

2013

# Nonprofit Employment Trends Survey™

## Nonprofit **HR Solutions**



Prepared with assistance from:





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## ABOUT THE SURVEY

The nonprofit sector is an often overlooked and important economic driver with its 10.7 million employees making up just over 10% of the nation's private workforce.<sup>1</sup> The 2013 national Nonprofit Employment Trends Survey™ is intended to provide a snapshot of current employment practices and discuss the economic trends and implications of employment practices in the nonprofit sector. This report, which has been produced annually by Nonprofit HR Solutions since 2007, includes responses from 588 nonprofits nationwide.

In this year's survey, as in years past, researchers collected information on nonprofit staffing, recruitment, and retention practices, focusing on four key areas:

- **Staff Size and Projected Growth**
- **Recruitment Strategies and Budgeting**
- **Staffing Challenges**
- **Staffing Resource Management**

In addition to the survey, a select group of Human Resources professionals that completed the survey participated in a short interview to gain context on their current practices and the employment trends they see in the nonprofit sector. The interviewees represented organizations of different sizes and different sub-sectors. Findings from the interviews are incorporated throughout the report.

We thank all of the respondents for their participation in this study. A partial list of participating organizations, along with a demographic profile, can be found in Appendix B and C of this report.

## SUMMARY OF KEY FINDINGS & IMPLICATIONS

1. **Nonprofits are planning for growth.** In addition to 40% of nonprofits indicating their staff size increased in 2012, 44% of nonprofits plan to create positions in the upcoming year. This percentage has steadily increased over time, from 33% in 2011 and 43% in 2012. Furthermore, only 7% of nonprofits surveyed indicated that they plan to eliminate positions in the coming year.
2. **Turnover rates are expected to remain steady.** Eighty-seven percent of nonprofits reported that they do not anticipate their overall turnover rate to increase in the coming year, the same percent as in the 2012 Nonprofit Employment Trends Survey. When analyzed by turnover area, nonprofits anticipate turnover through retirements and voluntary resignations to remain steady this year compared to last year. However, they anticipate a continued, slight rise in involuntary terminations. Two years ago, only 2% of organizations anticipated turnover to increase due to involuntary terminations, compared to 5% last year and 7% this year.
3. **Nonprofits are not prepared for leadership succession.** Sixty-nine percent of nonprofits surveyed reported not having a formal succession plan for senior leadership. As the baby boom generation of nonprofit leaders retire, the lack of a formal succession plan may endanger nonprofits' ability to effectively prepare for leadership transition and put organizational sustainability at risk.

<sup>1</sup> Salamon, LM, SW Sokolowski and SL Geller. Holding the Fort: Nonprofit employment during a decade of turmoil. Nonprofit Employment Bulletin 39, Johns Hopkins University. January 2012.

4. **The majority of nonprofits lack formal retention strategies.** The vast majority of nonprofits surveyed (90%) do not have a formal strategy for retaining staff despite many indicating that staff retention is an organizational challenge. Interestingly, according to survey respondents, the top three functional areas experiencing the most growth are also the top three functional areas experiencing the greatest challenges with retention (direct services, program management/support, and fundraising/development, respectively). As such, it may be especially beneficial to focus efforts on retaining these staff members.
5. **Social networking sites are continuing to grow in popularity as recruitment tools in the nonprofit sector.** Survey data show that formal and informal networking currently remains the most popular and effective recruiting methods of nonprofits. However, the use of social networking sites—in particular LinkedIn and Facebook—is growing rapidly. Compared to last year’s Nonprofit Employment Trends Survey, respondents reported a 25% increase in usage of LinkedIn and a 30% increase in usage of Facebook. Despite the growth in popularity, the impact from using social networking sites as recruiting tools did not grow, nor did nonprofits’ overall satisfaction with social networking sites. Nevertheless, since only one-fifth of organizations reported having a formal recruitment budget, websites and social networking sites may be a low-cost option for advertising open positions. Due to the growing popularity and ease of access to these websites, this may be an area where nonprofits could grow their recruitment outreach in order to attract a more diverse candidate pool.
6. **Nonprofits continue to struggle with workforce diversity and inclusion.** While the majority of nonprofits surveyed indicated that gender, age, and ethnic and cultural diversity are important to their organization, many still face challenges in ensuring a diverse workforce. The greatest diversity and inclusion challenge that organizations reported was retaining staff under the age of 30 (38%, up from 30% last year), followed by having their staff reflect the composition of the communities they serve (32%, down from 35% last year), and balancing ethnic and cultural diversity (26%, down from 30% last year).
7. **New hiring practices indicate an effort by nonprofits to avoid employee burnout.** Over the past three years, responses to the survey indicate that the percent of organizations hiring new staff to support new programs or initiatives has risen (from 29% in 2010 to 37% in 2013) while the percent of organizations using current staff has declined (from 57% in 2010 to 48% in 2013). This finding may reflect an increase in awareness among nonprofit leaders that their staff has reached capacity and that new initiatives require new hires.

### ABOUT NONPROFIT HR SOLUTIONS

Nonprofit HR Solutions is the nation's only full-service consulting firm dedicated exclusively to meeting the human resources needs of nonprofit organizations. Since 2000, the firm has worked exclusively with the nonprofit sector, generating results for organizations supporting advocacy, health and human services, arts and culture, education, the environment, faith-based missions and more.

