



Shafted

Research Report

Why nonprofit fundraising staff are shafted, and what to do about it

By Wild Woman Fundraising

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**Wild Woman Fundraising
Research paper
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Hey Nonprofit Professional! Are you tired of the sorry state of the nonprofit industry?

We've got a problem. Our nonprofit culture is sick.

Low donor retention, high fundraising staff turnover, dwindling returns, increasing competition for dollars, and attacks from the private sector calling us "inefficient."

Here's our challenge: Whether it's the Underdeveloped Report telling fundraisers we are set up to fail, with:

- 6 months+ of no fundraising staff
- The revolving door of fundraising professionals
- No culture of philanthropy, and
- No support from senior leadership

We know we often succeed in spite of, not because of our working environment!

If you're tired of turnover, tired of no culture of philanthropy, and tired of being called "inefficient," this research paper may show the solution you're looking for.

The Premise:

Nonprofits are wasteful. Why? Not because of overhead or executive salaries. They are wasteful because they churn development staff. The

Constant fundraising staff turnover hurts nonprofits.

effect of constant turnover starts to snowball.

1. Let's say your fundraising person has been fired or left.
2. They left on bad terms, and they took their work with them. Now there's no standardized process or procedure for fundraising.
3. The upshot of this is that no one is in charge of donor stewardship/grant reporting/events for months at a time.
4. You finally hire someone and everything is a mess. There's no one to train them. They don't know what's been done. There's a database that hasn't been updated. Or maybe there's no database.
5. It takes a development staff person 12-18 months to get up to speed in a new job. The catch is that 12-18 months is exactly how long a development staff person stays at a job.
6. Meanwhile there's less money which means staff layoffs, fewer services and executive turnover
7. And the process starts all over again, each subsequent transition making it that much harder for the next fundraising staff person to succeed.

Bottom Line: Constant fundraising staff turnover hurts nonprofits. How can nonprofits keep Development Staff AND be more effective?

According to a 2013 survey by AFP Oregon/SW Washington,

"If we could only hire a good fundraiser" is naïve, wishful thinking."

"How do you hire a successful development director? Maybe that's the wrong question to start with."

"Fundraiser turnover may be like the canary in the coal mine: what else is off track?"

Can you keep fundraising staff or other staff through better working conditions precipitated by unions?

The goal of this research report is to examine what solutions exist to help nonprofits become more efficient by retaining fundraising staff.

Why is this question urgent now?

"Fundraiser turnover may be the canary in the coal mine: What else is off track?"

Because our nonprofits are sick.

- Because fundraiser turnover becomes donor attrition.
- Because we are losing more donors every year
- Because government funding is slowly eroding
- Because if your nonprofit can't make its income goals, then your nonprofit will have to cut back or die.
- Because when your nonprofit cuts back or dies, service recipients will suffer.

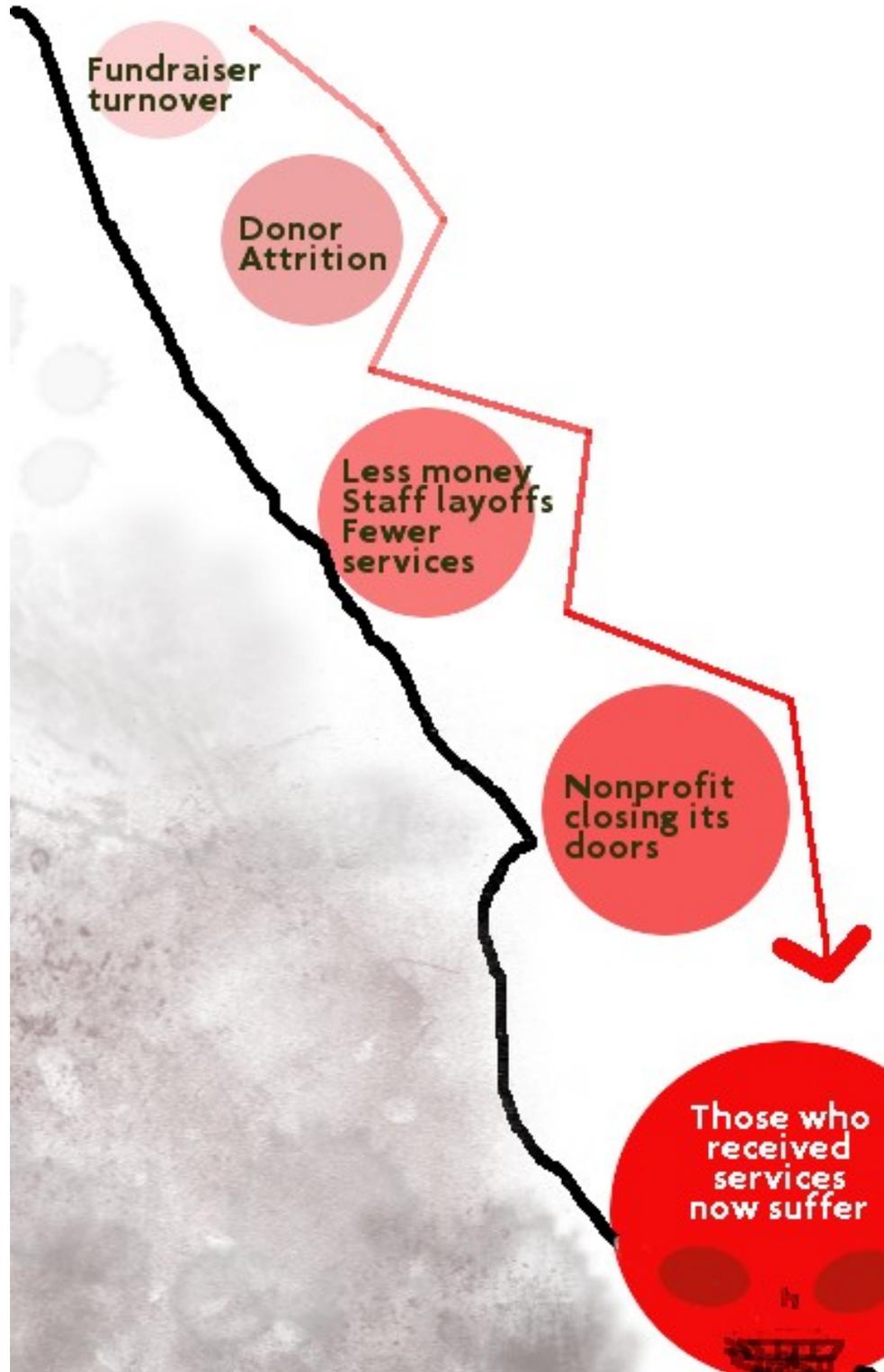


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Diagnosis and control of nonprofit diseases of hoof and mouth

I met a former Development Director at a networking meeting, he laid some knowledge on me about nonprofits which I found PARTICULARLY INTERESTING. He said,

Here are 9 typical nonprofit diseases, and their symptoms.

1. Nonprofit organizations are PATHOLOGICAL ENVIRONMENTS that allow all pressure to be put on the Development Director, who is expected to overcome all organizational issues and raise millions in the first month. It's rare for the development person to have input into the nonprofit budget or the starting of new programs. Naturally, this causes the development director to be stressed out, scared, and overwhelmed.

2. The Development Director can raise a ton of money and the Executive Director can say, "I raised that money, goodbye." And the board can say to the ED, after the ED raises a ton of money, "WE raised that money, goodbye!" There is a lot of grabbing of glory, a lot of egotism since money is not tied to performance, people have other reasons for getting into the nonprofit world. Like ego.

3. He said that usually boards will fire executive directors when there is a lot of turnover on the board. They will come in and say, "Who is this guy?" and fire the ED.

4. Non-performing boards are the biggest cause of non-performing Executive Directors.

If there are a lot of frauds on the board, will they hire the Executive director with a fire in their eyes that will go out and ask them to commit to giving? No, they will hire a fraud, just like them. The Executive Director takes their cue from the board. The Executive Director is just trying not to get fired. If there is not board buy-in via strict donation requirements, there will not be any fundraising movement on the executive director's part. If the board can be paid to fundraise, there would be much more movement on their part. Accountability is not clear.

5. The Executive director has to push for donations from the board, but not too hard, because then they will get fired.

So they tell the development director to push hard, and use the development director as the "fall guy."

6. He said, “If you stay in this business long enough, you will get fired, because if they don’t like you, there’s nothing you can do. And you will be the truth teller, and if the Executive Director and board aren’t willing to fundraise and invest in the nonprofit, your hands are tied and you can’t raise the money you need to raise.” So nonprofits will cycle through a Development Director each year for an illusion of progress, saying, “Well THAT guy certainly didn’t know how to fundraise. Let’s hire HER!” All the while abdicating their responsibility to **MAKE THE ORGANIZATION GREAT.**

7. Another thing he saw over and over again was nonprofit boards assuming that everyone who worked at the nonprofit was an idiot.

So they think. “Why should I fundraise for an organization where everyone is an idiot?” And this cultural hivemind thought persists despite turnover from board and staff. I HEARD THIS from other people when I worked at this nonprofit, both the board and the CEO thought staff were STUPID!

8. He said he saw gross negligence on the part of boards to make sure that the person in place at the top was doing ANY kind of fundraising, even people being paid a quarter of a million to do their jobs, putting the endowment in hock, etc.

9. He said that the nonprofit pretty much runs on the board and their friends’ money, and if they don’t give money or get money, they need to get off.

And if they don’t give or get off, they are going to just run the nonprofit into the ground. Which, he noted, there is no law against.

No organizational memory or systems

What is the Setup?

The setup is getting hired by a nonprofit with lack of systems, turnover and more, that set you up to fail, no matter how hard you work.

If you haven't read it yet, read the Compasspoint report, *Underdeveloped: A national study of challenges facing nonprofit fundraising.*¹ It uses data from 2,000 different nonprofit executives and fundraising professionals to figure out why fundraising professionals fail.

Key findings of the report?

Revolving Door: Development directors are bouncing around and getting fired or quitting all the time.

Help Wanted: Organizations aren't finding enough qualified candidates for the jobs. Um, perhaps because they are not looking for one person, but for three people wrapped into one person, for the salary of a half-time person? Because based on the job descriptions I look at, that is what they want.

In short, the preconditions for your success in a fundraising role are:

- Getting systems in place, (like a fundraising plan, a donor database, marketing processes, etc)
- Making sure everyone knows their role in fundraising,
- An executive director who comes from fundraising and who loves to ask for gifts, AND
- A good rapport between the development director and the executive director.

To get all of these things in place, especially at a small nonprofit where there hasn't been a development director for 6 months to 2 years, is a near impossibility.

Having a fundraising plan, having a board that cares about fundraising, and having a culture of philanthropy are all vital tools that help nonprofits succeed, let alone development directors.

So often, small nonprofits have none of these things. This is the set-up.

¹ Compasspoint & Haas Jr. Fund *Underdeveloped Report*. January 2013.
<http://www.compasspoint.org/underdeveloped>

Gullible Help Wanted

Cheryl Kester writes: *“When small nonprofits advertise for development directors, they get so few candidates or candidates they feel are unqualified. This clearly has a direct correlation to the figure that 38% of the Development Directors at smaller organizations have no experience securing gifts².*

Why is this? Because most experienced fundraisers do not even look at what are essentially entry-level positions when they come open at smaller nonprofits. I mean, really, I can usually read a position description and quickly assess the huge list of unreasonable expectations of the position and read volumes into that.”

So the experienced people don't bother, because the salary's insulting for the amount of work that it will be, and the inexperienced people, who don't know any better, apply. And fail. And blame themselves, when they really shouldn't.

And they think, “I'm just not good at fundraising!” and leave the nonprofit world, when they should be celebrating their failures and being encouraged to learn from them.

THAT is how you learn. Instead they get the boot and the revolving door starts again.

What you might take from this is that Development Directors are most often fired for conditions they cannot control.

Development staff are fired or leave because they cannot overcome organizational inadequacy, not because they don't know how to fundraise.

² Ibid.

Disrespect of nonprofit staff leads to turnover

Who is disrespected?

