

Do Good Work!

How to Land a **Great** Nonprofit Job

October 7, 2008 – Baruch

presented by Shelly Cryer

Who's in the room?
Why are you here?

This presentation will provide ...

- Brief info on **who I am**.
- A snapshot of the **nonprofit sector in 2009** and employment opportunities in it.
- Discussion of “**big trends**” that might affect the nonprofit job seeker.
- Other key issues for **advancing your career**.
- A glimpse inside ***The Nonprofit Career Guide***, and discussion of other resources.

Then we'll go to our panel ...

- Hearing from the panelists on some key questions.
- Turning it over to you and your questions for them.

Reminder: Get feedback on your communications tools.

Use career services, profs, employers.

Develop a network.

Ask for input regularly.

Have your questions ready!

Lots of time for Q&A!

The goal is an interactive session.

Shelly Cryer thumbnail bio

- “Journalism” in Crested Butte, CO
- ACLU pro-choice campaign work
- Women’s rights org in LA
- **Consulting to nonprofits** – collaborations with NGOs working w/United Nations
- Research at NYU Wagner
- American Humanics, INSC, *Career Guide*

Overview of the NP Sector

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Urban Institute

National Center for Charitable Statistics

www.urban.org



**The Urban
Institute**

NCCS

NATIONAL CENTER FOR CHARITABLE STATISTICS

THE NONPROFIT ALMANAC
2008

Kennard T. Wing,
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What is a nonprofit?

Per the tax code:

Under US tax law, nonprofits are not required to pay taxes and, according to Section 501(c) of the code, the gifts received by qualified nonprofits are also tax-deductible.

But nonprofits are much more than their tax status.

- Nonprofits are mission driven and revenue is not the end in itself.
- The public is served by nonprofits.
- Volunteerism and altruism are highly valued in the nonprofit sector.
- Nonprofits are governed by a board of directors.
- Nonprofits are flexible and autonomous.

Some key nonprofit subsectors:

- arts, culture, and humanities
- education
- environment and animals
- health
- human services
- international, foreign affairs
- public, societal benefit
- religion-related
- mutual/membership benefit

The nonprofit sector is enormous.

- 1.4 million NPOs registered w/IRS
- Of “reporting” NPOs ...
 - \$1.6 trillion in revenue
 - \$3.4 trillion in assets
- Nonprofit employment =
 - 12.9 million in 2005
- Nonprofits =
 - 5% of U.S. GDP
 - 8% of wages and salaries
 - 10% of employment

The nonprofit sector is growing.

- From 1995 – 2005:
 number of all NPOs grew by 27%
- 501(c)(3)'s grew at a rate greater than 50%
- More than 100 new NPOs file with the IRS every day
- From 1998 – 2005:
 employment in NPOs grew by 16%

Most NPOs are small.

- 74% of NPOs are small organizations with expenses less than \$500,000.
- NPOs > \$500 million in revenue represent fewer than 0.1% of NPOs, but more than 27% of the sector's assets and revenues.
- More likely to have a job with a small or mid-sized organization.
- These small NPOs don't have an HR person.

“Big” trends in the nonprofit sector.

- Growing **leadership needs** of nonprofit organizations
- Attention to nonprofit sector **compensation**
- Active recruitment of a **diverse** workforce
- Increasing **collaborations** among nonprofits, government, and business
- Increased **accountability and oversight** of nonprofit organizations

Compensation

\$ \$

Commongood Careers

“Uncommon talent working for the common good”

- **Supports nonprofits (esp. social entrepreneurs) with hiring through a retained search model**
- **Provides resources for socially-driven jobseekers**
- **Staff of 15, managing 200 searches for 50 nonprofits**
- **Talent database of over 20,000 jobseekers**
- **Learn more at www.cgcareers.org**

Salaries in Nonprofit Careers

SALARIES

- 70% of orgs have budgets < \$500k
- 4% of orgs have budgets > \$10M
- 70% of budgets spent on salaries
- 15% est. salary gap between nonprofits and for-profits
- \$30-120k is an avg. salary range
- \$60k avg. Exec Dir salary nationally

Nonprofit professionals say...

“I still expect compensation for my societal contributions, through salary, benefits, and professional development, and yet expect to have made some trade-offs to stay in this sector.”

“It is important that my overall work contributes to the world being a better place and that this work can be accomplished while I achieve and maintain a healthy work-life balance.”

NOTE: It is the **type of work** – **not** the fact of being nonprofit – that leads to lower salaries in the nonprofit sector.

In fact, when nonprofits and for-profits do the same work, nonprofits pay better.

Salaries in Nonprofit Careers

- **SAMPLE NONPROFIT JOBS ***

General Management

- CEO, Exec Director, VP, Deputy Director
- COO, Dir of Ops, Manager of School Ops
- Ops Associate

Program Management

- Manager of Programs, Program Associate
- Education Director, Curriculum Developer
- Training & Development Associate / Manager

Department Associates / Directors

- Advocate for Public Policy / Gov't Relations
- Director of Evaluation / Systems
- Manager for HR, IT, Finance, etc.

