

Action Without Borders/ Idealist.org  
 African American Nonprofit Network  
 Alliance for Nonprofit Management  
 America's Second Harvest  
 American Assembly  
 American Association of State Colleges and Universities  
 American Humanics  
 AmeriCorps  
 Annie E. Casey Foundation  
 Arizona State University Center for Nonprofit Leadership & Management  
 Association of Fundraising Professionals  
 Association for Research on Nonprofit Organizations and Voluntary Action  
 Axelson Center for Nonprofit Management at North Park University  
 Boy Scouts of America  
 Bridgespan Group  
 Building Movement Project  
 Camp Fire USA  
 Campus Compact  
 Center for Community Change  
 Center on Philanthropy Indiana University  
 Commongood Careers  
 CompassPoint Nonprofit Services  
 Congressional Hispanic Caucus Institute  
 Coro Center for Civic Leadership  
 Echoing Green  
 Emerging Practitioners in Philanthropy  
 Georgetown University Center for Public & Nonprofit Leadership  
 Girl Scouts of the USA  
 Girls Incorporated  
 Grand Valley State University, Center for Philanthropy and Nonprofit Leadership  
 The Humane Society of the United States  
 Institute for Higher Education Policy/Alliance for Equity in Higher Education  
 Interaction Institute for Social Change  
 Junior Achievement Worldwide  
 Kellogg Foundation  
 Learning for Life  
 Louisiana State University, Shreveport, Institute for Human Services and Public Policy  
 March of Dimes  
 Mary Reynolds Babcock Foundation  
 National 4-H Council  
 National Council of Nonprofit Associations  
 National Human Services Assembly  
 National Research Center for College and University Admissions  
 National Urban League  
 Neighbors for Better Neighborhoods  
 New Sector Alliance  
 Nonprofit HR Solutions  
 Nonprofit Oyster  
 OpportunityKnocks.org  
 Points of Light Foundation & Volunteer Center National Network  
 Project on Student Debt  
 Public Allies  
 Robert F. Kennedy Children's Action Corps, Inc.  
 Robert Morris University, Bayer Center for Nonprofit Management  
 South Carolina Fair Share  
 UPS Foundation  
 United Way of America  
 University of Missouri-Kansas City, Midwest Center for Nonprofit Leadership  
 University of San Diego, School of Leadership and Education Sciences, Nonprofit Initiatives  
 Volunteers of America  
 YMCA of the USA  
 Young Nonprofit Professionals Network  
 Young People for, People for the American Way

**Stephen Bauer**  
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 American Humanics  
[www.humanics.org/coalition](http://www.humanics.org/coalition)

## **Nonprofit Sector Workforce Coalition**

**A National Campaign to Recruit, Prepare, and Retain a Skilled and Diverse Next-Generation of Nonprofit Sector Leadership**

### **2007 National Member Meeting Report** **October 21, 2007** **Los Angeles, California**

**Members Present:**

**ACTION WITHOUT BORDERS/IDEALIST.ORG**, Russ Finkelstein, Associate Director

**AMERICAN HUMANICS**  
 Stephen Bauer, Director, Initiative for Nonprofit Sector Careers  
 Richard Potter, Vice President Development  
 Kala Stroup, President

**ARIZONA STATE UNIVERSITY, CENTER FOR NONPROFIT LEADERSHIP AND MANAGEMENT**, Robert Ashcraft, Director

**CAMP FIRE USA**, Jill Pasewalk, President/CEO

**COMMONGOOD CAREERS**  
 Jana Reed, Director of Talent & Partnerships  
 James Weinberg, Founder & CEO

**COMPASSPOINT NONPROFIT SERVICES**, Marla Cornelius, Managing Director of Programs

**CONGRESSIONAL HISPANIC CAUCUS INSTITUTE, INC.**, Carmen Joge, Chief Operating Officer

**CONNECTICUT ASSOCIATION OF NONPROFITS/NCNA**, Ron Cretaro, Executive Director

**CORO CENTER FOR CIVIC LEADERSHIP**, Sala Udin, President

**CORPORATION FOR NATIONAL COMMUNITY SERVICE**  
 Robert Grimm, Director of Research Policy & Development  
 Shelby Jennings, Research Communications Specialist