Nonprofit staff who are not management.

How are they disrespected?

Here's a small sampling.

- Employee handbook not followed when employees are fired
- People are picked on for how they dress³
- Expectations to be “nurturing” or “office fix-it person⁴”
- Expected to work 70-80 hour work weeks instead of hours stated in employee handbook
- Attacked for making the tiniest mistakes⁵

“The truth of the common saying “women must try twice as hard to achieve half as much” is documented by more than a quarter century of social science. Women need to provide more evidence of job-related skills than their male counterparts before they are viewed as competent. Women are allowed fewer mistakes than men before they are judged incompetent.”

-Pinto and Williams, HR Magazine, April 2009.

Why are nonprofit staff disrespected?

Nonprofit boards sometimes assume that everyone who works at the nonprofit is an idiot. I have seen this over and over again, and so have others that I know.

Nonprofit boards think. “Why should I fundraise for an organization where everyone is an idiot?” And this cultural hivemind thought persists despite turnover from board and staff. I HEARD THIS from other people when I worked at a couple of different nonprofits, both the board and the CEO thought staff were STUPID!

Why do nonprofit boards and management think staff are stupid?

Because nonprofit staff are paid so little. Seriously.

- 3 Pinto, Consuela. Williams, Joan. *Hidden Gender Bias in the Workplace*. HR Management Magazine. Sept. 14, 2009.
<http://web.archive.org/web/20120411223058/http://www.hrmreport.com/article/Hidden-Gender-Bias-in-the-Workplace>
- 4 Treyz, Mazarine. *Are You Attacked for Your Fashion?* May 3, 2010.
<http://www.wildwomanfundraising.com/criticized-fashion-gender-bias-work>
- 5 Merrigan, Tara. *Harvard Business School Grapples with Gender Imbalance*. The Harvard Crimson. April 14, 2010.
<http://www.thecrimson.com/article/2010/4/14/faculty-school-business-women/?page=single>

Jamelle Bouie writes in the American Prospect, “*For the last thirty years, . . .we’ve deferred to capitalists and businesspeople in nearly all decisions. A handful of rich people think they know how to run the economy? Great, we’ll let them take care of it. A few billionaires think they know what’s wrong with our education system? Well, we should listen to them*⁶! As U.Va professor Siva Vaidhyathan put it in a piece for Slate:

At some point in recent American history, we started assuming that if people are rich enough, they must be experts in all things. That’s why we trust Mark Zuckerberg to save Newark schools and Bill Gates to rid the world of malaria⁷.”

Guess What? Rich People Don't Know Everything.

Because nonprofit staff are disrespected, there is a terrible culture of disposable nonprofit workers and fundraising professionals.

6 Bouie, Jamelle. *The Corporatization of U.Va.* The American Prospect, June 19, 2012. <http://prospect.org/article/corporatization-uva>

7 Vaidhyathan, Siva. *Strategic Mumblespeak.* Slate, June 15, 2012. http://www.slate.com/articles/news_and_politics/hey_wait_a_minute/2012/06/teresa_sullivan_fired_from_uva_what_happens_when_universities_are_run_by_robber_baron_sullivan_single.html

Revolving door = Turnover is wasteful

The issue is not only that staff tend to stay 12-18 months at most. It is also that there is often a long time elapsing before the next person is put into place. Then that person doesn't get any training, and very little direction about what to do.

Sabotage inside and out

Do you ever wonder why you just can't seem to keep good help?

This might be why.

I was sitting in a coffeeshop the other day and there was this woman sitting on a couch across from me. She said, "What day is it? I said, "The 19th" and she said, "No, no, it can't be the 19th!" And I said, no, I think it really is, and she said, "I've just lost \$49,000!"

We got to talking, and it turned out she was a new fundraiser for a nonprofit in town. She was writing grants that were due right away and she had to get on them, so we didn't talk long, but it turned out she had 3 jobs at this nonprofit and had never written grants before. And she didn't know much about fundraising.

I tried to reassure her that it was okay, we all start out not knowing anything. I asked her if she knew about the funding history of this nonprofit, and she said, no, the previous person left and took all of the grant information with them.

She said, "I hate fundraising, but I need to keep this job!" and I said, "Well... maybe there are some aspects of fundraising you might like, once you get to learn more about it."

And then she said something heartbreaking.

She said, "*The last person who was here before me, tried to make the board learn how to fundraise, and then they fired her. I'm afraid if I ask anyone to help me fundraise, they'll fire me too. I've gotten so I'm keeping my grants in a box under my desk, so that if they fire me I can take my work and go.*"

The sad thing is, this is far from the first time I have heard of someone doing this. Her story is all too typical. The lack of respect for the profession of fundraising, combined with lack of respect for people who fundraise, and the disposable culture of nonprofit workers all adds up to no idea what has been done, and no donor relationships, because everyone has

I've gotten so I'm keeping my grants in a box under my desk, so that if they fire me I can take my work and go."

taken their work with them and burned the files.

They'll use this person up, and chew her up and spit her out. Just like the previous person. And she knows it. So she's taking steps to sabotage the records because she knows they won't respect her.

Sabotage comes from the French word Sabot, which means wooden shoe, because workers would throw a shoe into the textile machine, to gum up the works. But there are more recent uses of sabotage that are relevant to us today.

Radical labor unions such as the Industrial Workers of the World (IWW) have advocated sabotage as a means of self-defense and direct action against unfair working conditions.

For the IWW, sabotage came to mean any withdrawal of efficiency — including the slowdown, the strike, working to rule or creative bungling of job assignments.

Nonprofit HR Solutions and the Improve Group conducted a study of more than 580 organizations, to discover issues with nonprofit staff turnover.

Superjobs

Nearly three-fourths of nonprofits reassigned tasks to existing employees when other jobs vanished. When that happens, says the report, those employees might feel overwhelmed or resentful and seek new jobs. What is a super job⁸? It's when the work of two or more people is put onto one person. I have a friend whose title was "Development/Volunteer/Marketing Coordinator at a previous job. This is happening across many sectors, not just the nonprofit sector, but that doesn't make it right.

Salaries and benefits inadequate

- About 38 percent of groups cited difficulty in holding onto employees under age 30.
- Just under a third of the organizations cited an inability to offer a competitive salary as the greatest obstacle to keeping staff members.
- One in five groups highlighted excessive workloads and a lack of opportunity for promotions as contributing to an inability to hold onto staff. Nonprofit employers should put a higher priority on retaining

8 Bauerlein, Monika. Jeffery, Clara. *Super Jobs*. Mother Jones. July/August 2011
<http://www.motherjones.com/politics/2011/06/speed-up-american-workers-long-hours>

workers, says Lisa Brown Morton, chief executive of Nonprofit HR Solutions.

“Salaries and benefits represent the largest component of an organization’s budget,” she says. “If you are going to spend hundreds of thousands or even millions of dollars on many people, it would behoove you to pay attention to what is going on with them.”

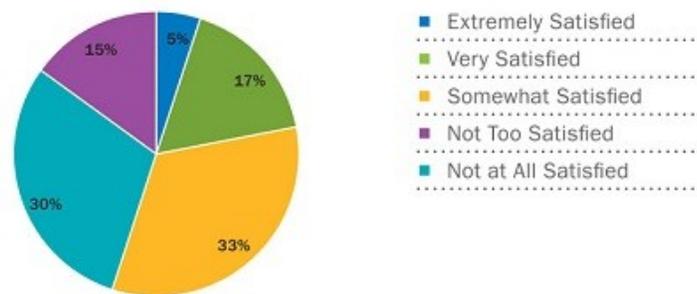
She is frustrated by groups that pour money into fundraising and programs but not into developing the people who run them. “Programs can’t be delivered without people,” she says.⁹

According to a 2011 study of 1,000 nonprofit employees by The Independent Sector,

- Almost one-half of employees have considered leaving the sector for better compensation elsewhere.
- Forty-two percent of employees feel they are not accumulating sufficient financial resources to ensure their long-term financial security.
- 45% of sector employees are not satisfied with their ability to prepare financially for retirement.¹⁰

Figure 7 - Satisfaction with Ability to Prepare for Retirement among Nonprofit Workers

In your current job, how satisfied are you with your ability to prepare financially for retirement?



Source: 2011 Survey on Financial Security in the Nonprofit and Philanthropic Sector, TIAA-CREF Institute and Independent Sector.

According to the Cygnet Group's 2009 study of 1100 fundraisers, 39% of professional fundraisers were planning to leave their jobs at the time they responded to the survey. The main reason why respondents were seeking another career opportunity: 48% – to obtain a higher salary elsewhere.¹¹

⁹ Lewis, Nicole. *Nonprofit Hiring Expected to Increase in 2013*. Chronicle of Philanthropy, January 29, 2013. <http://philanthropy.com/article/Nonprofit-Hiring-Expected-to/136891/>

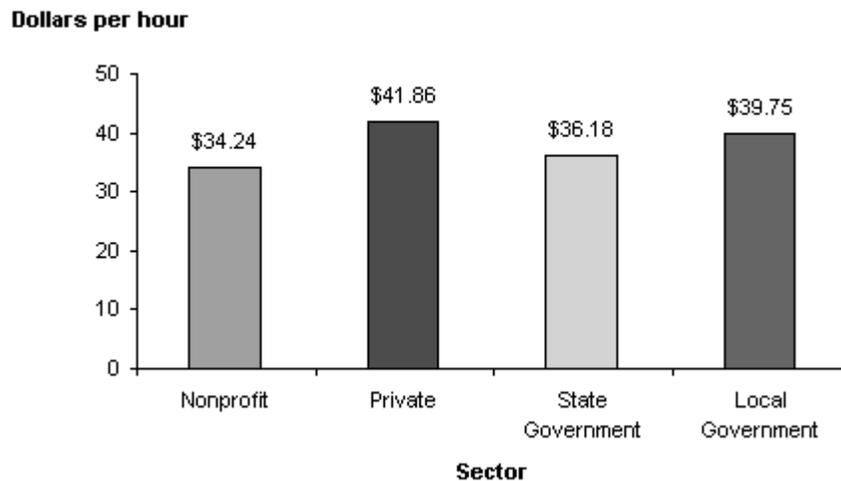
¹⁰ [Financial Security and Careers in the Nonprofit and Philanthropic Sector](http://www.independentsector.org/financial_security) Study by TIAA-CREF Institute and Independent Sector, 2011 http://www.independentsector.org/financial_security

Nonprofit workers are paid less than Every. Other. Sector.

Fair pay for a fair day's work

Nonprofits cry, “we don't have the resources to pay people more! We should be exempt!”

Chart 2. Average hourly earnings of full-time workers in management occupations, 2007



If an organization claims to be concerned with the welfare of the poor, should that same organization not also be concerned with the welfare of its own employees?

As recognized by the Supreme Court of Minnesota in applying that state's labor law to the employees of a nonprofit hospital, the rights of charitable employees to a decent wage and a voice in their working conditions bear the same relation to the public welfare as those of employees in private industry.

And the weakness of the individual employee vis-a-vis his employer is the same regardless of the employer's for-profit or not-for-profit status.

The once voiced hope that the altruistic nature of charitable employers would assure voluntary fair treatment of employees is belied by the fact that charities remain notoriously low-wage employers.¹²

Suppressing nonprofit wages leaves us all in the hole. ⁱ

Data was collected in a 1994 survey administered by the Direction Center, a nonprofit consulting group in the metropolitan Grand Rapids, Michigan area. The survey examines personnel practices in nonprofit organizations,

11 Burk, Penelope. *Why Fundraisers Leave*. December 7th, 2009. <http://www.cygresearch.com/burksblog/?p=278>

12 Sherman, Fredrick E. Black, Dennis B. *The Labor Board and the Private Nonprofit Employer: A Critical Examination of the Board's Worthy Cause Exemption*. Harvard Law Review, 83: 1351

for-profit firms and government agencies, and includes information on the fringe benefits offered to employees in 266 organizations from the Direction Center's mailing list.

This study found that nonprofit employees received significantly less wages and benefits than the for-profit sector.

One may ask if, in the daily activities of these nonprofit organizations, do these organizations exemplify the same values they propose to promote?

