



74%+
seventy-four percent

A strategic research project

EXPLORING THE LIVES OF WOMEN LEADERS IN NONPROFIT ORGANIZATIONS

The **Bayer Center for Nonprofit Management at Robert Morris University** works with nonprofit organizations to provide effective and practical management and governance tools, information, education and research that strengthen nonprofit missions and multiply all investments of time, talent and money in regional nonprofit organizations.

Our intensive and customized Management, Governance, Financial and Technology consulting services are designed to educate leaders and have resulted in:

- Higher functioning governing boards
- Enhanced financial planning and management
- Heightened brand awareness
- Increased partnerships and strategic alliances
- More effective approaches to fundraising
- Better informed, evidence-based decisions for future directions
- More capable nonprofit leaders and organizations
- Effective management information systems
- Prudent software choices and website design
- A strategic approach to decision-making

Why 74%+ seventy-four percent?



Background

Women comprise a great majority of the nonprofit workforce in Southwestern Pennsylvania. In fact, **74% of those working in the regional nonprofit sector are female.** Approximately 225,000 of those employed 300,000 in nonprofits Allegheny and surrounding counties are women. But wage equity is not a reality for most women working in regional nonprofit organizations.

The Bayer Center for Nonprofit Management at Robert Morris University is leading on behalf of women in the nonprofit workforce through research and education to promote change in this picture. The Kitchen Cabinet has been formed to guide new research efforts on the lives of women in nonprofits, to ask hard, relevant questions, and to distill knowledge into action. And we intend to engage the power of 74% to do just that.

74%: Exploring the Lives of Women Leaders in Nonprofit Organizations is made possible by the generous support of the Eden Hall Foundation and Bayer USA Foundation.

A persistent and troubling truth permeates a decade of research initiated by the Bayer Center for Nonprofit Management (BCNM) at Robert Morris University (RMU) in partnership with the United Way of Allegheny County. Responses came from 169 organizations (127 of which are in Allegheny County) that employ approximately 15,800 individuals. Since the biennial Wage and Benefit Survey was initiated in 2000, the results have consistently confirmed that women make up more than 70% of the nonprofit workforce and that they are under-paid and under-represented in the leadership of large organizations. Women in nonprofit organizations make up 74 percent of the workforce. They are consistently underpaid and less likely to lead large organizations. In 2000, women were making 67 cents on the dollar. By 2010, they were making 75 cents on the dollar. This is still below the national wage gap of 80 cents.

This reality exists in nonprofit organizations, which are supposed to be bastions of social justice. That justice seems too often attempted for those served, not the people who are serving, including the 74 percent who happen to be women.

Women's journey in nonprofits, first job... motherhood... advancement... retirement.

"I created the job. I think that's [what you find about people who] function in the gaps. We do a whole lot for a lot less, because we're attached to a vision, a dream, a cause, whatever."

"I had the opportunity to be the director of development at a homeless resource center and it was huge risk. I actually left this very secure, institutional job – it's become a pattern in my life. Go for the risky job!"

"Unless you had the baby and came back within six weeks or – as many started to do, came back in even less time than six weeks – those ones advanced. But anyone else that took six weeks or more time or decided that they wanted to work part time with their children, you really were marginalized even after you came back. You paid the price for it. And [you begin to] realize you were on the "mommy track" you're not real happy about it and you see other people just advancing right along, in particular men, and it's not happening for you."

• Excerpts from Bayer Center interviews with women nonprofit leaders

Research

74%: Pay Equity Research

A number of research initiatives have been launched since the BCNM wage and benefit survey began in 2000.