Nonprofit HR Solutions builds human resources capacity for and within the sector through its work in human resources consulting, staffing services and executive search. Nonprofit HR Solutions contributes to the sector through original programs such as the Nonprofit Employment Trends Survey, the Nonprofit Human Resources Conference, and the Nonprofit HR Solutions Scholarship Fund.

Nonprofit HR Solutions' team of human resources and staffing experts has more than 125 years of combined experience working with nonprofits. Demonstrated expertise makes us uniquely suited to help the sector face challenges long endemic to nonprofit human resources--limited budgets, stretched resources and overworked staff. This experience also gives us the knowledge to develop innovative responses to workplace issues such as managing performance, organizational growth and leadership sustainability.

Since 2000, nonprofit organizations nationwide have relied on our knowledge to provide successful real-world, hands-on human resources management support. Every solution we develop lives up to our core standards, including:

- Practicality
- Scalability and customized application
- Alignment with organizational mission
- Cost-effectiveness and efficiency
- Maximum development of your organization's potential

For more information on Nonprofit HR Solutions, please contact us at [www.nonprofithr.com](http://www.nonprofithr.com) or by phone (202) 785-2060.

### ACKNOWLEDGEMENTS

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Nonprofit HR Solutions received assistance from several organizations to help create, analyze and distribute the 2013 Nonprofit Employment Trends Survey. Special thanks goes to Bryan Breckenridge and his team at LinkedIn for assisting in the development and analysis of the social media recruitment section of the survey. LinkedIn also contributed to the survey by encouraging its nonprofit clients to participate.

Special thanks also go to The Nonprofit Center at La Salle University's School of Business and the Northern California HR Association for distributing the survey to their respective memberships.

### STAFF SIZE AND PROJECTED GROWTH

#### Staff Size and Growth Findings 2012

When asked about actual changes in staff size in 2012, 40% of nonprofits surveyed said the size of their staff increased. This is a 3 percentage point decrease from last year when 43% of nonprofits surveyed said their staff increased, but a 6 percentage point increase from two years ago when only 34% of nonprofits reported an increase in staff size. Additionally, 40% of nonprofits surveyed indicated that their staff size stayed the same and 20% indicated a decrease in staff size. Last year, 37% reported their staff size stayed the same while 20% reported a decrease in staff size. Interviews conducted with nonprofit leaders support this finding. Most interviewees reported that their staff size has held steady or increased slightly over the past year as the economy has improved.

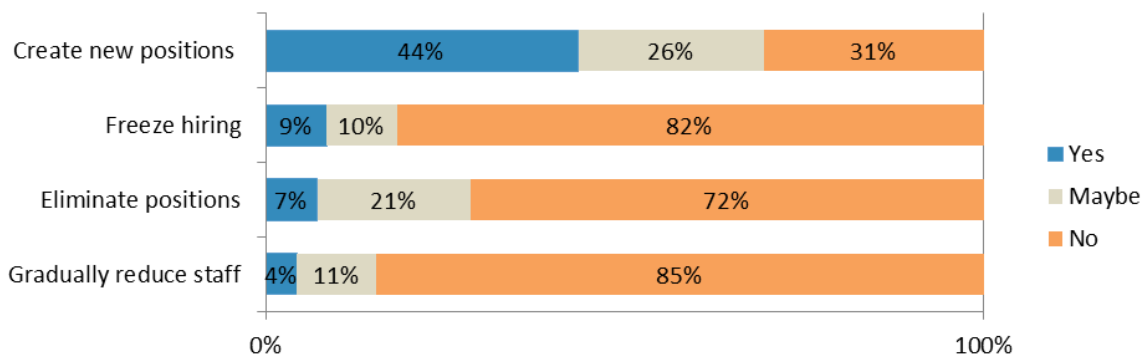
*“During the recession we had right sized our organization to make sure our staffing matched our resources, but now we’re pulling out of that, and finding new funds to add a couple more positions.”*

*-Nathan Monell, President, National Council for Community and Education Partnerships*

#### Staff Size and Growth Predictions 2013

Survey respondents were asked if they had intentions to create, freeze, eliminate, and/or gradually reduce positions in 2013. As shown in Figure 1 below, 44% of nonprofits surveyed indicated that they plan to create new positions in the upcoming year while only a small percentage of nonprofits surveyed indicated they plan to freeze hiring (9%), eliminate positions (7%), or gradually reduce staff (4%). It is worthy to note a slight increase in the percentage of organizations reporting an intent to freeze positions, from 7% in 2012 to 9% in 2013.

