

Coalition Members

Action Without Borders/ Idealist.org
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
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
March of Dimes
Mary Reynolds Babcock Foundation
Michigan Nonprofit Association
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
Volunteers of America
YMCA of the USA
Young People for, People for the American Way

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

National Campaign to Promote Nonprofit Sector Careers **Nonprofit Sector Workforce Coalition** **Exploratory Working Group Position Paper**

(Draft as of 5/7/07)

Background and Statement of Purpose

The Nonprofit Sector Workforce Coalition exists to: (a) connect talented, skilled, and diverse young people to nonprofit sector careers, and (b) help nonprofit organizations recruit, retain, and cultivate the diverse leadership they will need in the decades ahead.

It has been suggested that, in an effort to further advance the mission of the Coalition, the sector could significantly benefit from the formulation of an exploratory committee or working group to evaluate the need for and viability of a *National Campaign to Promote Nonprofit Sector Careers*.

The purpose of this paper is to review work to date, present a brief statement of need, identify potential target audiences, and outline a process through which the Nonprofit Sector Workforce Coalition can build towards launching a national campaign to promote nonprofit sector careers.

We invite feedback on this paper.

Activities To-Date

This report is the result of the follow actions to date:

- During the Nonprofit Sector Workforce Coalition conference call of February 22, 2007, Coalition members raised the need for some kind of national campaign to promote nonprofit sector careers. This was a continuation of discussions begun as early as the Pocantico conference that helped launch the Coalition.
- Coalition facilitator Steve Bauer circulated an invitation to all Coalition members on February 23, 2007 inviting anyone who was interested to be part of an exploratory working group.
- The following organizations and individuals expressed interest and participated in an initial conference call on March 27, 2007:

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American Humanics: Stephen Bauer, Richard Potter, Shelly Cryer

Action Without Borders/Idealist.org: Russ Finkelstein

Echoing Green: Lara Galinsky

Nonprofit HR Solutions: Lisa Morton

National Research Center for College and University Admissions: Don Munce

Emerging Practitioners in Philanthropy: Rusty Stahl

Commongood Careers: James Weinberg

During the call, Lisa Morton agreed to develop this initial paper based on the ideas generated during the call. Russ Finkelstein, Shelly Cryer, and James Weinberg offered to assist.

- Steve Bauer circulated a call report on the March 27 call (*available on request from sbauer@humanics.org*).
- Lisa Morton finalized this initial paper with input from Shelly Cryer and Richard Potter and submitted it to Steve Bauer for circulation to the *ad hoc* committee.
- A second conference call on the proposed National Campaign (and this draft document) was held on April 30, 2007. Representatives from *Action Without Borders/Idealist.org*, *American Humanics*, *Commongood Careers*, *National Human Services Assembly*, *National Research Center for College and University Admissions*, and *Nonprofit HR Solutions* participated. This document was updated based on feedback from that call.

Business Case for a National Campaign to Promote Nonprofit Sector Careers

In 2000, leaders of the American Humanics National Nonprofit Partners estimated that the number of college graduates needed to fill nonprofit sector job openings exceeded 50,000 per year. In a study published by Independent Sector in May 2004, it was reported that America's nonprofit sector had "significantly outpaced the for-profit and government sectors in employment growth," and that by 2010, the sector will be comprised of some 15 million workers.¹

A 2006 report by CompassPoint Nonprofit Services and the Meyer Foundation, *Daring to Lead 2006: A National Study of Nonprofit Executive Leadership*, reported that some 75 percent of responding nonprofit sector executives planned to leave their positions within five years. There is no indication from recently published data that these trends have or will slow in the foreseeable future. Nonprofit sector job growth continues to outpace that of the business and government sectors and the demand for a larger nonprofit sector workforce is expected to continue for many years to come.

A second and equally important concern is that many young people – notably high school and college graduates – are either unaware of the many career options available within the nonprofit sector or have an inaccurate perception that "nonprofit jobs offer only a promise of hard work at poverty-level

¹ "Employment in the Nonprofit Sector," Independent Sector, May 24, 2004.

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wages.”² “Recent social trends and survey results indicate that young people would be attracted to the gainful employment opportunities in the nonprofit sector *if* they were aware of them.”³

Finally, anecdotal evidence suggests that if one wants to be successful *and* have a financially-rewarding career, working in the nonprofit sector is perceived to be neither attractive nor realistic. Of course, as those gainfully employed in and committed to the growth and development of the sector, we know that these perceptions are not accurate. More importantly, we also know that the persistence of such misperceptions, left unresponded to, have the potential to have an adverse impact on our collective efforts to attract, recruit and retain a dynamic, diverse and qualified workforce. Ultimately, our ability to carry out our missions and serve our communities effectively will also be negatively affected.

The continuing and increasing demand for a larger nonprofit sector workforce, the sector’s projected growth vis-à-vis that of the private and government sectors, and the pending exodus of experienced leaders from the nonprofit sector, and the sector’s continued, long-term viability all make a compelling business case for the need to create a campaign to promote the availability and diversity of nonprofit sector career opportunities at the national level.

