

Nonprofit Sector Workforce Coalition

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

Coalition Members

Actions 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
Boy Scouts of America
Bridgespan Group
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
Georgetown University Center for Public
& Nonprofit Leadership
Girl Scouts of the USA
Girls Incorporated
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
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
OpportunityKnocks.org
Points of Light Foundation
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

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National Member Meeting Report

October 24, 2006

Target Headquarters

1:30pm – 5:00pm

Coalition Members Present

- Carolyn Altemus, Director, Diversity and Executive Recruiting, Boy Scouts of America
- Robert Ashcraft, Director and Associate Professor, Arizona State University, Center for Nonprofit Leadership and Management
- Stephen Bauer, Director, Initiative for Nonprofit Sector Careers, American Humanics
- Karen Beavor, President and CEO, OpportunityKnocks.org
- Richard Christian, Director, Human Resources Administration Division, Boy Scouts of America
- Patrick Corvington, Senior Associate, Leadership Development Unit, Annie E. Casey Foundation
- Jenna Cullinane, Programs Assistant, Institute for Higher Education Policy
- Russ Finkelstein, Associate Director, Action Without Borders/Idealist.org
- Pam Garza, Director, National Youth Development Learning Network, National Collaboration for Youth
- Lavastian Glenn, Executive Director, Neighbors for Better Neighborhoods
- Robin Lynn Grinnell, Director, MNLI, Michigan Nonprofit Association
- Lori Gusdorf, VP, Membership & Chapter Services, Association of Fundraising Professionals
- Dawn Hutchison, VP Marketing and Development, Public Allies
- Diane Johnson, Senior Projects Director, CompassPoint
- Frances Kunreuther, Director, Building Movement Project
- Linda Nguyen, Program Director, Alliance for Children and Families
- Richard Potter, Vice President, Development and Communications, American Humanics
- Jana Reed, Director of Talent, Commongood Careers
- Paul Schmitz, President & CEO, Public Allies
- Larry Smith, Director, Third Millennium Philanthropy and Leadership Initiative, The Center on Philanthropy at Indiana University
- Kala Stroup, President, American Humanics
- Maggie Sullivan, Regional Institutes Manager, Coro Center for Civic Leadership
- David Swenson, Vice President, Michigan Nonprofit Association
- Sala Udin, President, Coro Center for Civic Leadership
- Michael Watson, Vice President, Human Resources, Girl Scouts of the USA
- James Weinberg, Founder & CEO, Commongood Careers
- Gayle Williams, Executive Director, Mary Reynolds Babcock Foundation

Non-Coalition Members Present

- Gregg Behr, President, The Forbes Funds
- Roger Israel, Professor, Metropolitan State University, Public and Nonprofit Administration
- Christine Lindstrom, Director, State PIRGs' Higher Education Project J. McCray, Manager of Operations, Grantmakers for Effective Organizations
- Dennis Quirin, Program Fellow, The San Francisco Foundation

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- Francis Schweigert, Assistant Professor, Metropolitan State University, Public and Nonprofit Administration
- James Siegal, Vice President, Nonprofit Sector Programs and Practice Independent Sector
- John Palmer Smith, Executive Director, Helen Bader Institute for Nonprofit Management, University of Wisconsin-Milwaukee
- Rusty Stahl, Board Member / E.D., Idealist.org / EPIP
- Bill Treanor, Publisher, Youth Today

Member Meeting Notes:

Welcome and Overview (Steve Bauer)

- Steve Bauer welcomed the group and noted the importance of this meeting as the first gathering of the Coalition.
- Bauer thanked the Steering Committee for their work and for Paul Schmitz for providing leadership to the workforce diversity issue and Lauren Asher for providing leadership to the student debt and internships issue
- Bauer then identified the foundations that have supported the work done to date:
 - Hearst Foundation
 - UPS Foundation
 - Surdna Foundation
 - Annie E. Casey Foundation
 - Mary Reynolds Babcock Foundation
 - Ewing Marion Kauffman Foundation
 - Rockefeller Brothers Fund
- Bauer clarified the role of American Humanics in the Coalition
 - While American Humanics holds a membership in the Coalition, AH is facilitating the Coalition and is not leading the decision making.
 - While some work has been done to create a completely separate brand for the Coalition from American Humanics, some work still remains (folders, nametags, website etc) and will be prioritized over the next few months.
 - Bauer promised to provide an updated budget of the Coalition to the members soon.