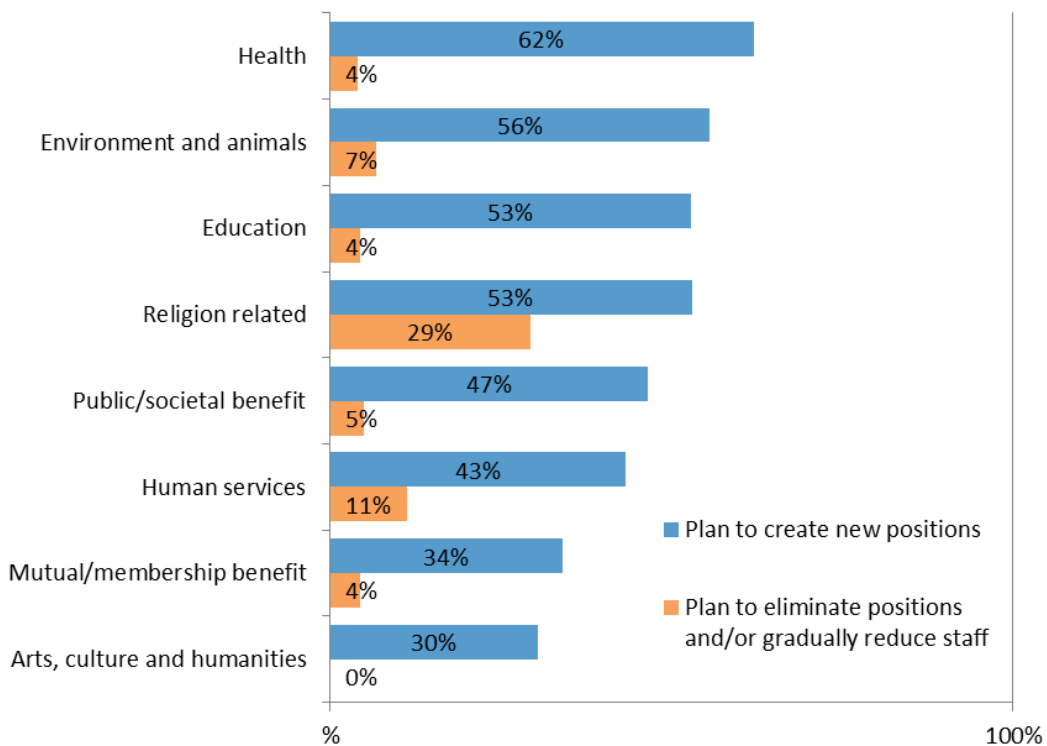
**Figure 1: Staffing Predictions for 2013**



Nonprofits that plan to create positions in 2013 predict creating a median of three positions per organization. In contrast, nonprofits that plan to eliminate positions in 2013 predict eliminating a median of two positions per organization, down from a median of three positions reported in 2012.

Further analysis of the data by organization type, shown in Figure 2 below, illustrates which fields anticipate the greatest increase in positions. Over half of health (62%), environment and animals (56%), education (53%), and faith-based (53%) organizations surveyed indicated that they plan to create new positions this year. In their projections to 2020, the Bureau of Labor Statistics<sup>2</sup> findings support the increase in health care positions; they predict that employment in the health care and social assistance sectors will generate the largest number of jobs at an annual rate of 3%, which is the largest rate of all major employment sectors. The large growth and increase of jobs being added in this sector will be driven by the projected change in demographics of those 65 years and older. The Bureau of Labor Statistics also predicts increased growth in the education sector (2.3% annual growth rate).

**Figure 2: Plans to Create New Positions and Eliminate Positions and/or Gradually Reduce Staff in 2013 by Organization Type**

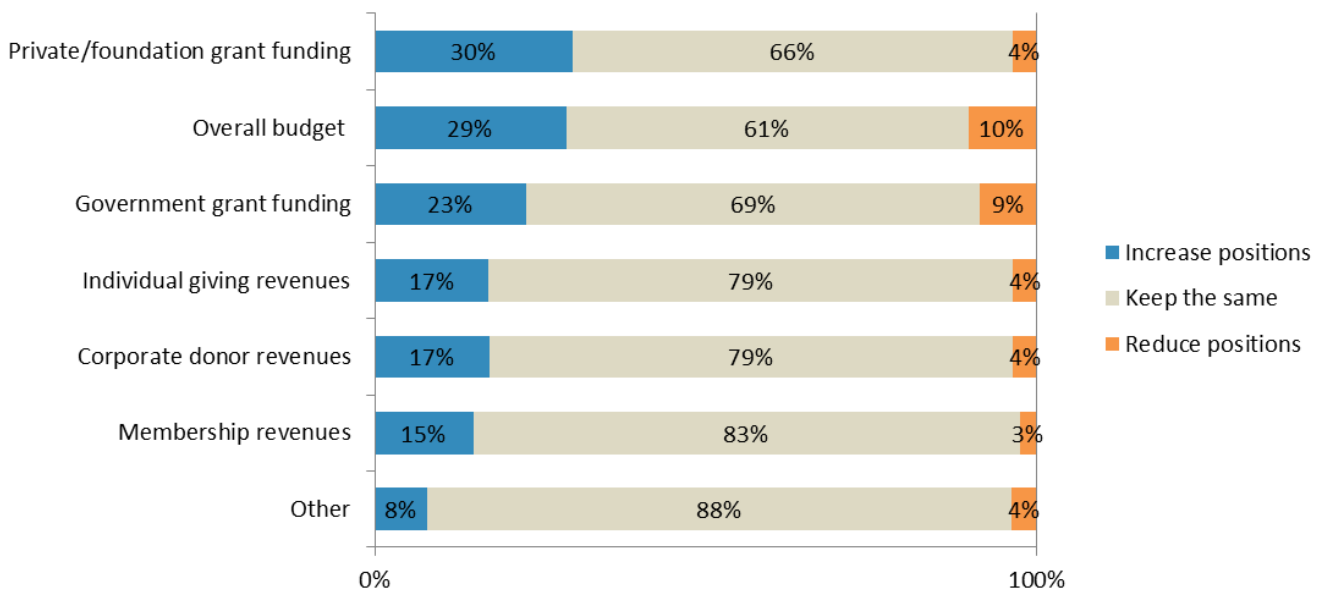


<sup>2</sup> Henderson, Richard. Industry employment and output projections to 2020. Monthly Labor Review, January 2012. <http://www.bls.gov/opub/mlr/2012/01/art4full.pdf>