**EMERGING PRACTITIONERS IN PHILANTHROPY**, Rusty Stahl, Executive Director

**GIRL SCOUTS OF THE USA**, Michael Watson, Senior Vice President, Human Resources

**INDEPENDENT SECTOR**  
 Leonor Alfonso Program Associate, Nonprofit Sector Programs and Practice  
 James Siegal, Vice President, Nonprofit Sector Programs and Practice

**NATIONAL HUMAN SERVICES ASSEMBLY**, Irv Katz, President

**NONPROFIT HR SOLUTIONS**, Lisa Brown Morton, President & CEO

**NATIONAL RESEARCH COUNCIL FOR COLLEGE AND UNIVERSITY ADMISSIONS**, Ryan Munce, Asst. VP Educational Research

**PUBLIC ALLIES**, Paul Schmitz, President & CEO

**ROBERT F. KENNEDY CHILDREN'S ACTION CORPS**, Edward Kelley, President & CEO

**THE ANNIE E. CASEY FOUNDATION**, Patrick Corvington, Senior Associate

**THE CENTER ON PHILANTHROPY AT INDIANA UNIVERSITY**, Larry Smith, Director, Millennium

**UNIVERSITY OF SAN DIEGO**, Heather Carpenter, Research Assistant

**YOUNG NONPROFIT PROFESSIONALS NETWORK**, Brian Buchner, Board Member

**YOUNG PEOPLE FOR**, Jason Cooper, Deputy Director of Education and Leadership

Housed at American Humanics, the Nonprofit Sector Workforce Coalition is committed to working collaboratively on strategies to attract, retain, and develop a skilled, committed, and diverse nonprofit sector workforce.

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## **Meeting Report**

### Member Orientation

A brief orientation was held for new Coalition members and new liaisons of existing members to bring them up to speed on the work of the Coalition. The orientation was well attended and members found the session informative and useful.

### Welcome and Introductions

Kala Stroup welcomed the members to the meeting and gave a brief overview of how the Coalition was formed mentioning the work of Shelly Cryer, the National Dialogues and other efforts.

### Context Setting and Coalition Update

Stephen Bauer updated members on the progress of the coalition including:

Coalition is over 60 members with new members joining, including Congressional Hispanic Caucus Institute. The Coalition is becoming much more known as major media outlets have been contacting members for stories about our issue areas including:

Paul Schmitz was heavily quoted in the Chronicle of Philanthropy for their special issue on diversity.

The Coalition was also heavily mentioned in the most recent edition of the Nonprofit Times.

The Coalition has presented at over 20 national and regional meetings since its inception.

### Board Members and New Leadership Structure

James Weinberg discussed the development of both the new Coalition bylaws as well as the formation of the new board of directors. This work came out of the Coalition Leadership Retreat earlier this year. James thanked James Siegal for his tremendous help in drafting the bylaws.

New board members were asked to stand and be recognized:

- Paul Schmitz, President and CEO, Public Allies (Board Chair)
- James Weinberg, Founder and CEO, CommonGood Careers (Vice Chair)
- Michael Watson, Senior Vice President, Human Resources, Girl Scouts of the USA (Treasurer)
- Ashima Saigal, Director, Nonprofit Leadership Institute, Johnson Center for Philanthropy and Nonprofit Leadership, Grand Valley State University (Secretary)
- Patrick Corvington, Senior Associate, Annie E. Casey Foundation
- Russ Finkelstein, Associate Director, Action Without Borders / Idelist.org
- Lara Galinsky, Vice President of Strategy, Echoing Green Foundation
- Irv Katz, President and CEO, National Human Services Assembly
- Ed Kelley, President and CEO, Robert F. Kennedy Children's Action Corps
- Lisa Morton, Founding President and CEO, Nonprofit HR Solutions
- Brigitte Rouson, Program Director, Alliance for Nonprofit Management
- James Siegal, Vice President of Nonprofit Sector Programs, Independent Sector
- Larry Smith, Director, Third Millennium Philanthropy and Leadership Initiative, Center on Philanthropy at Indiana University
- Rusty Stahl, Founding Executive Director, Emerging Practitioners in Philanthropy
- Kala Stroup, President, American Humanics
- Stephen Bauer, Director, Initiative for Nonprofit Sector Careers, American Humanics

### Program Area Break Out Sessions

Each program area broke out and members discussed each area concurrently.

