Management (BCNM) at Robert Morris University and the United Way of Allegheny County since 2000, documented that women in the sector were earning 67 cents on the dollar in the survey’s first year. However, by 2010, they were only making 75 cents compared to the dollar earned by male counterparts—still below the national wage gap of 80 cents.

This focus on dollars and cents in the nonprofit paycheck inspired 74%: Exploring the Lives of Women Leaders in Nonprofit Organizations. Why 74 percent? Because 74 percent of the nonprofit workforce in Western Pennsylvania are women. For the approximately 225,000 of those employed in nonprofits in Allegheny and surrounding counties who are female, wage equity is not a reality.

The Bayer Center has led the 74% initiative, built upon extensive research and conversations that began in 2008. Since then, we have conducted surveys, interviews, focus groups and open meetings. More than 50 women and men who range from early to late career levels have been personally interviewed by Peggy Morrison Outton. Thus, the 74% Project relies on:

**What the 74% tell us**

Through on-going research, the 74% project has sharpened its focus on three big questions:

**How can we assure young nonprofit professional women have opportunity for increased responsibilities and leadership roles?**

- Women in their 20s and 30s are not being sufficiently groomed for leadership roles. And some are disinterested in pursuing top positions.
- Many young women are finding the nonprofit career path either blocked by seasoned professionals who have lengthened their tenures or simply find the realities of workload and salaries unappealing.
- The American Association of University Women (AAUW) recently concluded that female graduates earn 7 percent less in their first professional jobs than their male peers, even after controlling for factors such as field of study, college, hours worked and grade point average. This wage gap only increases over women’s careers.

**How are older nonprofit professional women going to retool their careers and eventually retire with dignity?**

- 77 percent of these leaders are worried about whether their organization will be able to continue to raise funds and remain viable after they leave.
- 95 percent of long-term nonprofit leaders reject the traditional “golden years” vision of retiring from work to a life of leisure. It is troubling to note that only 30 percent report engaging in succession planning and raising funds for successful transition.
- Women live an average of 22 years after retirement. Because of projected medical costs and inflation, workers need to replace 126 percent of their salary after retirement. Currently, both men and women are on track to replace an average of 87 percent.

**How can we strengthen the board of directors’ sense of responsibility to their employee?**

- Organizational growth and transparency is impeded by specific realities including that more than 45 percent of executive directors do not receive performance evaluations. This lack of performance evaluations indicates poor attention to many human resource tasks.
- According to Compass Point’s Daring to Lead, many board members see their employment role ending with hiring. However, when new leaders are hired—nearly all of whom are in the role for the first time—they need support and development from the board of directors in order to be effective in their role.

Our interviews reveal another theme. Many younger women shared the importance of their participation in some sort of leadership program, mentoring, or negotiation training. However, these skills seemed more applicable when changing jobs. Negotiating on their own behalf inside their own organization was much more challenging.

---

1. Hearing the 74%
We are deeply curious about possible different career path expectations for women and men. Two recent publications posit that many women’s career paths are different. These differences reflect life choices and economic realities. How, other women or men, in the 74% interviews expect to retire before age 70. For women, one reason for a longer career arc is a period of time in their early to mid-career, in which they are actively balancing family and work responsibilities. The classic career arc shows professionals peaking in their career advancement at ~50 years old. This has traditionally left ten to fifteen years for generative activities, mentoring and sponsoring and building the organizational bench. Many women are just coming into the fullness of their career advancement at age 50. Is this one reason why many nonprofits have paid too little attention to succession planning? A longer career arc can also result in nonprofit organizations having to attract and retain talent to transition into nonprofit executive director jobs, a trend that is expected to grow as the retiring baby boomers. Nonprofit leaders of all ages and backgrounds are expected to be booked solidly with succession planning for the next generation of nonprofit leadership. Many nonprofits are finding themselves caught between the current standards for nonprofit leadership and the expectations of the younger generation.

Female Career Path

Leading the 74% Movement

What does a nonprofit career look like?
There’s no defined pathway for nonprofit careers. Some women came to them early while others make a transition from business or other career fields. The road often begins with an early experience as a volunteer or member with a nonprofit organization. Here’s what that journey might look like.

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>18–21</td>
<td>Mentoring programs; College organizations; Raising funds for causes; Campus activities (arts, sports, service clubs; Internships at nonprofits</td>
</tr>
<tr>
<td>23–34</td>
<td>First or further nonprofit jobs; Possible continuing education or graduate work; Gaining professional connections; Networking; Possible first child</td>
</tr>
<tr>
<td>35–49</td>
<td>Serving in a leadership position within an organization; Negotiating the nonprofit organizational structure; Negotiating the nonprofit organizational culture; Facilitating and sponsoring mentoring programs for women and men</td>
</tr>
<tr>
<td>50–60</td>
<td>Succession planning through promotion or lateral movement; Moving toward a leadership position and increased responsibility within the nonprofit organization; Mentoring and sponsoring the next generation of nonprofit leaders</td>
</tr>
<tr>
<td>60–70</td>
<td>Later retirement after achieving highest level career position; Leaving the position earlier or later than originally projected for personal or professional reasons; Continuing work as a part-time consultant with the same or similar organization; Assisting with the leadership transition if available</td>
</tr>
</tbody>
</table>

We are delighted that our Kitchen Cabinet continues to grow. What began with 120 individuals has grown into a group 186 strong. We are eager to continue to add additional allies. Please take note of our Kitchen Cabinet members and reflect on the breadth of experience and knowledge this list represents. Each Kitchen Cabinet member has pledged to actively promote awareness of the pay inequality issue. They will also seek to help us build solutions to solve the injustice that exists across our region. These leaders are the standard bearers for the 74% movement.

What’s next for the 74%?
Throughout 2013 and 2014, the 74% Project will continue to draw upon the lessons learned from the in-depth research on the lives of women in the nonprofit sector. It was never the intention of the project to merely shake its finger at injustice, but rather to ask thoughtful questions, conduct thorough research, and pose practical solutions.

How do we propose solutions that will address these inequities and improve the lives of women and men in the nonprofit sector? Our three core areas for solution building are:

1. How do we create opportunities for younger professionals to grow professionally and lead?
2. How do we help nonprofit employees better understand retirement financial strategies?
3. How can nonprofit boards of directors better address employment issues?

You can expect more tools to assist in this movement. Share them with others.

An important national study, ‘Daring to Lead’, which surveyed 3,000 nonprofit leaders, has shown for the last 10 years that younger employees, most of them women, are not eager to ascend to the executive-director job soon to be vacated by retiring baby boomers.
More than twice as many women (5.52 million) than men (2.5 million) work in occupations with median earnings for full-time work below the federal poverty threshold for a family of four.

When I started off, it took me a lot of years to build up confidence. I felt like I was always being discriminated against because of my age. You start thinking that you are not capable.

At every level of academic achievement, women’s median earnings, on average, are less than men’s median earnings. In some cases, the gender pay gap is larger at higher levels of education.

When I started off, it took me a lot of years to build up confidence. I felt like I was always being discriminated against because of my age. You start thinking that you are not capable.