Across fields, there were a much higher percentage of organizations that planned to create positions in 2013 than planned to eliminate positions and/or gradually reduce hiring. A recent report on nonprofit employment by John Hopkins University shows that nonprofit employment grew in all fields from 2000 to 2010, while the for-profit sector experienced an overall decline during this same time period.<sup>3</sup> Moreover, the growth trend in the nonprofit sector continued in spite of the recent economic recession. The Urban Institute’s 2012 Nonprofit Almanac reports that since 2008 the nonprofit sector has grown faster in terms of employees and wages than either the for-profit sector or government sectors.<sup>4</sup> This is an encouraging trend and suggests the potential for continued growth of the nonprofit sector workforce. This is also an important finding for the overall U.S. economy, because the nonprofit sector’s 10.7 million employees represents the third largest workforce of U.S. industry, with only manufacturing and retail trade employing more U.S. workers.<sup>5</sup>

Nonprofits were also asked how different funding and revenue streams would impact positions at their organization this year. As shown in Figure 3 below, a higher percentage of nonprofit organizations surveyed indicated that their organization’s overall budget and all types of funding sources would lead them to increase positions rather than reduce positions.

**Figure 3: Funding and Revenue Impact on Positions in 2013**



It should be noted that those organizations that are heavily dependent on foundation and government grant funding to maintain operations are also often restricted in how such funding is used or allocated. More often than not, additional funding does not necessarily support the additional HR related demands that come from a growing workforce.

<sup>3</sup> Salamon, LM, SW Sokolowski and SL Geller. Holding the Fort: Nonprofit employment during a decade of turmoil. Nonprofit Employment Bulletin 39, Johns Hopkins University. January 2012.

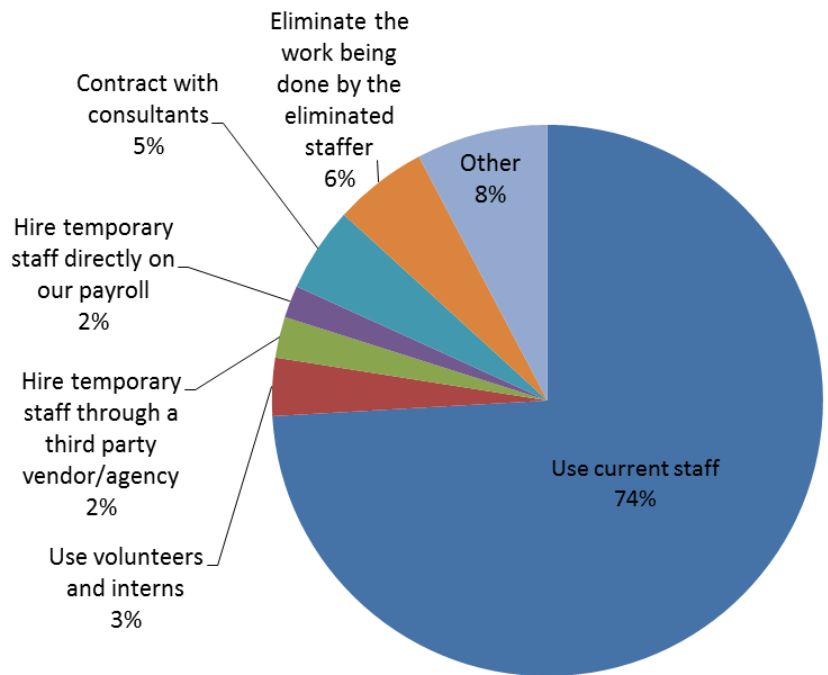
<sup>4</sup> Roeger, Katie L. et al. The Nonprofit Almanac 2012. Urban Institute Press, 2012. <http://www.urban.org/books/nonprofit-almanac-2012/>

<sup>5</sup> Salamon, LM, SW Sokolowski and SL Geller. Holding the Fort: Nonprofit employment during a decade of turmoil. Nonprofit Employment Bulletin 39, Johns Hopkins University. January 2012.



When positions are eliminated, respondents indicated how they re-assign job responsibilities. Figure 4 shows that a majority (74%) reported that they distribute responsibilities among their current staff while only a small percentage contract with consultants (5%), use volunteers or interns (3%), hire temporary staff directly (2%) or through a third party (2%). In addition, only 6% responded that they eliminate the work being done by the eliminated staffer. Organization size<sup>6</sup> did not greatly affect the answer an organization gave for how they redistribute responsibilities. This practice continues to pose concerns for HR professionals nationwide. Increasing work responsibilities without the addition of internal resources can create negative and unintended consequences for organizations.

**Figure 4: Distribution of Responsibilities of Eliminated Positions**



*“Nonprofits are a restless bunch because we are called to a mission. We will sacrifice personal health and family time to a mission and it contributes to burnout.”*

*-Stacy Smith, SVP of Human Resources/ Risk Mgmt, YMCA of Greater San Antonio*

A recent study by Carolyn Dewa at the University of Toronto found that employees in the nonprofit sector may be particularly vulnerable to burnout given the mission-driven nature of their work.<sup>7</sup> Moreover, a 2011 study from Opportunity Knocks<sup>8</sup> found that half of the nonprofit employees they surveyed were “burned out” or were in danger of becoming burned out. Studies have shown that employees who are burned out are more likely to leave their positions prematurely. This finding underscores the importance of nonprofits examining how they redistribute the job responsibilities of eliminated positions and how these practices can affect morale and turnover both in the present and in the future.