If an organization claims to be concerned with the welfare of the poor, should that same organization not also be concerned with the welfare of its own employees?

If an organization exists to serve people, should it not also, in some sense, serve its own employees?¹³

Why do we get paid so little?

One informant mentioned that she thinks it's because mostly women do this work.

Why do mostly women do this work?

“In addition, female nonprofit employees find their work less repetitive and more likely to lead to skill development than do female for-profit workers. Therefore, for women, expected differences in wages and job characteristics are the nonprofit sector's real drawing card....The empirical picture provided in this paper supports a hypothesis that the nonprofit sector is providing female employees with the types of workplace opportunities and responsibilities that women still do not earn easily in the for-profit sector.¹⁴”

“Let's be honest. Until you get to major nonprofits or you're at the collegiate level, most of your fundraisers are going to be women. We've come a long way in the last 40-50 years, but once again, (fundraising) is still viewed as women's work. It's not as valuable as a man selling 5 million worth of deals. There's still a little sexism there, there really is. I don't know how to solve those problems so I just ignore them.” -Anonymous 2

13 Emanuele, Rosemarie. Higgins, Susan H. “Corporate Culture in the Nonprofit Sector: A Comparison of Fringe Benefits with the For-profit Sector.” *Journal of Business Ethics*, Vol. 24, No. 1 (Mar., 2000), pp. 87

14 Preston, Anne E. “Women in the White-Collar Nonprofit Sector: The Best Option or the Only Option?” The MIT Press. Source: *The Review of Economics and Statistics*, Vol. 72, No. 4 (Nov., 1990), pp. 560-568

No Culture of Philanthropy

What does this mean? Either the ED or the Board or both are not taking responsibility for fundraising.

According to the Underdeveloped Report, 31% respondents were seeking another career opportunity to get away from the “old-school culture” of fundraising.

The “old-school culture” of fundraising encompasses a number of issues identified by survey respondents, such as:

- Lack of appreciation for the time it takes to cultivate donors and raise increasingly profitable gifts, often expressed by Boards or CEOs as, “We have to have the money now.”
- Viewing fundraising expense as unfortunate cost rather than essential investment
- Seeing paid fundraising staff as replacing, rather than enhancing or supplementing fundraising by leadership volunteers.¹⁵

No support from senior leadership

Often, nonprofit fundraising staff do not have a place at the table when the budget is set. They also do not get to decide what their fundraising budget is, or how much they will be responsible for raising.

It's About More Than One Person

The report finds that high performing fundraising programs promote a culture of philanthropy. What is a culture of philanthropy? When “Most people in the organization (across positions) act as ambassadors and engage in relationship building. Everyone promotes philanthropy and can articulate a case for giving. Fund development is viewed and valued as a mission-aligned program of the organization. Organizational systems are established to support donors. The executive director is committed and personally involved in fundraising.”¹⁶

The key issue, the one that everyone seems to overlook is that development directors are usually not supported enough by the organization. Think of it this way.

¹⁵ Burk, Penelope. *Why Fundraisers Leave*. December 7th, 2009.
<http://www.cygresearch.com/burksblog/?p=278>

¹⁶ Ibid.

It's like a company with only one salesperson and no customer service people. Big companies with a million+ dollar budgets have five or more salespeople, all responsible for bringing in big deals. Not to mention customer service people, and databases, a marketing budget, marketing plan, and clear followup methods. Most development professionals have none of these things. Yet they are tasked with raising a million plus dollars.

What is most surprising is how often they succeed, despite the lack of bonuses, support and rewards available in the for-profit sector.

And even when they succeed, they still get fired. So what's a fundraising professional to do?

Lack of diverse fundraiser leaders

“Serious diversity training is NEEDED. This is an epidemic with nonprofits, especially with ones with the word justice in their name, lots of sexism and racism.

When I hear the leaders say they want to help people, to me it's very degrading term, you should be trying to change things so that help is not needed. It's very very sad.” -Anonymous Fundraiser 2

According to a study of more than 580 organizations by Nonprofit HR Solutions and the Improve Group, “Nonprofit groups in the study also said they desired a diverse work force, yet only 37 percent have formal plans to attract a mix of workers in terms of age, gender, culture, and ethnicity”.¹⁷

“I'm the only black female where I work at, so that's a red flag right there. I think practice what you preach. What face you're trying to show. If you are saying things about helping immigrants, (i don't like that word either) It shouldn't be “I'm this white woman who is helping all of these immigrants” it's a very degrading thing.” -Anonymous Fundraiser 3

This is a self-perpetuating cycle.

What can be done about this issue?

In this report, I hope to share voices with you that will give you a better understanding of how to recruit diverse fundraising professionals for leadership positions, and how to support these professionals once they are in place.

¹⁷Lewis, Nicole. *Nonprofit Hiring Expected to Increase in 2013*. Chronicle of Philanthropy, January 29, 2013. <http://philanthropy.com/article/Nonprofit-Hiring-Expected-to/136891/>

The structural issues:

Nonprofits taking over for-profit and governmental work

Nonprofits as a concept has lost its meaning.

The line between nonprofits and for-profits, and nonprofits and the public sector is blurring. "Nonprofitness" has little consistent transnational or transhistorical meaning.

With more nonprofits looking to earned income streams, government funding, and corporate structures, not to mention hiring from the corporate sector, and requiring corporate experience for senior nonprofit leadership, instead of hiring from within and requiring nonprofit management experience, the word nonprofit is misleading at best and an outright lie at worst.

Nonprofits and Businesses

Many nonprofits act so much like businesses that there is no real dividing line.

The Rise of Professionalism

In recent decades, the nonprofit sector has evolved from informal activities of charitable do-gooders to highly formalized endeavors by enterprising individuals.

The past decade has seen more sweeping moves toward importing business models and practices, which may transform charitable groups into more instrumental, purposive organizations. These steps have been augmented by both internal managers who see these practices as essential to growth and survival and external proselytizers who urge the diffusion of business tools."¹⁸

Nonprofits and Government Services

Recently a foundation took over bussing students to school.¹⁹ and this is just one example of nonprofits taking over governmental duties.

¹⁸ Hwang, Hokyū, Powell, Walter. *The Rationalization of Charity: The Influences of Professionalism in the Nonprofit Sector*. *Administrative Science Quarterly*, 2: 298

¹⁹ Kim Klein, *The Long and Short of It*. The Commons Blog, June, 2013.

<http://kimkleinandthecommons.blogspot.com/2013/07/the-long-and-short-of-it.html>

“Pynes stresses that “the contract state” or “nonprofit federalism” will become even more blurred as many local and state governments go beyond contracting out services and attempt to privatize services presently performed by public employees²⁰.

These services will be transferred to nonprofit or for profit organizations.

In the last 3 decades there has been a consistent blurring between nonprofit and for-profit and nonprofit and public sectors. Most nonprofit service organizations depend on the government for over half their revenue. There also has been a significant increase in involvement of for profits in the social welfare field, aka the marketization of welfare.”²¹

For-profits and government are unionized.

Since nonprofits are taking on government services, or selling goods and services like for-profits, then why is working at a nonprofit any different than working at a for-profit, other than in name?

For another perspective, Jamelle Bouie at The Prospect writes, “*(Social and nonprofit) programs should be judged by whether they accomplish the goals of our society—a safety net for the poor, help for the young, assistance for the old—and not whether they meet the metrics of a business. If they need reform to meet their goals, then we should move in that direction. But handing to them to the private sector, or running them like a business, won’t automatically solve their problems or make them better.*”²²

20 Pynes, Joan E. *The anticipated growth of nonprofit unionism*. Nonprofit management and Leadership 1: 355-71

21 Gonyea, Judith G. “*The Nonprofit Sector's Responsiveness to Work-Family Issues.*” : 141

22 Bouie, Jamelle. *The Corporatization of Uva*. The American Prospect.
<http://prospect.org/article/corporatization-uva>

Multiple, ambiguous goals and frequent goal displacement

Nonprofits do not rigorously define what success is, programmatically. They tend to have multiple, ambiguous goals, set by multiple stakeholders. Why is this?

Nonprofits are tasked with solving unsolvable problems, because weakened centers of power pass off these issues to them.

“In corporatist and consociational democracies, NPO self-governance enables the state to delegate sensitive issues to specialized agencies outside the political center.

Seibel (1989) describes the nonprofit's "mellow weakness" as a politically attractive but ineffectual safety-valve, to which the state offloads insoluble problems (e.g. the alleviation of poverty) that would otherwise threaten its legitimacy.

So the government is like, no, we're totally legitimate, it's that nonprofits aren't doing a good enough job to solve this insoluble social ill (like homelessness)!

Estes & Alford (1990) contend that service to the state has made US NPOs more bureaucratic and, at times, more market-oriented than they would otherwise be, thus undermining their legitimacy.

Meyer (1987) views NPOs as rationalizers in societies (like the United States) with weak or weakened state centers.

A variant of this theme can be found in the work of European scholars who discuss NPOs under such rubrics as "the crisis of the welfare state" (Offe 1985). In order to maintain stability and legitimacy, so the argument goes, the Keynesian welfare state delegates more and more functions to private and semi public organizations. The state, its sovereignty over specialized constituencies reduced, then faces "steering problems" and is unable to govern. Thus, whereas Tocqueville viewed voluntary associations as indicators of the robustness of liberal democracy, such theorists see in their proliferation a sign of legitimation crisis.²³

²³ DiMaggio, Paul J. Anheier, Helmut K. "The Sociology of Nonprofit Organizations and Sectors." Annual Reviews. Annual Review of Sociology, Vol. 16 (1990), pp. 137-159

In order to maintain stability and legitimacy the state delegates more functions to [nonprofits], ... a sign of the legitimation crisis.

Hypocrisy in nonprofit missions and employee practices

How can we justify treating people who want to help society the worst?

The important question, however, is how can we, as a society, justify the substandard treatment of this sector with respect to basic employment benefits?

This research suggests that perhaps we must at least begin to exert the same pressure for “corporate responsibility” among nonprofit employers, as we demand in the private sector.²⁴

The lack of structure around nonprofit employee practices is systemic.

Let me explain.

URGENCY: Remember when American women got the vote? Women worked tirelessly for two years to get it in America, in 1910, and once they did, then the groups disbanded.

This structure we have is a false one: Causes and nonprofits were never set up originally to employ people like corporations. They were set up to achieve a mission, and then disappear. And presumably people were supposed to figure things out after that.

Nonprofit work was never meant to be 9-5 jobs that you showed up for.

Nonprofit jobs were meant to be things you did because you cared about the mission. Maybe you would work on the cause after your job in the factory, or in your spare time when you weren't taking care of your children.

The urgency was palpable. You HAD to be there. You NEEDED the change. Desperately.

If you take a look at nonprofit job descriptions now, the mission is kind of thrown in as an afterthought. They want you to have experience helping some other mission. They want you to have a background with software. They want you, in short, to be employed, like a corporation would employ

²⁴ Emanuele, Rosemarie. Higgins, Susan H. “Corporate Culture in the Nonprofit Sector: A Comparison of Fringe Benefits with the For-profit Sector.” *Journal of Business Ethics*, Vol. 24, No. 1 (Mar., 2000), pp. 87-93

you, for wages, where you will hopefully go about your job without too much fuss about whether or not you fully believe in the mission.

We are hypocrites when we:

- Say we want to empower others but pay people poorly
- Say we care about efficiency but ignore the revolving door of nonprofit fundraising professionals
- Allow sexual harassment and racism in anti-racism organizations
- Allow workplace bullying
- Turn a blind eye to proper procedure and the employee handbook

Often people espouse the “Just World” Fallacy, namely, that people who are poor deserve it, that people who are rich work harder, or are somehow better than those who are poor.

The way nonprofit professionals buy into this is that they pretend that their “passion for the mission” will keep them from being mistreated or getting fired. They want to believe in a just world.

Meanwhile the board, buying into the Just World Fallacy as well, devalues nonprofit staff because they make less money, therefore must be “less smart” or “less deserving” than the people who get paid large salaries at big corporations.

You want the world to be fair, so you pretend it is.