Development & Fundraising

- Development Associate, Grant Writer
- Marketing / Communications Associate
- Special Events Coordinator

AIMING AT THE RIGHT LEVEL / ESTIMATING SALARY** (NYC/\$5M/SEO)

	<\$1M	\$1-10M	\$10M+
Recent Grad	Mngr	Mgr / Assoc	Assoc
5 years exp	Exec / Dir	Mngr / Dir	Mngr
10+ yrs exp	Exec	Exec / Dir	Dir

Associate	Manager	Director
\$28--45k	\$40-60k	N/A
\$35-60k	\$45-70k	\$60-80k
N/A	\$60-90k	\$80-120k

* Titles can vary widely based on organizational size and structure, and alternative level roles (Assoc/Mngr/Dir) within departments may be more appropriate based on experience.

** Compensation will vary WIDELY based on experience, organization size and budget, organizational developmental stage, geography, benefits, and other factors.

Other **sources** for salary info:

- CommonGood Careers
- Guidestar
- *The Nonprofit Times*
- *The Chronicle of Philanthropy*
- Professionals for Nonprofits
- Opportunity Knocks

Three other trends:

- 1) Active recruitment of a **diverse** workforce
- 2) Increasing **collaborations** among nonprofits, government, and business
- 3) Increased **accountability and oversight** of nonprofit organizations

Career paths in the nonprofit sector.

**Skills and experiences that
nonprofit organization recruiters seek.**

- Commitment to mission & able to prove it.
- Word-of-mouth referral. A fit for the “family” culture of many NPOs.
- Ability to multi-task.
- Team player and independent worker.
- Some experience with fundraising and development.

**Special considerations for the
nonprofit sector job seeker.**

- Recognize that most NPOs do **not** have a dedicated HR function.
- Also, many NPOs do **not** have a recruitment budget or formal HR practices.
- Those new to the sector must volunteer, intern, and **network, network, network.**
- Be intentional about finding a **mentor.**

- Resumes must show **commitment** to a field or mission, as well as **skills**.
- Applicants must communicate **direction** and passion for the issue.
- Understand the **strategies** a NPO uses, in addition to its mission (i.e., not only what it does, but how it does it).
- Understand the NPO's funding sources and show interest in assisting with **development** efforts, as appropriate.

**For first-time job seekers, as well as
those **already in the sector**,
additional strategies for advancement:**

- Understand the **realities** of your dream job.
- Be strategic about any “**lateral**” moves.
- Be explicit about developing **leadership & management skills**.
- Become a **spokesperson** in your field.
- Contribute to **fundraising & development**; read the *Chronicle of Philanthropy*.

- Identify and pursue **board appointments**.
- Before enrolling, carefully research **advanced degree programs** and their impact.
- Take advantage of **professional development opportunities**, and **never stop networking**.

THE **NONPROFIT** CAREER GUIDE

*how to land a job that **makes a difference***



arts • environment • health • education • human rights • youth work • religion • housing • disaster relief • human services

SHELLY CRYER

THE NONPROFIT CAREER GUIDE

Information and advice from nonprofit sector leaders . . .

Understanding the Nonprofit Sector

WAGES IN THE NONPROFIT SECTOR

by **Lester M. Salamon**

Director • Center for Civil Society Studies • Johns Hopkins Institute for Policy Studies • www.jhu.edu/~ccss

In 2004, nonprofit organizations pumped \$322 billion in wages into the American economy. Average weekly wages for nonprofit sector workers varied from a high of \$752 in hospitals to a low of \$390 in social assistance organizations.

While the average wage among nonprofit workers is lower than the average wage among for-profit workers, this difference is because nonprofits are more heavily concentrated in fields offering lower wages. In fields where both nonprofits and for-profits operate, however, the nonprofits actually have higher average wages than their for-profit counterparts. For example, average wages among nonprofit hospital workers are 7 percent higher than they are among for-profit hospital workers. For museum workers, nonprofit wages are 15 percent higher; for social assistance workers, they are 25 percent higher.

The overall lower average wage for nonprofit sector workers is thus an industry phenomenon, not a sector phenomenon. For education, social

services, residential care, and day care, nonprofit wages actually exceed for-profit wages, often by a substantial margin. In some respects, nonprofit organizations are the more generous employers. It may be that for-profits are able to operate in these fields at a profit because their compensation levels are below the already low nonprofit levels. ■

Lester M. Salamon is a pioneer in the empirical study of the nonprofit sector in the United States. His 1982 book, *The Federal Budget and the Nonprofit Sector* (Washington, DC: Urban Institute Press), was the first to document the scale of the American nonprofit sector and the extent of government support to it. Lester's *America's Nonprofit Sector: A Primer* (New York: Foundation Center, 1992) is a standard text on the nonprofit sector in universities across the country.



THE NONPROFIT CAREER GUIDE

Profiles of nineteen people working in the nonprofit sector . . .