<sup>6</sup> Organization size was determined by annual operating budget. Small organizations have a budget of \$1,000,000 or less, medium organizations have a budget between \$1,000,001 to \$10,000,000 dollars, and large organizations have a budget of \$10,000,001 or greater.

<sup>7</sup> Dewa, Carolyn, et al. Relationships between Job Stress and Worker Perceived Responsibilities and Job Characteristics. *International Journal of Occupational and Environmental Medicine*, Vol. 2 No. 1; January, 2011.

<sup>8</sup> Opportunity Knocks (2011). *Engaging the Nonprofit Workforce: Mission, Management and Emotion*.

<http://content.opportunityknocks.org/2011/06/14/opportunity-knocks-nonprofit-employee-engagement-survey>

### Severance Practices

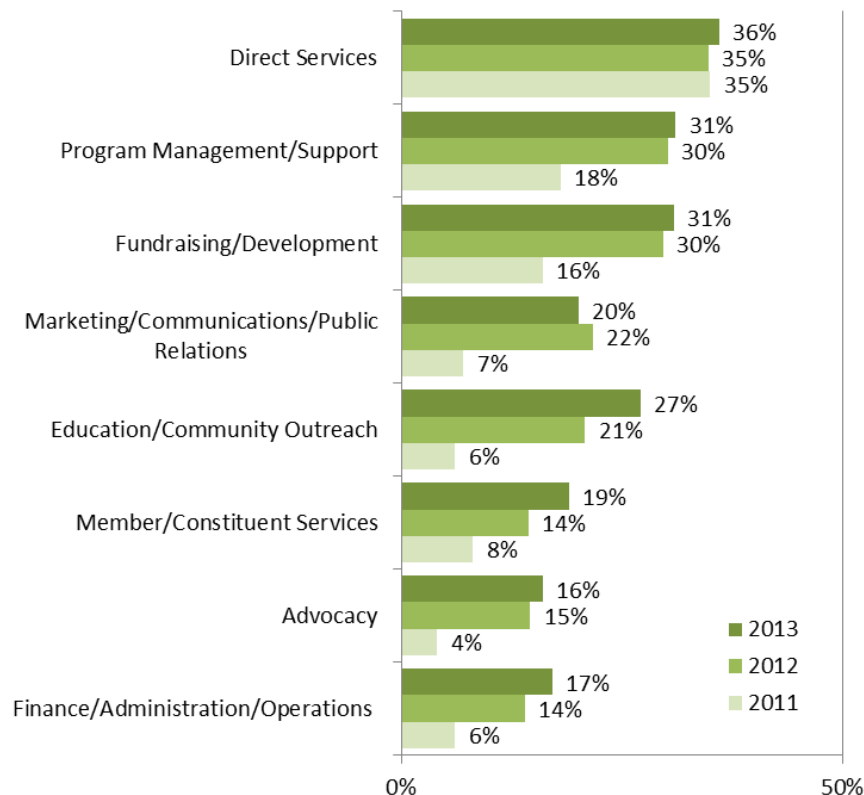
The organizations that planned to eliminate positions in 2013 were also asked about their intentions to offer any type of severance benefit to affected staff. Twenty-nine percent of these organizations indicated that they planned to provide severance benefits, while 49% indicated that they did not plan to provide any type of severance benefits, and 22% were unsure if they would offer severance benefits. These findings represent a decrease when compared with findings from the 2012 Nonprofit Employment Trends Survey in which 38% of organizations indicated they would offer some type of severance benefits.

Of the organizations surveyed that planned to eliminate positions and provide severance assistance, the top three assistance benefits included cash severance payments, references beyond employment verification, and outplacement assistance/career counseling. Half (50%) of respondent organizations indicated severance would be based on length of service, while a third (33%) reported that severance would be based on a combination of level of position and length of service.

### Areas of Anticipated Job Growth

Approximately one-third of nonprofits surveyed anticipate growth in the area of direct services (36%), program management/support (31%), and fundraising/development (31%) in 2013. As seen in figure 5 below, the percentage of organizations anticipating job growth increased from a year ago – and dramatically from two years ago – in all areas, with one exception (organizations anticipating job growth in marketing/communications/public relations fell slightly from 22% to 20%).

**Figure 5: Anticipated Job Growth in Specific Areas by Year**



Of particular note is the increase in hiring in the Finance/Administration/Operations area where 17% (vs. 14% reported in 2012) expect to see job growth. This finding is particularly encouraging as nonprofits traditionally under-invest in infrastructure related growth in an effort to keep overhead, or non-programmatic costs to a minimum. While having low overhead or administrative costs (i.e. non-programmatic salaries) is often seen as a metric of efficiency, having insufficient operational support – to include human resources – can hurt an organization instead of helping it. For example, Charity Navigator, one of the nation’s most recognized charity evaluators, works to advance a more efficient and responsive philanthropic marketplace by evaluating the Financial Health and Accountability and Transparency of 6,000 of America's largest charities. As part of their evaluation process, the organization measures nonprofits’ financial health. According to Charity Navigator<sup>9</sup>, “Charities that are financially efficient spend less money to raise more. Their fundraising efforts stay in line with the scope of the programs and services they provide. They keep administrative costs within reasonable limits.” Charity Navigator’s position, along with a large majority of the funding community, is that the lower the percent of total functional expenses spent on management or administrative expenses, the better. While there is some degree of truth to this position, the under-investment in operational support by nonprofit organizations has also traditionally resulted in the under-investment in effective hiring, retention and staff development practices.