- In summer 2008, female leaders in nonprofit organizations were surveyed online in 2008.
- Thirty-four nonprofit executives, board leaders, funders, and consultants gathered over lunch to more deeply investigate issues and questions for continuing research in August 2008.
- “What specific actions will lead to women in SWPA’s nonprofit sector more fully realizing their potential as they seek to meet the needs of our community?” This question was posed to 53 women from more than 40 nonprofits convened at the Pittsburgh Zoo in March 2009.
- Peggy Morrison Outon, executive director of the Bayer Center, selected 15 interesting, highly idiosyncratic women for personal interviews to shed more light on career realities and issues.
- Monthly brown bag lunches at the Bayer Center have drawn women to facilitated discussions addressing issues of equity and how to develop the potential of women who seek to strengthen the community. These informal gatherings will continue during the course of this project.

Important questions to ask while exploring and supporting 74%:

How does the glass ceiling impact nonprofit organizations?

What is a healthy career path?

How does one retire if adequate retirement benefits have not been a part of the employment compensation package?

Is there a productive and economically feasible model for job sharing?

How can women help one another in their careers?

Why do so many successful women cite only men as their mentors?

Is there a way that allows older female executives to share their hours with younger women leaders (possibly with children), who would like to also work a reduced schedule? Can the more senior executive retain the important community and fundraising relationships? Does this model allow for sufficient compensation?

The statistics from the past decade of BCNM research are telling yet fuel our curiosity. What we’ve learned prompts us to learn more about the realities of these numbers. In turn, our continued research will reveal more about the work of women in nonprofits. First, let’s look at salary rate when the top five positions are held by women.

Female’s Earning Power

(HOW MUCH DO WOMEN EARN WHEN COMPARED TO MEN IN THE SAME POSITION*)

	Large: > \$7 million	Mid- sized: \$1 – 7 million
Executive position	\$0.64	\$0.77
Second highest compensated position	\$0.84	\$0.82
Third highest compensated position	\$0.76	\$0.95
Fourth highest compensated position	\$0.83	**
Fifth highest compensated position	\$0.80	**

* Median salary used to calculate women’s earning power

** Insufficient data

Now, here is a look at compensation as it relates to the genders of both nonprofit executives and their board chairpersons.

Average Compensation for Like-Gendered Executives and Board Chairs

	Large: > \$7 million	Mid- sized: \$1 – 7 million
Female Executive Female Board Chair	\$132,355	\$88,091
Male Executive Male Board Chair	\$284,971	\$143,011
Percent difference	115%	62%

These glimpses of compensation realities certainly represent varied circumstances and conditions in the nonprofit workplace. But these numbers are food for thought. We are primed for continued research and more questions. We depend on the feedback and engagement of those directly affected by the realities represented by 74% and those who are equipped to play a greater role in changing these numbers.

What are your questions?

We can’t wait to hear from you as we are curious to better understand.



Education

Through BCNM's research efforts to date, more than 100 women have told us that we need to be active and intentional with this issue. These requests will be incorporated into our educational work. The Center will be deliberate about raising these issues in our work with nonprofit boards as we seek to help them improve their practice. Partnerships and new projects will be developed to implement the mentoring and support networks requested.

In addition on ongoing research, the BCNM will use the input of participating nonprofit leaders to inform opinion pieces, white papers, reports and other communications tools to shed light on the issues work to date has raised.

We look forward to future events as our research and education continues, culminating a national symposium in 2014.

Women's journey in nonprofits, first job... motherhood... advancement... retirement.

"People contact. [The] ability to interface and impact people. That is the continuity. That's the soft side. The hard side is the management challenge – I love it. I mean, I hate personnel issues like I hate nothing more... even worse than fundraising. But I like being able to shape and mold. So that's what attracts me to the kinds of jobs I have been privileged to apply for and selected for."

"I think I'm in the position with a lot of other women in that the nonprofits are not adequately taking care of us for retirement. And we are professionals in what we do, this is what we went to school for, this is what we do – this isn't a second career. This isn't just something we fell into. This is what we're trained to do."

- Excerpts from Bayer Center interviews with women nonprofit leaders

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Individually and collectively, Kitchen Cabinet Members will apply their community knowledge, professional expertise and stellar leadership to fuel the power of 74%.

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