### Program Area Report Back

#### ***Student Debt and Internships / Financial Barriers to Recruitment and Retention:***

Stephen Bauer facilitated this discussion. Stephen reported the success of HR2669, new legislation that offers student debt relief for professionals working the nonprofit sector for 10 years. Much of the

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success of getting nonprofit professionals recognized in this way was due to the efforts of the Coalition.

The group decided to reframe these issue to a broader meaning of the impact debt of all kinds is having on the sector. The new title of “Financial Barriers to Nonprofit Careers” was adopted to mean not only student debt but also rising credit card debt, retirement savings and other financial reasons why people may not enter or stay in the sector. The group identified the following short and long-term goals:

## Short Term Goals

- Develop a short piece for nonprofit organizations on the impact that debt was having on their recruitment and retention efforts
- Develop a short piece for high school and college students indicating the financial benefits of careers in the sector including HR2669 and other internship and career incentives
- Develop a matrix that would identify different financial challenges nonprofit professionals face as they progress through their careers. The financial challenges of professionals in the field vary widely as they get older. This matrix would identify these challenges for different life stages and provide resources for organizations to help make policy changes to retain employees

## Long Term Goals

- Recruit more graduate schools and college access organizations for membership in the Coalition to ensure their voice and buy-in of this information
- Develop strategies to debunk the myth that nonprofits pay lower wages

## Other ideas that surfaced from full group

- Develop strategies to be present at the table with nonprofit HR policy makers
- Work to improve employee benefits of nonprofit organizations / add loan forgiveness to benefits
- Invest in financial education at the k-12 level
- Coordinate members and exert political pressure to develop national policy

## ***National Campaign to Promote Nonprofit Careers***

Lisa Morton and Rusty Stahl presented the work of the group. The group discussed the necessary partners and goals:

## Goals

- Create a 5 year strategic plan including developing resources and utilizing sweat equity (in-kind) support from Coalition members
- Identify and outreach to necessary partners
- Aggregate resources within the Coalition of existing efforts
- Outline and develop a career kit that would include development of a web portal to drive people for more information

## Deliverables

- Create a package of data on careers and what drives nonprofit career choice (talking points, power point etc.)
- Create portal to offer resources and direction
- Develop a strategic plan
- Target and develop new members with skill-sets for this work
- Clarify target audiences and prioritize AmeriCorps, American Humanics and social activism groups

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## Other ideas that surfaced from full group

- Develop a speakers bureau of Coalition members to talk about these issues and provide “myth-busting” discussions to interested parties. Also these people can serve as spokespersons and resources for media
- Other potential partners: professional associations for career counselors, high school counselors, community college counselors, sector switchers. 2<sup>nd</sup> career professionals and nonprofit management graduate schools
- Look at Teach for America recruitment model (12% of all upper crust school students apply for Teach for America)
- Need to discuss how we battle the disillusionment once people start in the sector i.e. address retention / Recent YNPN report on the number of young people leaving the sector. We may want to create a committee to look specifically at retention in the field
- Look at Civic Ventures - baby boomer as talent pool
- Coalition should look at shifting to change organizational culture / how to make nonprofit organizations more habitable
- Because of the work of the Workforce Diversity Committee, diversity should be a guiding principal and message in all campaign work

## **Workforce Diversity**

Paul Schmitz presented the work of the group. He outlined the plan they had discussed:

## Research

The efforts of the Coalition around research should be spent looking at base-line data on the diversity of the workforce. The CompassPoint research is a good start but we need more in-depth data gathering and analysis.

## Website

The diversity pledge would be signed by organizations and promoted on their site as well as a new site that the Johnson Center at Grand Valley State University has agreed to house. This site would also house best practices and other recognition and become the go-to place for job-seekers, funders and employees regarding diversity and cultural competency. This way the site would work as a motivator for organizations to truly prioritize this work. The website would also track workforce diversity data supplied by pledge signers.