In our vast consulting practice, Nonprofit HR Solutions has seen clients respond to the significant economic changes of the recent three to four years by maximizing efficiencies in infrastructure and operations and putting an even greater focus on the direct services work that influences resource development strategies. In this regard, all areas of nonprofit business that resonate with funders have greater opportunity to be highlighted and funded for further growth. That said, continued organizational growth and mission advancement requires a proportionate response in terms of infrastructure and operational support. Overall, this finding of job growth is encouraging and suggests that nonprofits are continuing to have an optimistic outlook on job growth for both direct service and support/infrastructure functions.

It is important to note that across all functional areas, a higher percentage of large nonprofit organizations reported anticipated job growth than small nonprofit organizations.

<sup>9</sup> Charity Navigator. How do we rate charities’ financial health? <http://www.charitynavigator.org/index.cfm?bay=content.view&cpid=35>

### Employee Turnover

Of the nonprofits surveyed, the average turnover rate for 2012 was 17%. Voluntary turnover (resignations and retirements) was at 11% and involuntary turnover (layoffs) was at 3%, and other reasons for leaving the organization was at 3%. Of the nonprofits surveyed, 66% anticipate their turnover rate will stay the same in 2013 as in 2012, while 13% anticipate it will increase and 21% anticipate it will decrease when compared to last year. Figure 6 below shows how organizations anticipate turnover to be for specific position types over the next year. Anticipated turnover did not vary greatly by position type (entry-level, mid-level, experienced, and senior/executive-level).<sup>10</sup>

*"We're very stable. The people we have currently are really good fits, they're committed to our organization and to our mission. As long as we continue to pay competitively and treat them well, they'll stay."*

*-Nathan Monell, President, National Council for Community and Education Partnerships*

**Figure 6: Anticipated Change in Turnover for Specific Position Types from 2012 to 2013**

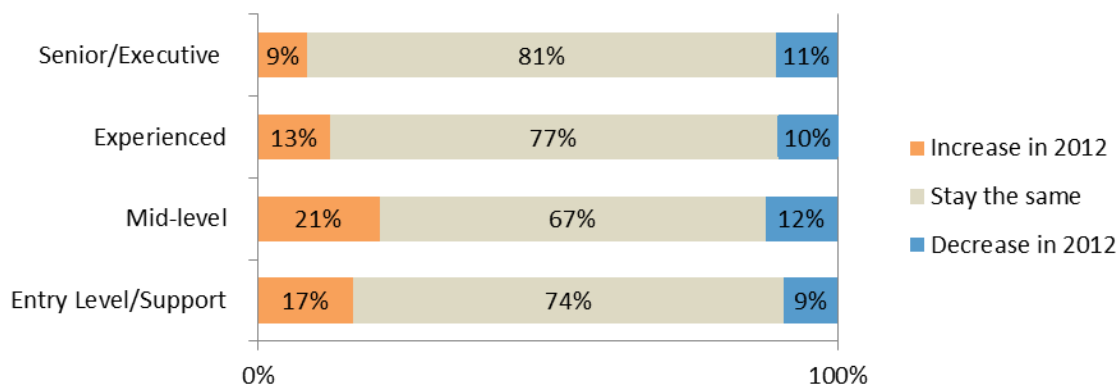


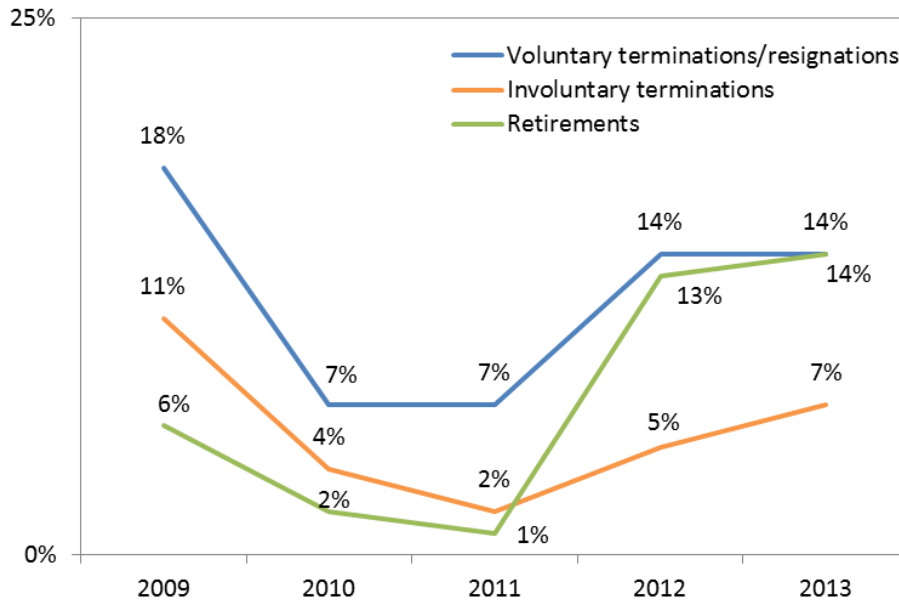
Figure 7, on the next page, shows the percent of nonprofits surveyed expecting an increase in voluntary terminations/resignations, involuntary terminations, and retirements. Interestingly, the sharp rise in nonprofits expecting an increase in turnover due to voluntary terminations/resignations and retirements from 2011-2012 leveled off from 2012-2013. However, nonprofits reported anticipating a continued, gradual rise in involuntary terminations. It is generally understood that there is a direct correlation between the nation's economic health and turnover rates across all industries. The nonprofit sector, of course, is no exception. Organizations should continue to monitor their turnover rates with the understanding that as the U.S. economy continues to rebound, employees will more likely begin to seek new career opportunities outside of their current organizations.

