

"Nonprofit chose me."

"I want my board to give me a useful evaluation."

"I feel stuck."

"Retire? I need other options."

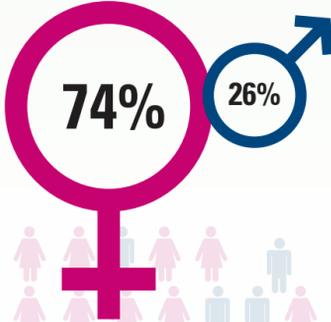


# Why 74%+ seventy-four percent?

## THE BAYER CENTER FOR NONPROFIT MANAGEMENT at Robert Morris University

### 74%: Exploring the Lives of Women Leaders in Nonprofit Careers

**United States  
Nonprofit Organization  
Workforce:**  
13.5 million workers  
in some 1.1 million organizations



Women comprise  
**74%**  
of the nonprofit workforce  
in the core data region  
of Southwestern  
Pennsylvania.

Nonprofit organizations are the bastions of social justice: Justice is attempted for those served but not as often for those serving – especially the **74%** who happen to be women.

**500,000 to  
1.1 million**

The number of US NONPROFITS  
**MORE THAN DOUBLED**  
in the 20 YEARS from 1991-2011



Women's work is monetized at about

**74 cents  
to the dollar**

typically paid to their male counterparts in nonprofits.

A woman has to hold a **doctoral** degree to earn as much as a man with a **bachelor's** degree.

**\$1.9  
MILLION**  
Lifetime earnings for a female with a bachelor's degree

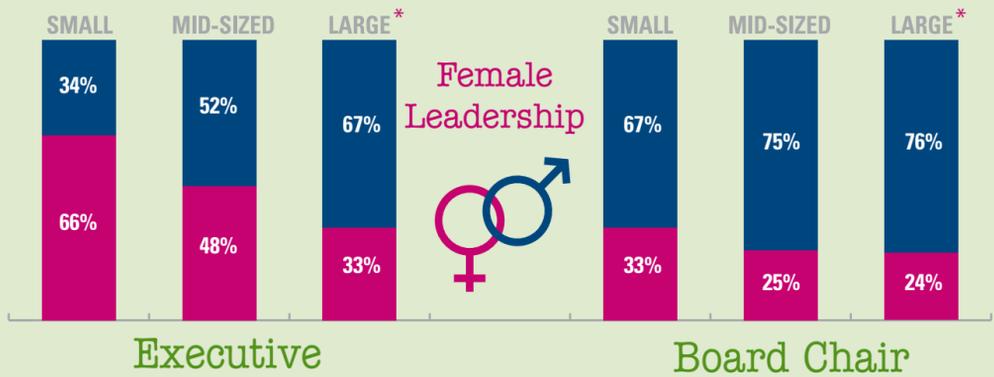
**\$2.6  
MILLION**  
Lifetime earnings for a male with a bachelor's degree



## Tipping the Scales?



## Board chair **GENDER** affects women's **COMPEN\$ATION**



The 990s reveal that in large\* nonprofits a female executive director with a female board chair earns less than her male counterpart. In Southwestern Pennsylvania, a male nonprofit executive working under a male board chair earns \$97,000 more per year on average than a woman working for a similar-sized organization with a female board chair.

\*Annual budget of more than \$7 million

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**74%: Exploring the Lives of Women in Nonprofit Organizations**

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# Telling the Story of 74%

## INTERVIEWS. CONVERSATIONS. BRAINSTORMING. RESEARCH.

The Bayer Center for Nonprofit Management at Robert Morris University has been listening to those working in the nonprofit sector. Since 2008, extensive research and conversations have revealed the state of women in nonprofit careers – who happen to be 74% of the workforce.

## What the 74% tell us

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

### 1 How can we assure young nonprofit professional women have opportunities for increased responsibilities and leadership roles?

- > Women in their 20s and 30s are not being sufficiently groomed for leadership roles. And some are uninterested in pursuing top positions.
- > Many young women are finding the nonprofit career path blocked by seasoned professionals who have lengthened their tenures or simply consider 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.

## WHERE WOMEN ARE

We are curious about the differing career paths for women and men. The classic career arc shows professionals peaking around age 50. However, many women are just coming into the fullness of their careers at age 50.

## Female Nonprofit Career Paths

Life choices and economic realities affect women's career journeys.



### College

18-21

Mentoring programs; College organizations; Raising funds for causes; Campus activities (arts, sports, service clubs); Internships at nonprofits.

### Post-Degree

21-23

Community service (AmeriCorps, paid internships, volunteering); First job in a nonprofit.

### Early Career

23-34

First or further nonprofit jobs; Possible continuing education or graduate coursework; Gaining professional connections; Networking; Possible first child.

### Career Peak

35-60

Children, if any; Moving for career advancement; Gaining other networks through young professionals; Presenting/teaching; Moving for a similar position at a higher salary and improved benefits.

### Generative

60-70

Staying in current position through retirement or life-changing events; Moving laterally for a different position and increased salary; Serving the community in other capacities such as boards, consulting; Grandchildren, if any.

### Retirement/Reinvention

65-72

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.

### 2 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.<sup>1</sup>
- > 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.<sup>2</sup>
- > 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 67 percent.<sup>3</sup>

Every day from 2011 to 2030, more than 10,000 Baby Boomers will reach the age of 65.

Source: Pew Research



<sup>1</sup> & <sup>2</sup> The New Lifecycle of Work: Long-Term Nonprofit Leaders Prepare for Their Future, Building Movement Project, Encore Careers & Clohesy Consulting report, May 2012.

<sup>3</sup> Choi, Candice. "Women Approach Longer Lives with Less Savings." *Tribune Review* (Pittsburgh) 13 July 2008, n. pag. Web. 16 Nov. 2012. <<http://triblive.com/x/>>.

### 3 How can we strengthen the board of directors' sense of responsibility to its employees?

- > 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 roles 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.

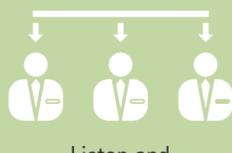
As the 74% project continues, leaders in the nonprofit, public and business sectors are also listening and taking action to build a more positive future for nonprofit employees. We are paying special attention to the 74% – women who are leaders in the sector. Our core data is from Southwestern Pennsylvania, but likely is reflective of the sector beyond our region.

Models for stronger human resources and professional development will be tested by leaders in the region the 74% project represents. Project findings and analysis will be featured in a unique publication about what 74% means to the nonprofit sector. Additionally, more events featuring national experts will help us to continue asking hard questions about the nonprofit sector, management, leadership, and loyalty to those in the 74%.

## BE THE CHANGE

### Join Us

in the 74% MOVEMENT.



Listen and

**LEAD.**

### Empower

through Human Resources and Professional Development.



Be a

**MENTOR.**

Distilling knowledge into action is our goal.

This project is fueled by the power of 74% to do just that



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