Target Audiences

We propose that a *National Campaign to Promote Nonprofit Sector Careers* would target the following audiences (not listed in any order of significance):

- middle school students
- high school students
- college students and graduates
- teachers/professors
- career counselors and outplacement professionals
- service learning program directors
- other “gatekeepers” to nonprofit sector careers
- experienced for-profit professionals seeking careers in the nonprofit sector
- local and state government unemployment services center staff
- targeted media
- key funders
- general public

It has been suggested that as part of our efforts toward a national campaign, the image of the nonprofit sector professional also needs to be shaped or reshaped in the minds of at least a few segments of the target audience, namely high school students, college students, and career placement professionals. It is generally believed that nonprofit sector professionals are perceived to be a “certain type” of person (i.e. tree-hugging, do-gooders with no real professional aspirations, idealists, etc.).

² Doing Well by Doing Good,” Richard Potter, American Humanics, July 21, 2000.

³ “Doing Well by Doing Good,” Richard Potter, American Humanics, July 21, 2000.

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Changing public opinion would require: 1) information gathering on the part of the Coalition and/or working committee to get an accurate read of current public opinion, and; 2) a behavioral change and attitudinal shift on the part of both nonprofit sector employers and those professionals responsible for shaping the careers of the potential nonprofit sector workforce.

Next Steps

Now Through December 2007	
<p><u>Action #1:</u> Discuss Work To Date of <i>Ad Hoc</i> Committee on Next Full Coalition Call</p> <p>Proposed Date: May 24, 2007</p>	<p>In order to keep momentum going, we propose to briefly discuss the work of this <i>ad hoc</i> committee on the next full Coalition call of May 24, 2007. We would invite input and participation, and announce that a more formal draft proposal would be circulated via email following the Steering Committee call of June 19, 2007.</p>
<p><u>Action #2:</u> Review Ideas with Coalition Steering Committee</p> <p>Proposed Date: June 19, 2007</p>	<p>Members of this exploratory group propose to discuss this paper and highlights of our previous discussions with members of the Coalition's Steering Committee and invite input at the next conference call, scheduled for June 19, 2007.</p>
<p><u>Action #3:</u> Secure Approval from Coalition Steering Committee for New Working Group</p> <p>Proposed Date: June 19, 2007</p>	<p>During the conference call, we propose to secure approval from the Steering Committee to turn the exploratory working group into a third working group of the Coalition. Or, if this is premature, we would ask for approval to continue the exploratory working group for another few months. During the conference call, we would also want input on how to further develop this position paper and make it suitable for circulation to the Coalition's at-large members.</p>

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<p><u>Action #4:</u> Garner Buy-In and Input from At-Large Members</p> <p>Proposed Date: June - October 2007</p>	<p>The revised position paper would be circulated to all Coalition members and their input and participation would be encouraged. We would ask for ideas and for individuals to join the working group. We would ask for someone to volunteer to chair the working group.</p>
<p><u>Action #5:</u> Identify Group Leader, Recruit Additional Members, and Schedule One Day Working Group Session</p> <p>Proposed Date: Fall 2007</p>	<p>We will need to identify a group chair, and at least 5 active members, and as many as 12. Interested parties would be asked to identify and personally recruit additional members. Interested parties will be invited to participate in a working group session to begin the nuts-and-bolts work.</p>
<p><u>Action #6:</u> Develop Timeline for Phase I Work</p> <p>Proposed Date: Fall 2007</p>	<p>We would develop a detailed timeline for Phase I work, which we expect would last approximately six months, or through the end of 2007 or into early 2008. The timeline would map out approximately four conference calls and ideally at least one in-person meeting for the working group. It would detail proposed deliverables and their deadlines.</p>
<p>2008 and Beyond</p>	
<p>Gather Information, Research Existing Efforts (and Gaps in Efforts)</p>	<p>One of the working group's first tasks would be to gather information on existing efforts, whether regional or national and determine if model programs exist. The research would involve identifying new organizations to recruit for Coalition membership and participation in this working group. It would also identify foundations appropriate to solicit for support of a national effort. The research would assess the gaps in existing efforts and, presumably, reinforce the need for a national campaign. The research might identify a handful of regions that might be particularly viable for a regional roll-out of our national effort.</p>

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<p>Begin Brainstorming and Developing Specific Strategies</p>	<p>Concurrent with our research efforts, the working group would be meeting to brainstorm and develop specific strategies to be part of the national campaign. Ideally, individual working group members would be responsible for helping to develop specific strategies.</p>
<p>Communicate with Potential Funders</p>	<p>During the Phase I period, working group members would try to schedule background meetings with potential funders, corporate partners, advertising agencies, media professionals, and other appropriate parties to discuss the idea of a national campaign.</p>
<p>Develop Campaign Plan and Budget</p>	<p>The Phase I efforts would culminate in the preparation of a formal proposal for a national campaign and a budget to support the campaign. The report would be ready before the end of 2007, and timed to coincide with the final Coalition meeting of the year.</p>

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The Nonprofit Sector Workforce Coalition welcomes input on this initial proposal. Please direct comments to Steve Bauer, sbauer@humanics.org. Steve will forward your comments onto the current members of the working group and ensure that they are reviewed in advance of the next step in this process. Thank you for your interest.