*"Resignations and retirements have increased. With the gradual improvement of the economy, employees are seeing other opportunities in the market. Others are feeling a bit more comfortable with retiring. These changes have helped us do many more internal promotions, so that is the good news."*

*-Art Glover, Associate Director of Human Resources, Douglas County Libraries*

<sup>10</sup> Entry-level/support positions are those that require 0-2 years of experience, mid-level positions require 3-5 years of experience, experienced positions require 6-8 years of experience, and senior/executive positions require 9 or more years of experience.

**Figure 7: Anticipated Increase in Turnover in Specific Areas Over Time**



## RECRUITMENT STRATEGIES AND BUDGETING

### Recruitment/Staffing Strategies

*“Uncertainty about sustainability leads us to be very careful about adding new staff, even when client numbers and demand for services are up. This situation puts stress and extra work on the existing staff.”*

*-Janee’ Hanzlick, Associate Director, SAFEHOME Inc.*

Responding organizations were asked to indicate how they support new programs or initiatives. Figure 8, on the next page, shows that almost half (48%) of organizations use current staff to support new programs and/or initiatives. Using current staff was also found to be the most popular staffing strategy in the 2010, 2011, and 2012 Nonprofit Employment Trends Survey (57%, 55%, and 46% respectively). Even though the use of this strategy by organizations has been lower in the past two years, it should still be noted that increasing staff workloads often results in employee stress, employee dissatisfaction, and higher turnover. Quality of work also suffers. As such, the negative implications of stretching existing staff too thin

should be carefully considered when making staffing decisions. Despite this, nonprofits may be forced to rely on such strategies given an expectation of growing demand for services and a slow economic recovery. The Nonprofit Finance Fund, in its 2012 annual State of the Sector Survey, found that 85% of nonprofits experienced an increase in demand for services over the past year, while 88% anticipate an increase in demand for services in the coming year. Nevertheless, 87% of nonprofits said their financial outlook will not get any better in the next year.<sup>11</sup>

<sup>11</sup> Nonprofit Finance Fund. 2012 State of the Sector Survey. <http://nonprofitfinancefund.org/state-of-the-sector-surveys>

**Figure 8: Primary Staffing Strategy Used to Support a New Program or Initiative**

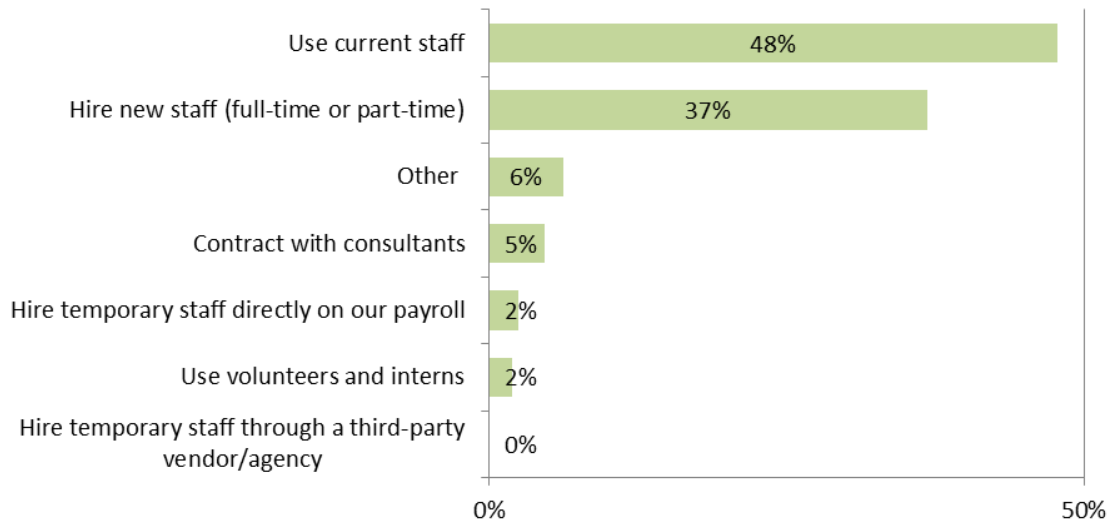
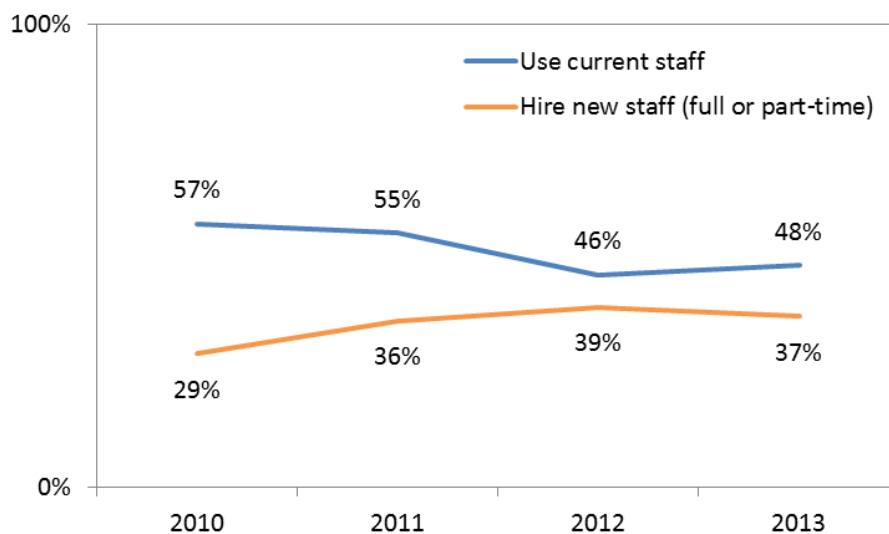