ERIKA LINDSAY Public Relations Associate



Age: 31
Education: BA, literature
Years at current organization: 9
Years in current position: 4
First job out of college: Current position
First job in nonprofit sector: Current position

Seattle Art Museum

www.seattleartmuseum.org

Mission: The Seattle Art Museum (SAM) provides a welcoming place for people to connect with art and to consider its relationship to their lives. SAM collects and exhibits objects from across time and across cultures, exploring the dynamic connections between past and present.

Operating budget: \$18.3 million

Number of employees: 200

Number of employees who report to you: 2, community campaign public relations coordinator and a community campaign outreach coordinator

Q&A

Q: Informally, describe your career track.

A: During college I interned in public relations at a historical museum in Maryland and at the Smithsonian Institution. These experiences helped me land a position at SAM when I graduated.

Q: What do you know now that you wish you had known when you were first job hunting?

A: You need to approach your job hunt as a job in itself. It pays to explore as many organizations and positions as possible. Be thoughtful about your choice.

Q: Describe a representative work day.

A: I coordinate public relations efforts for the opening of the Olympic Sculpture Park, Seattle Art Museum, and Seattle Asian Art Museum, and I provide support to the communications manager in coordinating internal and external communication. My days involve responding to press requests for images or information, collecting information from various sources for a press release, and planning future PR strategies or events to familiarize people with SAM. I am on the phone a lot "pitching" story ideas, arranging interviews for our experts on staff, and responding to requests for information. I am also in front of the computer writing press materials. We keep staff up to date on the latest news concerning the museum, our messages, and what is released to the press.

Q: What misconceptions do people have about your job? What's the reality?

A: People don't really understand the nature of media work and how television, radio, newspaper, and magazine stories are created. They also don't tend to understand what public relations is all about, and that I don't work directly with the public! Also, that I can't just pick up the phone and get anything placed in a news outlet.

Q: What do you love about your work?

A: I love art and I am happy to be able to work at a museum that is run so professionally. I love that nothing stays the same and that there is always something new to work on so it's never

monotonous. Staff here are wonderful and we make the work as fun as possible.

Q: What advice would you give to someone interested in a career similar to yours?

A: Hone all of your communication skills and create a portfolio of first-rate writing samples and press materials (such as press releases, media advisories, public service announcements, and so forth) that you can show prospective employers. Even offer to create some for an organization where you volunteer so that you have samples to share. Learn about the business of news and be able to demonstrate that you are organized, articulate, and tenacious!

Q: What resources might help someone interested in your field and job function?

A: For someone interested in working at a museum, *The Official Museum Directory* and the American Association of Museums (www.aam-us.org) are great resources. The Public Relations Society of American (www.prsa.org) can provide some initial information on my job function.

Q: What do you look for when hiring a new employee?

A: I look for enthusiasm, a solid work ethic, and experience. Writing skills are important, but so are strategic planning, the ability to work well under pressure, and initiative. The Seattle Art Museum is a fast-paced environment and to excel here you need drive and passion.

THE NONPROFIT CAREER GUIDE

Sample job descriptions . .

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THE NONPROFIT CAREER GUIDE

ADVOCACY ASSOCIATE, AFFORDABLE HOUSING

Organization: Affordable Housing Now (*fictional*)

Location: Chicago, IL

Organization:

Affordable Housing Now is an unprecedented grassroots alliance of civic, business, religious, and labor leaders committed to tackling Chicago's affordable housing crisis. Affordable Housing Now is dedicated to raising the issue of affordable housing to the top of the civic agenda—through forums, public events, reports, media outreach, and other organizing efforts. The coalition also is advancing a plan for public and private investment to develop and preserve affordable housing for Chicagoans.

Job Description:

Affordable Housing Now seeks a positive and self-motivated person to develop and coordinate our advocacy program. The advocacy associate will help us build our coalition, educate and mobilize diverse constituencies, act as a spokesperson to the media, and find additional ways to develop political and grassroots support to advance our affordable housing agenda. The advocacy associate will report to the convenor of our coalition and will be in charge of several student intern field organizers.

Main Responsibilities:

The advocacy associate will

- assist the convenor in guiding the coalition in all of its organizing, advocacy, and relationship building with the media, politicians, public officials, and other decision makers
- help plan the organization's advocacy agenda

SAMPLE JOB
POSTING

2

- develop and maintain relationships with grassroots constituencies, other coalitions and campaigns, government officials, and other community leaders
- organize rallies for affordable housing and other special events such as letter writing campaigns
- track, monitor, and analyze local government decisions related to affordable housing
- track, monitor, and analyze media coverage related to affordable housing
- interact with and advocate before government officials
- recruit and supervise student interns
- attend all coalition meetings and report on advocacy events

Qualifications:

High school degree; bachelor's degree in public policy, government relations, or related area preferred. Significant knowledge of affordable housing policy, and willingness to build knowledge. Knowledge of state and local legislatures, state agencies, and nonprofit organizations. Experience in grassroots organizing and education, with proven track record working in and building local coalitions. Experience lobbying. Excellent written and verbal communication skills, including public speaking skills. Creativity in developing messages. Experience working with the media and at public forums. Ability to work independently in designing and implementing activities but also as part of a team effort. Bilingual skills desirable.

Some helpful resources