“Zick Rubin of Harvard University and Letitia Anne Peplau of UCLA have conducted surveys to examine the characteristics of people with strong beliefs in a just world. They found that people who have a strong tendency to believe in a just world also tend to be more religious, more authoritarian, more conservative, more likely to admire political leaders and existing social institutions, and more likely to have negative attitudes toward underprivileged groups. To a lesser but still significant degree, the believers in a just world tend to ‘feel less of a need to engage in activities to change society or to alleviate plight of social victims.’”

- Claire Andre and Manuel Velasquez from an essay at The Markkula Center for Applied Ethics

You’ve heard “what goes around comes around” before, or maybe you’ve seen a person get what was coming to them and thought, “that’s karma for

you.”²⁵

Let me tell you something. What goes around does not come around. The people who perpetuated an oppressive system are not going to get punished. We have to organize and demand better working conditions.

So I decided to ask, what would improve working conditions for nonprofit staff? Would a nonprofit union be the answer? I decided to interview a number of union and non-union staff to ask them how having a union had affected their working lives.

²⁵ McRaney, David. *The Just World Fallacy*. You Are Not So Smart Blog, June 07, 2010 <http://youarenotsoSMART.com/2010/06/07/the-just-world-fallacy/>

The research

The history of unions in America

I interviewed Tim Yeager, Regional Organizer for UAW Local 2320. He said,

“Historically, going back 100 years or better, the earliest unions in the US were organized on the basis of trade, such as the Boilermakers, Carpenters, Ironworkers, that sort of thing, painters, laborers. These were organizational workers defined by particular occupation. The AFL basis. But that wasn't the only model. That was the 19th century model.

In 20th another model emerged that was more industry-wide, the railroad unions were some of the best, and the entertainment unions. The Chicago Lyric Opera is 100% unionized. The ushers and ticketsellers are SEIU. The singers organized by American Guild of Music Artists. The stagehands are organized by the American Association of Theater Stage employees. Even though they all work in the same building they're all part of different unions, which is often how it works in hospitals.

We're part of the United Autoworkers, a 20th century invention. We are from the end of the labor movement, the CIO. Those unions are organized everyone who works for the employer under one union.

That's the labor movement that WE come out of. When we go into a shop, we organize everyone who is there.

Most nonprofit people in our unions work in federally funded legal aid programs for the poor. The attorneys, paralegals, the secretaries, the investigators and administrative staff, and payroll, all of those would be in one big union, negotiating collectively with the employer.

The labor law is the same, an employer cannot stop you organizing. This is based on the National Labor Relations Act. That act provides protection to employees in the private sector who want to organize and bargain collectively. Supervisory, Managerial, and confidential, and guards are excluded from the protection of the act. That doesn't mean they don't organize. Some guards have organized.”

Successful Union Organizing Today

I interviewed an organizer with a Radical Social Work Group. She said,

*There are plenty of unions that sold out their members long ago
Even if you were to unionize, it's really about getting people activated
educated and organized.*

*The domestic workers collective is a great example of a non-union union.
They got a bill passed around their own protections and rights. This is
unprecedented. They don't have a legal leg to stand on, how did they do it?*

*Their power lies in their visibility, actions they took, worker centers in
cities, taxi drivers and restaurant workers.*

What kinds of unions have you seen work for nonprofits?

*Worker centers might make a difference for folks, Laundry workers and
domestic workers have awesome collective gathering spaces that are
technically not unions, they don't vote, there are all these technicalities,
but you have to define a particular group, this is our group of workers.
That becomes hard when your industry is undocumented, they're not
willing to take the same kind of risk. Worker centers are one way to gather
people to show support. Again they are not a recognized union, you have
to work harder to do things like a collective, and so you don't collect
money automatically from people, might have to do it in person, you've got
to go the extra mile for. We are not a legally recognized union by the
NLRB.*

*I have to be well versed in union tactics, show up to meetings, be a much
more active union member.*

*The nurses union in California they are very powerful, they strike for their
own wages, and also in solidarity with other unions. The Chicago teachers
are more militant and they went on strike recently and they had parents
and students standing in solidarity when they went on strike, that was
pretty much unheard of, and it's very heartening.*

*The NYC bus drivers had the tide turn against them because people were
not standing with them.*

*In public universities, you've got your benefits, head honchos bargain for
your contract, and your money is taken automatically out of your paycheck.
These unions people can get complacent, but they still serve an important
purpose.*

Interviews: Does a union model work?

Specifically, would a union model work for fundraisers?

Traditionally, professionals were considered unorganizable because of their acclaimed sense of autonomy as opposed to collectivity and their service aspirations as opposed to self-interested economic goals. Consequently, their logical affiliation was assumed to be with associations rather than professional labor unions.

However, social workers and, increasingly, other salaried rather than a fee for service professionals are facing the same management-employee concerns of blue-collar workers.

(This process has been termed optimistically by leftists the "proletarianization of professionals," but these employees' heightened recognition of their vulnerabilities has not constrained their professional identification.)

Facing government cutbacks, declassification, and a tighter job market as well as gravely concerned about service standards, professionals are not exiting from agencies but instead are joining unions to strengthen their individual protest through a collective voice.

Researchers are finding that the majority of social workers see no "incompatibility" between professionalism and unionism.²⁶

Reminiscent of the thirties and forties, many social workers are now joining unions as a means of improving working conditions, reducing burnout, and thus advancing service.

With greater opportunity to observe the effects of unionization among their organized cohorts, social workers are realizing that individual, ad hoc negotiations are a far weaker bargaining than collective and sanctioned strategies.ⁱⁱ

I interviewed a number of individuals for this report, to get different perspectives on what models would work for helping solve our problems of staff turnover, lack of a culture of philanthropy, and lack of structure and

²⁶ Pennell, Joan T. "Union Participation of Canadian and American Social Workers: Contrasts and Forecasts." The University of Chicago Press. Social Service Review, Vol. 61, No. 1 (Mar., 1987), pp. 117-131

Professionals were considered unorganizable because of their autonomy but now they are facing the same management-employee concerns of blue collar workers.

This process has been called, "The Proletarianization Of Professionals"

organizational memory.

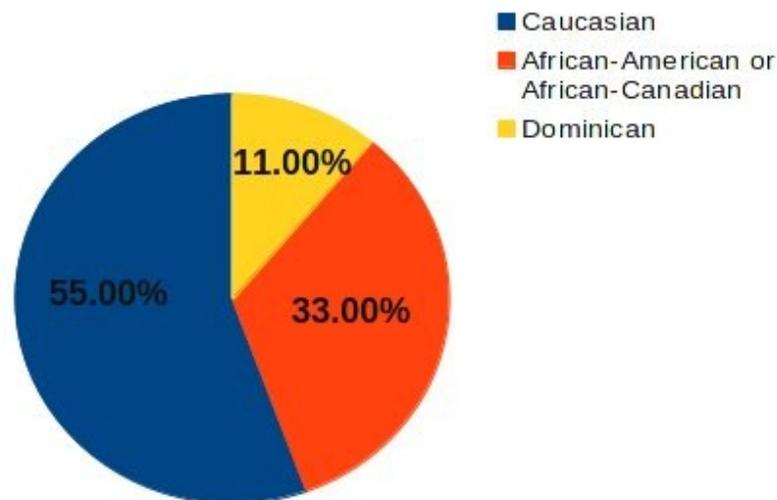
Who did I interview?

I interviewed 9 people in all.

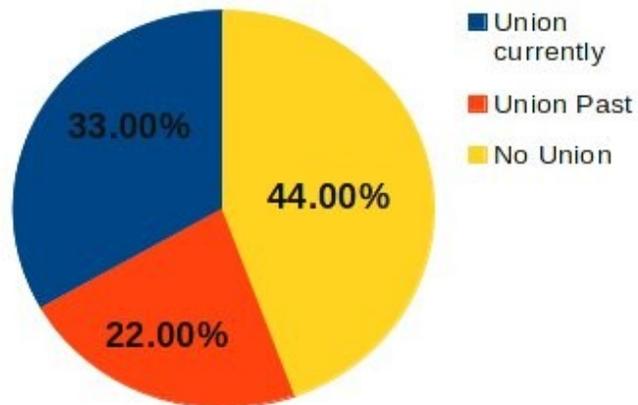
- I interviewed a social worker in a union shop, about the differences they had noticed between a union shop and non-union shop.
- I interviewed a fundraiser who had been in union shops and in non-union shops.
- I interviewed someone who had only worked in non-union shops.
- I interviewed someone who had been in a union shop but who chose not to join.
- I interviewed someone who used to work in a union shop.
- I interviewed a union organizer.
- I interviewed a leader of a nonprofit membership organization.
- I interviewed a company owner specializing in diversity.

I attempted to interview a variety of ages, races, and genders in my interviews. Below is a breakdown of how diverse my sampling was.

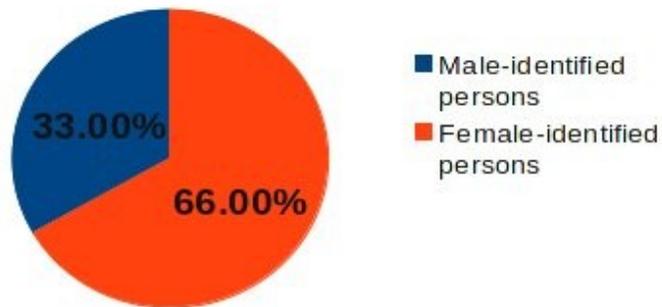
Ethnicity



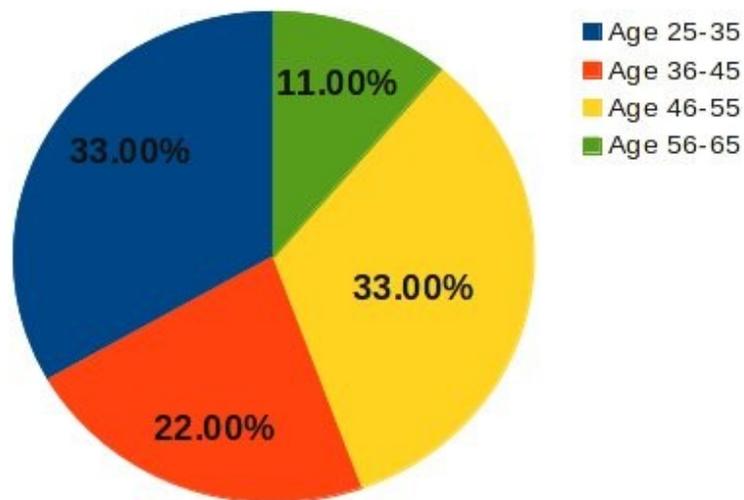
Union membership



Gender Breakdown



Age of interviewees



Parvati*: Fundraiser in a union shop

What are some things you've noticed working in a union environment as a fundraiser?

It's really rough to be with a union because if there are people who are set in their ways, it can be hard to change anything. People who are at the executive level can be very set in their ways. You can bring up an idea doesn't get implemented, because it's kinda like the person thinks they know more than you. It can bring up a lot of tension between employees.

It's very difficult because our employees are pro-union, but the upper management does not like the fact that we have a union.

There's this big gap where people have left in less than 2 years, and people who have been there 5+ years, and the ED has been there for 16 years, difference between the new folks and people who have been there already a long time. The people who haven't been there for 5+ years tend to move on. It's like a clique of old-timers.

Did you ever get a raise or bonus, either yearly or based on performance?

I will say that about my current job, I did get my raise, the benefits are excellent as well, so I've been very fortunate with that. I would have been there for a year if I was staying til later in the year. Our contract ended in 2012, it was a yearly raise. It was a 3% cost of living raise. it wasn't based on performance.

Were there unrealistic expectations for your fundraising job?

Yes, for instance, when I interviewed they told me to raise \$200,000. I agreed to do this, but I had not bothered to ask what has been the previous history for the individual fundraising, that's a lot for one person to raise.