Welcome from Kala Stroup

- Kala Stroup welcomed the group and highlighted the importance of this work.

Introductions

- Meeting participants went around the room and introduced themselves and their interest in working with the Coalition.

Coalition Context and Value Building

Kala Stroup and Paul Schmitz gave a detailed history of the Coalition and chronicled the work that had been done to date.

- Stroup discussed the history of the of the Coalition from the Shelly Cryer research that set the stage for the National Dialogues that took place at the National Human Services Assembly, Independent Sector and the Association for Research on Nonprofit Organizations and Voluntary Action. The sessions were held to assess the priority of next generation sector leadership.
- From the National Dialogues, there was a special session held at the Rockefeller Brother's Fund Pocantico Conference Center in July of 2005. Outcomes of the session included:
 - Acceptance of 10 strategies to address workforce issues
 - The need to create a coalition to act as a medium for these discussions
 - The need for more research on what we know and what we don't know about the workforce

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- Stroup discussed the creation of the literature review and bibliography: *Workforce Issues in the Nonprofit Sector: Generational leadership change and diversity* published by American Humanics in the spring of 2006 as a response to the Pocantico Conference.
- Schmitz discussed the formation of the Nonprofit Sector Workforce Coalition. A steering committee was created of those individuals interested in building the coalition
- Schmitz highlighted that the Coalition now stands at 54 organizations and is focusing on two important issue areas:
 - Recruitment and retention issues faced by professionals of color
 - Student Debt as a barrier to internships and careers in the sector
 - Each respective issue area has a subcommittee of Coalition members that are working on action plans to address the issues.

Report on Action Agenda from the Workforce Diversity Subcommittee (Paul Schmitz)

Paul Schmitz framed the work of the Workforce Diversity Subcommittee and gave a brief overview of the 5-point plan that would be presented to the group.

- Workforce Diversity Pledge (Robin Grinnell, Michigan Nonprofit Association)
 - This strategic point would have organizations sign a pledge to promote inclusive policies into their organizations. Pledge signers would be listed online for potential employees to see.
 - Much of the feedback for this plan involved specific language around the definition of diversity and what should be included in that definition.
- Workforce Research (Jenna Cullinane, Institute for Higher Education Policy, Alliance for Equity in Higher Education)
 - This strategic point involves the assessment of workforce diversity. Because so little is known about the actual makeup of the workforce, a simple tool has been created by Coalition members for organizations to use to assess the diversity of their workforce including diversity of executive leadership, board of directors, and affiliate executives (if applicable).
 - The Chronicle of Philanthropy has also expressed an interest in doing survey work with us on workforce diversity through their spring survey drive.
 - Feedback was positive for the tool. To start, the tool will only track race/ethnicity as they are the main focuses of this initiative, however, should the tool gain traction, more information could be collected about other aspects of diversity.
- Media Outreach and Coverage (Michael Watson, Girl Scouts of the USA, Chair, National Human Services Assembly HR Council)
 - This strategic point recognizes the value of promoting discussion of these topics through major sector media outlets.
 - Michael Watson has drafted an op/ed for the Chronicle of Philanthropy on behalf of the Coalition to be published this fall. Other media venues are being discussed as well.
 - Feedback was positive including Bill Treanor of Youth Today indicating that workforce issues are a very hot topic for his readers.
- Diversity and Inclusion Best Practices (Michael Watson)
 - This strategic point will promote best practices around diversity and inclusion and act as a bridge for organizations to share information, sample policies, successful programs etc.
 - Michael Watson presented a draft plan with key questions that must be answered to move forward in this area.
 - Feedback was positive for this effort.
- Recognition of Top Organizations (Larry Smith, Center on Philanthropy, Indiana University Purdue University Indianapolis)
 - This final strategic point would create a national recognition structure for those that will identify those organizations that have exhibited best practices in the area of workforce diversity and inclusion.
 - Larry Smith presented the initial plan with guiding questions that, when answered, will provide a framework for the recognition process.
 - Feedback was positive for this effort.