Work on this site includes finding a sponsor (possibly IBM) to create the site. Also an expert or panel of experts needs to be assembled to look at the process of determining best practices for the site.

All of this work is predicated on diversifying the membership of the Coalition. All members should commit to reaching out to leaders of color and organizations serving communities of color to have their voices included in this work.

## Other ideas that surfaced from full group

- Guidestar needs to be a part of this conversation. They are working towards transparency and they are already at scale plus they have the benefit of the compensation analysis. There was also concern that Guidestar would be a better home for the diversity site than Grand Valley State University. Bauer stated that Guidestar is aware of our work through American Humanics.
- Coalition members need to be the moral thermometer of diversity in our own organizations.
- We should work with the Bureau of Labor Statistics and the Urban Institute on research.

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- The Chronicle of Philanthropy wants to do a special piece on diversity annually moving toward a Philanthropy 400 model ranking.
- We need to do some testing on the concept of the pledge as it is feared that some CEO's would not sign-on because of legal reasons and/or fear of presenting data publicly. We should get a focus group of CEO's together to gage their response to this concept as well as get them involved as members of the Coalition. We may need to tweak the pledge to work around legal barriers.
- We need to work more with funders on this issue
- It was suggested to talk to Charity Navigator to add diversity to their tracking and reporting

### Strategic Thinking to Guide the next 12 months

Paul Schmitz and James Weinberg lead the group through a series of questions to gather feedback that the new board of directors would utilize in developing a strategic plan for the next one and three years.

#### **What should be our membership goal?**

- Coalition should grow to at least 80 partners in the next year...these partners should be strategic partnerships based on program areas
- Coalition should develop a more efficient and comprehensive system for on-boarding new members to bring them up to speed on previous decisions and work
- The Coalition should be a group of worker bees that have the time to move the agenda forward
- We should also be concerned with the retention of Coalition members and continue to add value to their membership
- In reaching out strategically to new partners we may need to consider leveled membership that offers different levels of involvement and also different costs, possibly having a free option
- We should look at membership as a fundraising strategy
- As the membership grows we need to ensure that new members can commit to providing time to advance our work

#### **How do we maintain and continue to add value to our members?**

- Continue to offer (and even expand the number of) forums and dialogues for conversations about workforce issues to take place
- Offer more in-person meetings for members to get together and network to hear about work being done and offer space for collaboration
- To have impact on these issues at micro and macro level, Coalition needs to be also focused on engaging local voices in our work
- Frame membership outreach as a way for organizations to promote their work in these areas
- Offer the Coalition as a sounding board for new ideas / Coalition could be a launching pad for new initiatives
- Link to the National Human Services Assembly HR Council and think of ways we can impact them as well as other similar groups (BoardSource etc.)
- Identify tangible deliverables and cross promote them on website and through partner organizations
- Take an elite approach...Does an organization have what it takes to be part of the Coalition?
- Reiteration that we are a leadership organization as opposed to a service organization. We need to do more to provide leadership / content in these areas
- Look at how we can compete for talent as a sector instead of a group of individual organizations

#### **What other program areas should the Coalition consider?**

- National Service as an entry point into the sector
- Specific retention efforts around changing organizational culture / retention across generations
- Engaging funders in these issues as a way to also promote financial support
- Greater involvement of HR professionals in this work

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- Open source support system for members to pose problems that the rest of the Coalition could offer support in solving
- Dedicated website
- Volunteers as human capital in this work (volunteers as talent pool)
- Examine and predict direction of the sector in these areas as a way to promote change

**Beyond program areas, what else should the Coalition be doing?**

- Bigger focus on policy and position the Coalition to be the voice of the nonprofit workforce
- Unify the image of the sector (myth-busting / career promotion / retention)
- We should also think about what we should NOT be doing
- Look at the future of the Coalition (staffing, etc)
  - Develop the Memorandum of Understanding with American Humanics
  - Recognize the money American Humanics has invested in this work
  - AH board still needs to see Coalition by-laws

Thank you to those that attended the meeting. If anything was missed, please forward your comments to Stephen Bauer ([sbauer@humanics.org](mailto:sbauer@humanics.org)) and an addendum will be sent out.