When i finally started to work there, the most they had ever raised in a year was \$40,000 in the past 5 years. It was ridiculous to go from that to \$200K. Towards the end of the year, the board was not happy with us, it was really really hard, I wasn't getting training with my job, my Development Director was not supportive either and he was laid off as a way for us to save money. It was a little crazy and expectations were way way way too high for someone who just started in April. That was very daunting for me.

**All names changed to protect workers*

Did you ever feel a lack of accountability to fundraise on the part of board or senior leadership?

Yeah, very much so, because there was a lack of supervision with the DD before she was laid off, and it felt like she didn't really care, so I didn't either. There was no motivation, urgency or accountability at all.

Did you ever experience age, racial or gender discrimination or other kinds of discrimination at work?

Yes definitely. I'm pleased you asked this question. I'm an African American woman in her late thirties. I do look young for my age. One of the things that has bothered me and stuck with me, the second in command was giving the orientation, she said I don't know how old you are. She said you look really young you have to prove yourself a lot harder. I didn't know how to take that. I find throughout my job, there are little comments made that are inappropriate. The Development Director would say really god-awful stuff.

For example, I had my headphones and said can I listen to some music?

And the boss said okay, but NOT RAP MUSIC! That was in the first 2 weeks I was there.

Was anything ever done about this if so?

I didn't report the whole age comment, I did report the incident with the rap music comment, and it wasn't taken very well, the person who did it was there with me. She said "Have you had problems with racism before on the job?" And I said yeah and so this boss made out like I was a complainer, that me seeing her racism was my issue, not hers.

What could be done to improve this situation?

I think what one thing that would help us succeed is to have realistic expectations. You don't ask someone to raise \$200K if you've never raised near that before. Having training would be a great way to boost people currently in that role. Having a basic human resources book that says your job and what you do. A Procedural Manual: Anything when you are a new member, here's what happens in the database. We have more of a Mouth to mouth culture. Go ask so and so, it's not written down. There's no organizational memory."

This boss made out like I was a complainer, that me seeing her racism was my issue, not hers.

Lani*: Fundraiser who used to work in a union shop

What was it like working in a union?

“If you're in a place that is unionized there's certain steps you can move up to and all of that, one thing about that kind of environment when you're a fundraiser, the job titles were completely administrative, Program Assistant I, there are things to fit people into, and figure that out as a workload.

At a university I worked at, a lot of the fundraisers were outside of the union because of confidentiality issues, I don't know what that reasoning was, but at a certain level you can't be in the union but also not management because of confidentiality. You were in the bargaining collective, but you weren't really in the union. That could play both ways.

My take on it is going to be from dominant culture because this is a career that is so populated by women, men tended to be in positions of management for nonprofits or for funders.

I always had a picture of the woman underneath as the supplicant and the guy standing up, and the low pay reflects that it's a woman dominated field like teaching, like a lot of things. Usually when you're not at the top, you can take that job because you're married. It's hard for single people to live on their own and be a fundraiser, they'd have to have a lot of roommates.

“I worked so much when I was younger, I had a young daughter, and when she got older all of those days are gone, none of these people are going to my funeral.”

Union perks = vacation time

“I've done a lot of hospital fundraising. They tend to be unionized environments but not the fundraising office. The interesting thing is you generally have the standard vacation package without the union fees, because it's just easier to make everyone have the same because of HR. Definitely in Canada, when my husband first started in Vancouver, he had 6 weeks vacation to start, and so did the lowest person. In Canada usually the minimum is 4 weeks. In the US the average is 2 weeks, and it's barbaric.”

Did you ever get terminated with short or no notice?

I did get fired, I had this terrible terrible boss at a hospital, I don't think she had a reason to fire me, for some reason I was very calm. She called me and

**All names changed to protect workers*

*On being
perpetually
overworked:
None of these
people are
going to my
funeral.*

was slamming her hand on the table. I said all you have to do is write down 3 reasons to send them to HR and I knew she didn't have them. But she said I have 100! And I said 3 will be sufficient.

At another place, a hospital, the foundation was outside the union, This was after I had a pretty serious sexual harassment situation, and even in the end, places like HR aren't going to allow that kind of stuff, especially in an environment that has unions. I'm sure most HR offices don't follow the rules. You can let someone go, but if they're going to make a stink about it, you can say you're restructuring and give them unemployment. One has to be careful about the ripples in the office.

A unionized environment is much better at having these points, having these steps of discipline, and that can be better for an employee. Everyone is trying to remember what happened during the year for the review time, and there is a good thing in a unionized environment and people are more diligent about writing things down so you do have a paper trail.

He tried to put my hand on his erection.

Were you ever sexually harassed by a donor or a board member?

The sexual harassment in this non-union shop, this guy did outside of business hours so that it wouldn't be found out. This guy who was my boss. He tried to put my hand on his erection, there was a huge kerfluffle.

Was anything ever done about this if so?

They called me, the head of the foundation and the boss, and they chewed us out, and to the guy who harassed me, they said, you're going to have to take 3 days off without pay, and later he got fired, and all this unraveled that they hadn't actually done a discipline, they would have had to report it to the board.

Because the guy who was the CEO of the foundation was somehow kind of implicated because I had reported it to him and he hadn't done anything right away.

And almost everyone in the office quit within 3 months.

And their lawyers tried to pressure me to leave, but he wouldn't say "leave" he said your harasser is leaving, there are things that would implicate you, and you might get implicated.

Ever since then, I say I am calling the police because I don't trust HR anymore.

**I don't
trust HR
anymore.**

Did you ever get a raise or bonus, either yearly or based on performance?

I have gotten a raise before in one national nonprofit. They had a pretty systematized way to do it. They are also unionized I think. The high end of the bonus was 2.5%. Most places I've worked haven't been like that. Or everyone gets a cost of living increase. I've never once had a \$1,000 bonus at the end of the year.

Do you feel you have a voice in the budgeting process, and that people heed your advice?

In my experience there's no difference between a union shop and non-union shop, in terms of expectations and budgeting. Again, some places are good, and some are not.

Even in a union there's no place to turn for unrealistic expectations.

Dirk*: Fundraiser who chose not to join the union

The Development Director was supposed to be an expert at everything. But I had no budget to work with. No human capital to deploy.

What was it like working in a small development union shop?

Not a lot of difference from working in a non-union small shop. From a fundraising perspective, if there would have been a fundraising union, it would have made a better workplace.

There were definitely unrealistic expectations for my position. This nonprofit was an organization without a lot of credibility or track record. The ED was good at getting and maintaining government grants. The Development Director was supposed to be an expert at everything else. But I had no budget to work with. No human capital to deploy.

Downsides to unions for fundraisers

One of the other things is that grant funded employees and the union legal workers have things they are and are not allowed to work on. They aren't allowed to spend time on fundraising. Those types of contracts and agreements really limited what a union member could work on.

Did the union give you benefits?

There were benefits. I never formally joined. The benefits were related to salary negotiations. When it was time for annual budgeting, there was a contract that said there shall be raises of such and such percentages, based on expertise and qualification. Here's everybody's 3% raises, or we're in a situation where we can't give raises.

Why didn't you join the union?

When I came in there, I come from a pro-union background, I think they serve an important purpose. I come to a very positive orientation.

My experience there was that as the only fundraiser, I couldn't join a fundraisers union, and this union was geared around lawyers, accredited representatives, they were really experts at advocating for professionals in those jobs. They had no understanding of fundraising, no research about how fundraisers earn or make or how they should deliver.

**All names changed to protect workers*

Clarinda*: Fundraiser in a non-union shop

I interviewed a Senior Development Manager in a Major city in the Southwest.

What did you think of the Underdeveloped report?

It was very enlightening and it didn't surprise me at all. The revolving door, etc. I cannot tell you how many times people would ask me, "Why don't you just ask so and so for money, they're rich!"

Really? REALLY? People, even just your board members, staff, nobody really understands what goes into development. I've tried to explain it to staff and board members in that it is like dating, you have to get to know somebody first. Most people just don't understand that about development work. Bad on us for not sharing that information, but at the same time, who wants to sit around and hear that?

We need to educate our boards that just because someone has money doesn't mean they'll give it to your cause. After having worked for someone who said I want you to fundraise but I don't want you out of the office.

I'm lucky now that my current executive director that I followed from a nonprofit, it helps that she was a social worker, and she had also worked as a sales manager for a territory, and she understands marketing and how important it is. It is not so for Executive Directors who come through the ranks by programming. They haven't had the experience of having to raise money for it. They don't understand that your fundraiser is just as important as your program director.

In small fundraising shops were or are there unrealistic fundraising expectations?

Not at my current position and not at the post in I was before. Because I'm working for a sane person. But previous people, yeah, they would say, yeah, let's have a golf tournament.

Before I came on, they were having 5 events a year! But now we just have one. No golfer was ever concerned about the color of the napkins. They just want ball girls and cold beer and weather and they're happy. Galas are a headache! The unrealistic expectations come out of wanting to have events.

**All names changed to protect workers*

Nobody ever wants to go through the database and think about who might have a soft spot for what we do? Events seem easy. We'll have 2-3 galas every weekend in this town. There's this crowd going from gala to gala.

I have a budget. In 2012, our org exceeded our fundraising and our programmatic goals. Excellent, right? EXCEPT! Here's your budget for the next year, and now it's higher.

Did you ever get a raise or bonus, either yearly or based on performance?

Not directly tied to it, but I have gotten a little bonus, oh, you've done really well this year. Not a percentage. I've got a small increase every year.

I don't expect to get one in 2013 because I was allowed to add someone to my department. That's worth more than another \$1,000 a year. For me that is my bonus for the year. The flip side is I'm expected to fundraise more, to pay for that position.

Did you ever feel like if you had a problem with your boss, you had nowhere to turn?

Oh yeah, and what I chose to do is leave the organizations. Because there WAS no place to turn. I did literally stumble on my boss doing things that they shouldn't have done. I went over his head and to our national office, to his boss's boss. And they said oh my gosh why didn't you come to us before? I said, I didn't know!

Especially if you're in a small local nonprofit with no national office, you don't know where to go.

I've seen too many times staff members get close to board members, there is a major donor family in this city that could give us 6 figure gifts without batting an eye, but they got close to a staff member who was disgruntled, but the relationship went south.

Nonprofit employees need to have a place to go that is not necessarily your board, and I don't know what the solution is to that. Unless you're in senior management, you never really talk to the board. There's gotta be something, and that's where a union could come in for you.

You usually just find another job. Because even if you go to them, the board chair says well you just ruined that working relationship, you might as well just go work someplace else.

Nonprofit employees need to have a place to go that is not necessarily your board.

Did you ever experience age, racial or gender discrimination or other kinds of discrimination at work?

I have not, but I will be very honest with you, I am 50 years old, I have a really good haircolorist, us fat girls we don't get eye wrinkles like those skinny bitches do. I don't look 50, I am usually in a suit or at very least, pencil skirt, blouse, sweater and pearls.

If I'm gonna have a level playing field, I'm gonna have to drop 90 pounds, I am going to be competing against these 30 something cute young things. I know there is a little bit of sexism. I know I could experience it. Being an event planner and ED is a bit different at age 60 than age 40.

What can we do to improve working conditions for fundraisers?

There has to be a place to go. That's the problem with the small ones. The other challenge is: There are quite a few control freaks out there, who don't leave with the eye towards mentoring the next generation. The whole difficulty between the generations is a super old story, but this whole story about fundraising culture, it was quite traditional and quite dominant culture until Gen X and Gen Y, they have different expectations and it's moving at a different pace, and people say they come in and feel all entitled, and Gen Y also comes in saying let me go and let me try and I can do anything.

We need to educate people.

A board chair said the only people who go into nonprofits can't make it in the for profit world.

We have a \$500,000 budget. That's like bringing in \$500,000 in product sales!

I will also say this. People get laid off, they think they'll go work at nonprofits.

I have a degree in advertising. It kinda irritates me a little that people think that working at a nonprofit is no different than sales. For-profits won't necessarily hire you. We need to better educate the public about what we do. Half the time the program staff doesn't know what you do.”

Latricia*: Fundraiser in a non-union shop

Did you ever experience any discrimination based on age, race, sexual orientation at work?

Not among the staff so much. Sometimes there's a little bit of that amongst the board members, usually the older ones.