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Report on Action Agenda from the Student Debt / Internships Subcommittee (Chris Lindstrom and Steve Bauer)

- Lauren Asher, Chair of the Student Debt / Internships Subcommittee was unable to attend the meeting. In her place Chris Lindstrom, Director, State PIRG's Higher Education Project, presented the impact that student debt has on those seeking careers in the nonprofit sector. Impact included reporting that the average amount of student debt is \$20,000. This level of debt makes it almost impossible for recent grads to look at careers in the social work and education fields. Complicating this is the great numbers of unpaid nonprofit internships that only attract those that have the means to take an unpaid experience. This practice makes it difficult for lower income students, especially those of color to gain inroads into careers in the nonprofit sector.
- Bauer presented an overview of the plan of action for addressing student debt and internship.
 - Write an op-ed about the impact of rising student debt on nonprofits – as both employers and essential community resources -- for the Chronicle of Philanthropy or major newspapers where member organizations are based. Write letters to the editor in response to coverage of student debt or college cost issues to highlight the stakes for the social service sector.
 - Document and share best practices of organizations that have committed some form of compensation or support for employees with student debt, such as loan forgiveness or tuition reimbursement as well as those that are paying competitively compensated internships.
 - Create and promote internship development programs and the value they add to organizations
 - Support increased need-based grant aid for undergraduates so that students of modest means graduate with less debt and more options. Adequate aid preserves educational opportunity and ensures that nonprofit jobs remain viable for lower income graduates.
 - Encourage colleges and universities to adjust their financial aid policies to limit loan burdens, especially for lower income undergraduates and for graduate students training for social sector careers.
 - Send a letter to the Department of Education by November 9, 2006 and/or testify at one of four upcoming hearings around the country to encourage the Department of Education to reassess the loan repayment structure.

Coalition Next Steps

Many questions arose around the infrastructure of the Coalition. To respond to these, a brainstorming session was facilitated by Diane Johnson, Program Director, CompassPoint. The session included the following questions / comments:

- Are we thinking big enough with our action areas? Should we be promoting a more robust marketing effort around educating the public around the relevance and capacity of the nonprofit sector?
- A formal decision making process should be formulated by the Coalition.
- A profile of member organizations should be created to help members navigate the work that others are doing in these efforts.
- When framing diversity we should look at how equity and justice fit.
- There should be a comprehensive new member packet created detailing past action, current efforts and future direction of the Coalition.
- Create a member "buddy" system, where new members would have a longer-term member connect with them.
- Further definition of who a member can be (individual, organization, corporate entity etc) and if there are appropriate levels of involvement.
- Further definition of the leadership structure of the Coalition was requested.
- A governance-style subcommittee should be created to address the decision-making questions and build an infrastructure (operating procedures) for the Coalition.
- We need to meet to articulate mission, values, vision and timeline.
- We need a vehicle to resolve issues around conflict resolution within the Coalition.
- Need to clarify the budget of the Coalition.
- Need to create a separate brand for the Coalition.

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Closing (Steve Bauer)

Bauer's closing remarks included:

- Thanking Coalition Members for coming
- Looked forward to continuing to develop the Coalition and our work
- Thanking Patrick Corvington for offering to host a Coalition meeting at the Annie E. Casey Foundation
- Meeting report will be out by the middle of November
- Please prioritize Coalition related conference calls to help us keep moving forward.

***If we missed something or communicated anything inaccurately, please contact Steve Bauer, sbauer@humanics.org, and we gladly will circulate an addendum to the group.**