I'm 32 and when I started I was 26, and board members said, "What can she do? She's young! What can a young person bring to the table?"

Our staff is young people now and it's helping us grow a lot. In the arts you need to innovate and one way to do that is to bringing in young professionals.

Because I'm a petite person and a youngish face I get a lot of verbal patting on the head.

Because I'm a petite person and have a youngish face I get a lot of verbal patting on the head.

What do you think would help more fundraisers succeed in staying at nonprofits and being promoted into leadership roles?

I think that feeling like they were being taken seriously about their needs. Our org is neat, if I want to go to a training, the board pays for it. They also pay for my membership in AFP.

In order to stay in a position you need to have that growth supported, not necessarily in a monetary way but that people will give you the tools you need to succeed. As a lot of us are paid less than the for profit sector. We get benefits. We don't have dental care but we do have healthcare. We should have anticipated with the growth of staff but it's like a perfect storm. If you're not going to get paid a lot having the other perks shows your employees that you care about them,

The better the morale is, the more loyalty they will feel. Loyalty can only go so far if you're suffering and you can't pay your bills. You need to put your money where your mouth is.

General morale, feeling like your opinions are valued in meetings. Being asked if there is something relating to your department before a decisions made without you.

**All names changed to protect workers*

Shanti*: Social worker in a union shop

What has it been like for you working in a public university nonprofit with a union?

It's been night and day, the union has fought for things, like monies for professional development. They believe in increasing skills as a way to make sure that the social worker can give the best service they can. There's protection for the social worker, there are times you have to work 70-80 hours a week, I get that, but time off is the social worker's time, she's EARNED that time.

A lot of times nonprofits BLATANTLY break federal labor laws.

That is absolutely not the case in nonprofits. A lot of times nonprofits BLATANTLY break federal labor laws. There are blackout weeks where you cannot take time off.

In this job I can be expansive, make mistakes, try something new, without feeling that it's gonna cost me my job. In a nonprofit, there's not gonna be anyone there to hear a social worker's side of things.

With a union at this nonprofit, there's a formal structure and process if I have a boss who is an asshole. Luckily I don't have that. There is no structure for that in nonprofits.

In a nonprofit, if you get fired for no reason, you have to hire a lawyer. Now you're coming out of pocket when you've been let go. There's no structure to protect you. The grievance process in unions you have a structure in place that MUST be followed.

In my new job in a union shop, I have the ability to stand with the people I'm working with. I'm the best worker I can be for my clients. I can take care of myself in that process, sick time, vacation days, there's a process in place to help me should I need it.

What has been your experience with unions thus far?

I think that one thing that tends to be overlooked, it's a really important place, it is about overtime, sick hours and benefits,

The history of organizing social service workers, what attracts THIS particular group of people comes from, the threat of being fired is absolutely held over your head.

**All names changed to protect workers*

If you get fired for no reason, you have to hire a lawyer.

Now you're coming out of pocket when you've been let go. There's no structure to protect you.

This comes up with a lot of clinical social workers, because of the number of people they see, they feel like they're running a mill. It's about the numbers. They end up running people through the mill, they're overworked in that process, they are not doing their job well, and the employer only cares about the quota to be able to make a buck with charging the health insurance. And if you complain, you are a dime a dozen. You can get fired for standing up for yourself.

The history of organizing social service workers in 30s and 40s, welfare workers were working for a more dignified process for people seeking benefits. They gave up arguing for client issues.

We need to be careful for not using unions as a way to further separate us from the people we are working with. This is why we are open to so many options.

How do we have a union for our own needs and wants as workers and is also there to stand with the people that we work with, and with other workers? That needs to be a key function of these collectives, and that makes us just as bad as these organizations, trying to get ours!

Did you ever get a raise or bonus, either yearly or based on performance? Is this dictated by the union?

In my case yes, and in a lot of cases yes. People usually fight for some kind of base increase for the length of their contract. When it's time to renegotiate, the management wants to take things away, and don't want to increase things, and workers do want increases in days, time, and pay. Negotiation is a real battle for folks. We are in our 4th year without a contract, we are at the same payscale and everything. We're at 2009 wages.

And that is partly union officials saying we're going to wait for a better year, we're gonna get crushed with the budget.

School bus drivers were striking and their contract was going to be privatized by the city. You have to fight for your contract, to keep it growing with time.

Tim Yeager, Organizer at UAW Local 2320

Could fundraisers organize?

“Fundraisers usually called Development directors and development departments, they are almost invariably called Managerial, they COULD organize but they wouldn't be covered by the labor relations act. You have a problem when you organize them. When you're a fundraiser and you're not getting enough pay and your working conditions are not desirable, it depends on how many fundraisers you have at the company, if you are the director, and you have 1-2 people you supervise, they could not be in the same organization with you. You would be an organization of 1, a small fraction of the workforce, and so you sit down and bargain with your employer with improving all that, you're not going to have a whole lot of leverage. People who are professional sole practitioners are hard to organize, because there are not large groups of others doing the same thing.

My premise is, what if there was a fundraising union? Would fundraising staff be better able to succeed, and get nonprofits the money that they need?

“Fair question, but an unrealistic idea. Most fundraisers are managerial personnel, and therefore not covered by the national labor relations act. As a result they are usually “employees at will” without legal protections and job security except for those which they bargain for themselves and get written into a contract.

In order to have bargaining strength in dealing with employers, it is advisable to organize the non-management workforce into one united group. Our union organizes workers at non-profit agencies on a wall-to-wall basis, i.e. our bargaining units include all workers who are eligible to belong under federal labor law. Our units include all non-managerial, non-supervisory and non-confidential employees.

Most fundraising directors would be considered to be managerial and possibly also confidential employees, and are therefore excluded from being in the bargaining units by operation of federal law.

Wherever possible, we include any non-managerial, non-supervisory staff in the fundraising/development departments, but most often the agencies where we have units are pretty small, and very often the fundraising/development office is one person.

It is not practical to organize a labor union made up of managerial employees, with one person at this agency, another at a different one, and

so on.

Unions are organized to deal with single employers.

The law defines who is an employee and who is an employer, and requires an employer to bargain with her/his employees' representatives.

There is no law requiring an employer to bargain with the representative of someone else's employees, although multi-employer bargaining does occur in some situations where employers form an association for the purpose of bargaining as a group.

Managerial fundraising professionals might very well benefit from organizing themselves, but it wouldn't be along the lines of a labor union in the collective bargaining sense.

The fundraising staff which we represent obtain improvements in their wages and working conditions by uniting with other employees at the agency, and bargaining together to obtain them.

Strength at the bargaining table is determined by the degree of unity there is among the various job classifications who look out not just for themselves but for everyone in the union.

It wouldn't make sense for us to organize fundraising staff separately, any more than it would make sense to organize just secretaries, just organizers or just social workers. Strength comes from unifying the whole work force when dealing with the employer.”

Could Fundraisers have a Hiring hall?

There is a phenomenon called The hiring hall-Carpenters and other skilled tradesmen do establish a rate of pay for carpenters. And employers who hire carpenters from time to time come to the hall and it's all processed through the union. The problem with that model is there are plenty of people who are not in the union and willing to work for less. The unions have to organize the workers so that everyone is in the union, and put their hiring in the union hall. And that can be undermined by independent contractors, like cutting your nose off to spite your face.

“But that might be a model for fundraisers, the employer might have to go there and hire a development person, but not likely to occur because the Development staff won't be there for 6 months or 6 weeks, they will be there for a number or years. It's a sort of an organizing challenge. Development staff have to be their own advocate. You might have

If there is an agency where there are a significant number of development staff that is support staff, we are happy to organize them.”

something like a national association that could be a support group and share information about what other Development staff are making, and back up advice what people are bargaining for their salary and benefits, but it wouldn't be a classic union situation.

If there is an agency where there are a significant number of development staff that is support staff, we are happy to organize them.”

Thought leader interviews:

Interview with Trish Tchume, Director, YNPN National

Why is it so urgent to be inclusive of nonprofit professionals from outside the dominant culture?

It feels so obvious. I've thought through it because the problems are urgent. The problems are complex. If you were in any situation where you were presented with something that needed to be fixed right away, you'd want the top people on that. You'd pull together the most effective team that you could. When we're talking about community issues, the people that we know are going to be best at those are people from that community. That has been proven time and time again.

We also know that whoever is the best to sustain those solutions, you need people from that community. It's urgent to pull together POCs because they are OF those communities. Build pathways for entries for those groups.

Do you feel that salaries and wages for young nonprofit professionals are adequate? If not, what do you think would help these professionals get better wages?

I think nonprofits are starting to keep pace and balance out a bit with the for-profit sector. I think people are realizing that people are choosing this as a career and they need to invest in these positions to keep people on even at the lowest level.

For profit salaries are stagnating so that could be why we're keeping pace, I don't think that's a good thing. Even though we are making some progress at some level but I think wage stagnation in the US is a huge problem., and in some ways I think it's a good thing we're having a common experience around lack of living wage, it will create more solidarity for society-wide solutions will benefit all.

Universal healthcare, loan forgiveness, advocating living wage, creates more solidarity and clarity around these systemic issues.

Salaries are not adequate for anyone, or most people. I don't think they are for anyone.

What do you think would help young diverse nonprofit professionals succeed in stepping into leadership roles such as development director or executive director?

One of the things that emerged for me over the past year, trying to create something of a model, they can be helpful, thinking about my own experience, being a person of color, what's been the most important to me, and realizing my own experience aligns with what YNPN tries to offer.

For people who are at the margins, we think about our work has 4 pillars. 1 access to networks. Networks have to have clear entry points to access those. Those networks are often invisible for POCs.

They still tend to be closed to people.

2nd pillar, Skill based training. When you are put in a stretch position, making sure you're able to access training so you can be more successful in that position.

3rd pillar, safely exercise or practice those new skills, put them into spaces that are not sink or swim, like a co-director position or overlap position, in position 3 months with the old director, safely practice the new skill that you're learning. A board position allows you to do that.

4th pillar, direct coaching and mentorship, for all of the training you can go to, you still need someone who is focused on your individual experience, hash things out with.

Rafael Lopez, Associate Director at the Annie E. Casey Foundation at the [Net Impact conference](#) in 2012 notes how only 19% of nonprofit employers are nonwhite and more than 90% of philanthropy leaders are white, making us more out of touch with many of the communities we serve.

So my question to you is, is a structural solution, such as board gender and ethnicity quotas (like Norway) the answer, versus just asking people to be more mindful of who they select?

It struck me because I'm pro affirmative action in all of its forms. When you are trying to right something that is off balance for a really long time, you often need something that is much more targeted rather than just asking people to do better. Quotas make my back go up. I'm not anti-quota, but people need a more holistic approach, people need education about why we need to see a change in these numbers. Make space for their ideas once they're in these spaces. Look at things that seem more targeted and

less extreme than a number bar. Education, structural solutions, building clear pathways and networks. We can create the balance if we do create stronger pathways. I do see the value of naming what greater diversity would look like.

What do you think would help reduce discrimination against young diverse nonprofit professionals?

I think there needs to be a general shaking of what leadership looks like. You have to have this flag follow me kind of leadership style, these technical approaches that will definitely go to scale. We reward who fits into those solutions, and disproportionately favor older folks, white folks, men, people who don't favor collaborative approaches, and this is how more complex community change is happening in the present day, it IS more collaborative. People who have vast reaches in different communities, those are the people we should be lifting up as well. A better understanding of how that's happening already will reduce discrimination, lifting up those examples, at a mass level.

But more specifically more exposure between the generations, inter-generational teams, volunteering, working on campaigns together.

Interview with Hamlin Grange, Founder, Diversipro

Would board quotas for professionals of different races be a tool you would recommend?

I hesitate to say quotas, it's sort of like a 4 letter word. Oh, you want us to lower standards! That's not what we're talking about. Here's the approach I would take. The way I assess an org to see their DNI quotient, we developed the 6 cylinder framework.

We look at these 6 key areas and how they interact with that organization; Leadership, Stakeholder connections, Products and services, Workplace environment, Human capital (who you hire), Marketing approach.

All of those have an impact on the client and employees. All of those things are measurable. Once you've done all of those things, you can ascertain in order to have an impact, change the way the client or the customer experiences our organization.

If the answer is, we need to put together some goals and timetables, just make that happen.

So for example, people will discover, oh, we don't have enough women here, we need to hire more women. And they go and do that.

But if they find that an issue with that, our stakeholders, a lot of them are from different cultures, racial, ethnic cultures, we need to have more people on staff and on our board from these different cultures. People say, that is reverse discrimination! They get up in arms.

It's okay to say we have a gender problem, but it's not okay for us to say this about people of color?

But that's the argument that people use. People have issues with it. It's always struck me as disingenuous.

We need to get over this. You need to identify it with an organizational assessment. Live your mandate and your vision and values, then do it! Because you can actually make the case for doing it.

It becomes tokenism if you say quotas.

Go into that with as much research and information as possible, what will benefit the organization in the long run.

This is not to say that there is not a need to correct some of the historic imbalances at nonprofits especially at managerial and higher levels.

The question is, how do we go about correcting the imbalance? How can you hire people so they're not seen as a diversity hire, and they got the job because of their color or their gender.

Sometimes you may not find a person with everything you need. No one will have EVERYTHING that you will need. You can learn on the job. If you get someone of color, they should not have 100% of what you need, because trying to make them conform to an even higher standard than you have for Caucasian people, that is also discrimination.

It's very costly to go out and recruit and hire someone. Why not hold onto the people you've got, within the organization?

Interview with Katya Andresen, former COO, Network for Good

How can we better support fundraisers?

Fundraising and marketing should be baked into every part of thinking about services and products for nonprofits.

What do you think about unions to protect fundraisers?

I fear unionizing would not protect nonprofit fundraisers but further exacerbate the separation of fundraisers. Don't put fundraising off on an island, in a silo. Make it everyone's job.

Look at DonorsChoose or CharityWater, Fundraising is wrapped into everything they do. They will spur a cultural change in nonprofits. The ones that do this, they're the ones who succeed.

How can we get everyone to fundraise, create a culture of philanthropy?

Framing is everything. Instead of saying, okay, fundraising is your job now, do it in a very top down way, frame it as, "Your program is incredible, we want to make it the centerpiece of what we talk about." Don't tell, show engage them and get them excited.

Addressing the Problems

If this system is broken, What can we do about it?

In a nutshell:

1. Diversity & Gender bias training
2. Create a role for staff to go to when they have a problem with the boss, even if there's no HR person
3. Mentoring & Training
4. Educate nonprofit staff board and volunteers about dignity of fundraising as a profession.
5. Nonprofit fundraisers have input into organizational budget and have a budget for fundraising.

To stop the revolving door, try

Giving Fundraising Staff A Say In The Budget

Give the fundraising staff a place at the table when it comes to creating a budget for their department, and an organizational budget. Allow the staff to have power in saying what is possible and what isn't possible as fundraising goals.

When I interviewed a number of people, the ones who were happiest in their fundraising roles were the ones who had not just a fundraising budget, but who had a say in the organizational budget.

When I worked at a number of fundraising roles, it was rare for us to have a fundraising budget. We were always afraid to spend anything, and when we did spend something it was frowned upon. This is not how to empower your fundraising staff. This is a quick way to make sure they feel bad for trying to do a good job, which leads to lackluster work, and rapid turnover.

Educate everyone about fundraising in a positive way

We need to educate public, staff, and board about fundraising and the dignity of the profession.

“We need to better educate the public about what we do. Half the time the program staff doesn't know what you do.” -Anonymous

“At the core of a new mental model is the concept of a culture of philanthropy, one in which “most people in the organization (across positions) act as ambassadors and engage in relationship building. Everyone promotes philanthropy and can articulate a case for giving. Fund development is viewed and valued as a mission-aligned program of the organization. Organizational systems are established to support donors. The executive director is committed and personally involved in fundraising.”

From the perspective of nonprofit survival, it is important to be able to respond to the donors of today who demand greater connection. For most groups successful donor engagement will be possible only with the additional, active involvement of program staff, volunteers, board members.

Why bother to create or grow a culture of philanthropy? The shift toward a culture of philanthropy is not an end in itself. For some groups it will be the beginning of an evolution from viewing donors as targets of opportunity to seeing them as supporters and partners.” -2013 Philanthropy Survey Kevin Johnson and Stephanie Debner (Portland, OR: Association of Fundraising Professionals, Oregon & SW Washington Chapter, 2013)

How to make sure senior leadership understand fundraising

If we want to make sure that senior leadership understands fundraising, we could try a structural solution based on funders and major donors.

Foundations and major donors could try conditional funding based on budgeting for professional development, mentorship and training for all staff, as well as conditional funding based on the staff turnover rate in the organization.

Here's a chat I had recently with a fundraising colleague.

[3:10:13 PM PDT] lisa: The fact that job tenure is so low for DD's is huge. It's a waste of resources and time.

[3:10:39 PM PDT] Mazarine Treyz: It's like, you're going to complain nonprofits are wasteful but you're not going to look at the APPALLING turnover?

[3:10:49 PM PDT] lisa: What did you think about the Dan Pallota TED talk?

[3:12:21 PM PDT] lisa: He had great points about the scale of nonprofits, investing in them and paying people accordingly. I think it's really important and he made his points well.

[3:12:51 PM PDT] Mazarine Treyz: I think we SHOULD pay people more. I totally agree. My premise was that unions might help us get a cost of living raise

[3:13:14 PM PDT] Mazarine Treyz: And the people I've talked with say sometimes you get the raise, but sometimes you don't because of budget cuts, you don't renegotiate your contract on time.

[3:13:35 PM PDT] Mazarine Treyz: I think Dan Pallotta has a lot of the right ideas

[3:14:44 PM PDT] lisa: His point was that someone can go into a biz job and make 500k. Why would s/he go to NP and make 200k? It's cheaper for that person to donate \$100k. So pay them more and attract better talent and reduce turnover. That goes down to all the workers too!

[3:15:09 PM PDT] Mazarine Treyz: Right! THAT'S the issue though. In big

corporations and in nonprofits it DOESN'T trickle down to the program staff.

[3:15:36 PM PDT] Mazarine Treyz: Which is why I wanted to write my report because people at one of my old nonprofits had a cost of living increase built into their government grant and my boss never gave it to them, he just ate it up.

[3:17:16 PM PDT] lisa: I know that happens a lot. I understand your point about unionization but my fear is that people fear unions. Is there a way to 'unionize' without using the word?

[3:19:19 PM PDT] Mazarine Treyz: How to organize without a union is tricky, there's like, a hiring hall, but you have to have people recognize that you possess a certain skillset that they can't just hire an amateur for.

[3:19:27 PM PDT] Mazarine Treyz: Like carpenters

[3:20:07 PM PDT] Mazarine Treyz: And the other issue for fundraisers is that you have to have a team of people who are not management all doing fundraising, even if they have different titles, as long as they are not management, they can unionize, but most small shops do not have this.

[3:20:17 PM PDT] Mazarine Treyz: So if you threaten to withdraw your labor you don't have any bargaining power unless you can get other staff to stand and strike with you

[3:20:54 PM PDT] Mazarine Treyz: You can organize without a union but you don't have the traditional protections of a union

[3:20:54 PM PDT] lisa: That makes sense. It's a complicated subject. I do think bringing parties together to discuss the issues would be a great start!

[3:21:08 PM PDT] Mazarine Treyz: I agree. People have to see that they stand to gain when they look out for their workers

[3:21:25 PM PDT] Mazarine Treyz: But the trouble with nonprofits and I know dan pallotta brings this up, is that no one is taking responsibility for workers' happiness

[3:21:38 PM PDT] Mazarine Treyz: No one has to have a cut in salary if their nonprofit is inefficient

[3:21:43 PM PDT] Mazarine Treyz: or has massive turnover

[3:21:48 PM PDT] lisa: Funders too have a part in this...some major foundations.

[3:22:01 PM PDT] lisa: They have an interest in this

[3:22:11 PM PDT] Mazarine Treyz: Yes, foundations should fund based on how long the development staff and other staff want to stick around

[3:22:20 PM PDT] Mazarine Treyz: That might make nonprofit leaders notice, they MIGHT start to care about turnover if their funding is contingent on turnover.

[3:22:24 PM PDT] Mazarine Treyz: That's a good idea Lisa, thank you.

[3:22:44 PM PDT] lisa: It's their investment they don't want it wasted!

Creating organizational memory & systems

If you want to get more effective as a nonprofit, aside from making sure that people are being treated respectfully, you should create a place for organizational memory or systems, so that you can help your volunteers, staff and board learn where things are kept, and take care of the processes that make up your nonprofit organization.

Here is something every nonprofit, no matter how small, can do.

Make a Google Document with your fundraising/marketing processes in it and share it with people

For example, when I started working for an all-volunteer nonprofit orchestra, they had a marketing person. Who got fired. So then, eventually, they hired another marketing person. Who got fired. So I started putting together a marketing process Google doc for them. What did it have?

- It had a list of upcoming concerts.
- It had contact information of media people, when we contacted them, and their timelines
- It had names and contact info for volunteers who could put out flyers for us
- It had places that we should go flyer.
- It had outcomes of a survey of orchestra members, with who had agreed to be featured in our e-newsletter. And e-newsletter story ideas.
- It had a list of passwords for different websites where we could post about our concerts, and get volunteers too.
- It had volunteer job descriptions/emails to solicit volunteers.
- It had my research on potential sponsors, and who else they sponsored.
- It had ideas for excellent orchestra branding.

It was a second brain. People saw it and said WOW! What a document!

And I said YES. We need an organizational memory. And this was it. Anyone can make a google document to make an organizational memory for the processes that you do. That way, if you find a better gig, or move out of state, or you have to go to the hospital for some reason, there will be some way that someone else can carry on all of the hard work that you did.

Budgeting Higher Salaries

Whether you're a nurse at a nonprofit hospital or a fundraising professional, wages need to rise with the cost of living, every year.

We need to be paying staff more, and giving more benefits, and hiring from within.

According to the YNPN 2011 National Voices Report, surveying 1,000 people, they asked what would help solve the leadership, turnover, and diversity issues in nonprofits. They found that nonprofits should:

- Offer More **Competitive Compensation**
- Invest in **Building “Bench Strength”** (Internal leadership development)
- Engage in **Inclusive Succession Planning**
- **Prioritize Diversity**
- **Move Away from Traditional Organizational Structures & Chief Executive Role** ²⁷

Here are a few more things I propose:

Dignity for All: Nonprofits set up more like Co-Ops, with every employee able to make suggestions and have a voice in leadership. Everyone allowed to come to board meetings. Everyone allowed to help make decisions about who will be the head of the agency. Hiring and firing by communal vote.

Return to Mission: Each year, ask everyone, Are we successfully fulfilling our mission? How many have we truly helped? Should we still exist? Is there someone else out there who is doing what we're doing? What can we learn from them? How can we partner?

²⁷ YNPN's National Voice Report 2011 <http://ynpn.org>

Promoting Diversity

I. Diversity training every year

Dominant white culture is in everything, you have to be aware of it and help other people see it. And i think when an organization helps their people see that. That education is more important than having a union.”

Serious diversity training is NEEDED. This is an epidemic with nonprofits, especially with ones with the word justice in their name, lots of sexism and racism.

Gender bias training every year

For gender bias training, Pinto and Williams suggest:

1. Focus on the informal “hallway interactions” that take place everyday as well as the major employment decisions. Address the bias that can creep into the workplace through these brief, informal interactions and eventually these interactions will impact managers’ decision making;
2. Detail the business benefits (cost savings, increased productivity and efficiency, and morale) of retaining productive employees rather than terminating them or limiting their advancement based on assumptions about how they will or should behave;
3. Set forth the common patterns of gender biases and everyday examples of bias in the workplac
4. Emphasize that all personnel actions must be based on legitimate job related criteria and business needs and individual performance rather than stereotypes.

Create a workplace that is inclusive: Make sure women’s accomplishments are recognized, squelch snide remarks about the commitment of employees working reduced schedules, and support women who do not display traditionally feminine traits.

Mentoring

The other challenge is: There are quite a few control freaks out there, who don't leave with the eye towards mentoring the next generation. The whole difficulty between the generations is a super old story, but this whole story about fundraising culture, it was quite traditional and quite dominant culture until Gen X and Gen Y, they have different expectations and it's moving at a different pace, and people say they come in and feel all entitled, and Gen Y also comes in saying let me go and let me try and I can do anything.”

How can we support more diverse people coming into fundraising, from outside the dominant culture?

"I think that people hire who they look like, and that happens a lot in fundraising. At a national nonprofit we had a pretty good anti-institutional racism group, all the different kinds of cultures that there are, how it strengthens the organization. I didn't know anything about this. It was two day class, it kicked my ass, and I was unaware how much institutionalized white racism is in everything.

Dominant white culture is in everything, you have to be aware of it and help other people see it. And i think when an organization helps their people see that. That education is more important than having a union."

It reminds me of this quote: "If you came here to help me, you're wasting your time. If you have come because your liberation is bound with mine, let us work together." by Rhema Watson. She's part of an aboriginal liberation group. You should want to change the system not help the people.

Being a black woman I can relate to that. I was raised in a poor neighborhood for some time. People need to look at the bigger picture and change those things. Having solely white leadership and all people of color below you that is a repetitive cycle.

One part is, a woman is leading the organization, and there are white people in too much power too. Really entrenched racism. White privilege does exist. A lot of white people working for nonprofits do not realize that. They have a white savior complex kind of thing. Very frustrating. Check your privilege. - Anonymous 2

What about getting people of color on boards?

Yes, I think it's important to see that leadership. It takes efforts on both sides to fight that racism and racial inequity on the job in nonprofits. It's always good to see someone who looks like you on the board, in leadership. If you keep the social justice sector full of white people it will be "helping" and that's not good at all.

"If you came here to help me, you're wasting your time. If you have come because your liberation is bound with mine, let us work together. "
-Rhema Watson

Conclusion

Based on my qualitative research, unions do not guarantee a better job for fundraisers. It depends on the union, of course. Some unions are better than others and this bears further study.

I would not dismiss unionization out of hand, but at smaller nonprofits it would be difficult to implement.

Nonprofit fundraising staff have a tough job. We need to do a better job of helping them succeed. How can we help them succeed?

We need to:

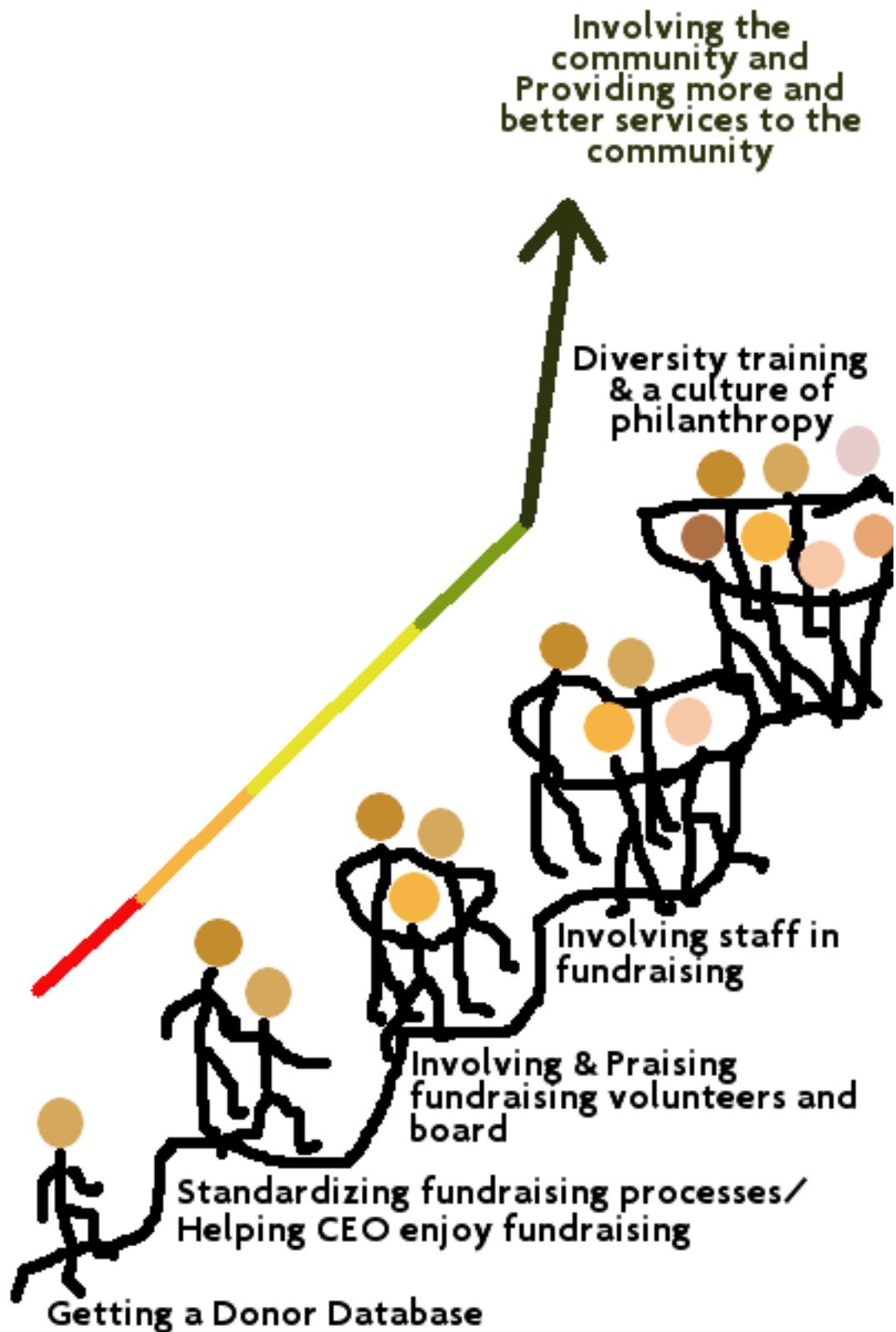
- Appreciate them and say thank you
- Actively promote diversity in our hiring practices
- Mentor them and support them
- Get diversity and gender bias training for everyone.
- Make sure everyone understands fundraising,
- Invest in them,
- Pay them better wages,
- Give them fundraising and leadership training,
- Create a structure to climb within the nonprofit,
- Give them a fundraising program budget,
- Give them a database, and
- Give them a place at the table to help set the organizational budget.

How can we justify treating people who want to help society the worst?

The important question, however, is how can we, as a society, justify the substandard treatment of this sector with respect to basic employment benefits?

*This research suggests that perhaps we must at least begin to exert the same pressure for "corporate responsibility" among nonprofit employers, as we demand in the private sector.*²⁸

²⁸Emanuele, Rosemarie. Higgins, Susan H. "Corporate Culture in the Nonprofit Sector: A Comparison of Fringe Benefits with the For-profit Sector." Journal of Business Ethics, Vol. 24, No. 1 (Mar., 2000), pp. 87-93



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Financial Security and Careers in the Nonprofit and Philanthropic Sector

Key findings from a joint study by the TIAA-CREF Institute and Independent Sector

http://www.independentsector.org/financial_security

End Notes

Sniff out for the Setup in the Interview

Ask these questions in your interview to determine if there's a setup.

“Does the fundraising staff have a place at the table when budgets are being decided?” Even if you succeed in raising the budget they want, if you don't have a place at the table, they could double the budget expectations without giving you more staff or money, and set you up to fail.

“Is there a fundraising budget? What was it 2 years ago? What was it last year?” You want to ask them this to see if they understand that they have to spend money to make money.

“How many people have held this position in the last 5 years?”
If it was a new person every year, or even 2-3 people, the problem is probably not the people they hired, but the Executive Director and/or board not wanting to fundraise and blaming the Development person for their own failures.

“Can I talk with the person who previously held this position?”
This will lead to: How long has it been since there's been a person in this position? And this will show you if the person got along with the executive director, if they left on good terms or not.

“Is there a budget for professional development?”
Will they support you? Do they want to give you the tools, concepts and classes to succeed? If not, keep on walking!

“Who will I learn from, and how?”
How committed are they to your professional development? Who will teach you? If they don't know the answer to this, then they haven't thought about it or they don't care. Bad sign!

“Does the executive director like to fundraise?”
You can also rephrase this to “Do YOU like to fundraise and ask for major gifts” if the ED is interviewing you.

“Do you have some key board members who like to fundraise?”
The ED often takes their cue from the board, and if they're not fundraising, then it may be a red flag.

“How willing are people to help each other?” or

“Do you have a culture of philanthropy here?”

This will help you understand if you can get help with establishing a culture of philanthropy. If they don't know what a culture of philanthropy is, explain it.

“Do you have a regularly updated database?”

If not, that's a serious concern. That means there's no structure to support you in keeping your donors and getting new donors.

Cheat Sheet of Good Questions To Take To Your Next Interview

Essential Questions:

1. Who will I learn from and how?
2. Who is held up as a hero here? What for?
3. How do you resolve conflict here?
4. How willing are people to help each other?
5. How do you celebrate what's working?
6. What keeps you going when things get stressful?
7. Where do you see this position going in the next few years?
8. What are two or three significant things you would want me to accomplish in my first few months?
9. How often has this position been filled in the past two to five years?
10. What would you like done differently by the next person who fills this position?
11. How can I most quickly become a strong contributor within the organization?
12. How will my performance be evaluated, and at what frequency?
13. What are the most challenging aspects of this job?
14. When would this position be expected to start?

15. When can I expect to hear from you?

Development-Specific Questions:

What is the focus of the strategic plan right now?

What is the focus of the development plan?

For your boss: What is your management style?

What sort of person are you looking for in this position?

How often are there one-on-one meetings between you and your boss and staff meetings?

For the Executive Director: How much of your job is currently securing major gifts, and how much would you like it to be?

For ED: What are your priorities right now? Advocacy? Allocation of state funds? Collaboration? Maintaining the level of service, but not expanding?

For ED: What are some difficult decisions that need to be made for your organization? Staff cuts? Budget reductions? Funding cuts?

How active is the board in fundraising?

What engagement strategies have worked best with the board?

Are there any transitions at the board level right now?

How much was raised last year in grants? In major gifts?

How often are mailings sent out? What is the mailing budget?

What fundraising database do you use?

How do you currently identify and cultivate major donors?

How much would I be expected to raise in the first year?

What is the range of compensation for this position?

iBecause such inequality "substantially burdens and affects the flow of commerce and tends to aggravate recurrent business depressions, by depressing wage rates and the purchasing power of wage earners in industry and by preventing the stabilization of competitive wage rates and working conditions within and between industries."¹⁴⁸

Although the language has the ring of depression-era rhetoric, it has been carried over with each successive revision of the Act and can perhaps be read today as a statement of continuing concern for the weakness of the individual in the employment relationship and an affirmation of the legitimacy of the use of collective employee strength to offset the inherently greater power of employers in wage determination. --Sherman, Frederick. Black, Dennis B. "*The Labor Board and the Private Nonprofit Employer: A Critical Examination of the Board's Worthy Cause Exemption.*" The Harvard Law Review Association. Source: Harvard Law Review, Vol. 83, No. 6 (Apr., 1970), pp. 1323-1351

ii Social strategy formally approaches. workers are also that unions are most effective in learning achieving their economic goals because management, exercising its prerogatives under labor relations law, usually limits the scope of collective agreements to the legally mandated items (e.g., wages, working conditions, and grievance procedures).

However, caseload maxima have become a more common area for bargaining. Furthermore, these negotiations provide openings to raise social workers' concerns about service and organizational relationships and can lead to the establishment of at least informal avenues for management-staff cooperative problem solving.⁵⁶ -- Pennell, Joan T. "*Union Participation of Canadian and American Social Workers: Contrasts and Forecasts.*" The University of Chicago Press. Social Service Review, Vol. 61, No. 1 (Mar., 1987), pp. 117-131