Figure 9 below shows a continued elevated focus on hiring new staff to support new programs as compared with using current staff. In the 2010 Nonprofit Employment Trends Survey 55% of organizations surveyed reported using current staff to support new programs or initiatives, and only 29% reported hiring new staff. Over the past three years, responses to the survey indicate that the percent of organizations hiring new staff to support new programs or initiatives has risen and the percent of organizations using current staff has declined. This may illustrate a trend towards hiring new staff to support new programs instead of using current staff, which could be an important change in hiring practices among nonprofit organizations. Furthermore, this finding may reflect an increase in awareness among nonprofit leaders that their overworked staff has reached capacity and that productivity levels are adversely impacted by work-related stress and fatigue.

**Figure 9: Hiring New Staff vs. Using Current Staff to Support New Programs**



When broken down by organization size, small, medium, and large organizations all indicated their most common strategy for staffing a new program or initiative was to use their current staff (51%, 48%, and 45%, respectively). Large sized organizations were slightly more likely to hire new staff to support new programs (44%) than small or medium organizations (38% and 33%, respectively). Rather, small organizations were more likely to use volunteers or interns (6%) or contract with consultants (4%).

It is important to note that the Nonprofit Employment Trends Survey continues to track the under-use of consultants, skilled temporaries and volunteers/interns in supporting new programs and initiatives. Opportunities exist for nonprofit organizations to seek expertise and talent outside of their organizations to address both short-term program and/or staffing needs or those requiring specific skills that do not currently exist within their organizations. Doing so addresses two frequently cited workplace dynamics of staff burnout and premature employee turnover as well as have the potential to improve efficiencies. Furthermore, engaging temporary staff, consultants or volunteers/interns supports the ability of nonprofits to adjust their staff size to fluctuating demand without the time or cost traditionally associated with the engagement of part- or full-time staff.

## Hiring and Advancement Opportunities

The 2013 Nonprofit Employment Trends Survey showed that entry-level vacancies were most often filled by candidates from outside of the nonprofit sector. Mid-level vacancies were most often filled by staff promoted from within the organization, while experienced and senior/executive vacancies were commonly filled by professionals from other nonprofit organizations. This trend suggests that opportunities for upward mobility and professional growth continue to be available within the sector for individuals at all levels, but that executive-level staff may have to look outside their current organizations for advancement opportunities.

A recent study by Opportunity Knocks<sup>12</sup> found that over one-third of the nonprofit employees they surveyed felt strongly that there were no future opportunities for them at their organization and that their organization does not take an interest in their career development. The same study also found that when meaningful recognition for achievements is lacking within organizations, many employees use their pay to assess their value to the organization. Not giving employees proper recognition and failing to pay competitively may lead to higher levels of dissatisfaction and subsequent turnover.

*“Although we offer professional growth through training and job enrichment and/or special projects, our challenge will be to continue to look at ways to provide career opportunities so we can retain and utilize our staff at their fullest potentials.”*

*-Virginia Tischner, SPHR, Director of Human Resources, PRS, Inc.*

<sup>12</sup> Opportunity Knocks (2011). Engaging the Nonprofit Workforce: Mission, Management and Emotion. <http://content.opportunityknocks.org/2011/06/14/opportunity-knocks-nonprofit-employee-engagement-survey>

### Recruitment/Advertising Budgeting

Just over one-fifth (22%) of the organizations surveyed reported having a formal annual recruitment budget; this has been steadily increasing over the past two years, from 18% in 2011 and 21% in 2012. Organizations with larger operating budgets were much more likely than those with smaller operating budgets to designate funds for the recruitment of new employees.

Of the nonprofits with formal recruitment budgets, 64% predicted that their recruiting budgets would remain unchanged in 2013, which is similar to the percentage that predicted their recruitment budget would remain unchanged in 2011 and 2012 (64% and 66%, respectively). Over the last three years, recruitment budget predictions have become more optimistic with a smaller percentage of organizations anticipating a decrease in the budget and a larger percentage anticipating an increase in the budget. Among nonprofits that have a recruitment budget, the median amount budgeted was \$6,000 up from \$5,000 reported in 2012. The median amount budgeted for recruitment was \$2,000 for small nonprofits, \$6,000 for medium nonprofits, and \$22,500 for large nonprofits.

### Recruitment Advertising Sources

Various online, print, and in-person recruitment efforts are used by nonprofits, but some are reported to be more popular and effective than others. Respondents were asked to rate how much they used specific recruitment advertising sources. The most frequently used outlets were informal networks and formal networks (85% and 84%, respectively). This was followed by using local newspapers, both online (55%) and print (46%) editions, Craigslist (51%) and LinkedIn (50%). Some popular online job posting websites were also commonly used by respondents. Figure 10 below shows that LinkedIn continues to be the most commonly used social media outlet for nonprofit recruitment advertising, followed by Facebook and Twitter.

**Figure 10: Nonprofit use of social media outlets for recruitment advertising**

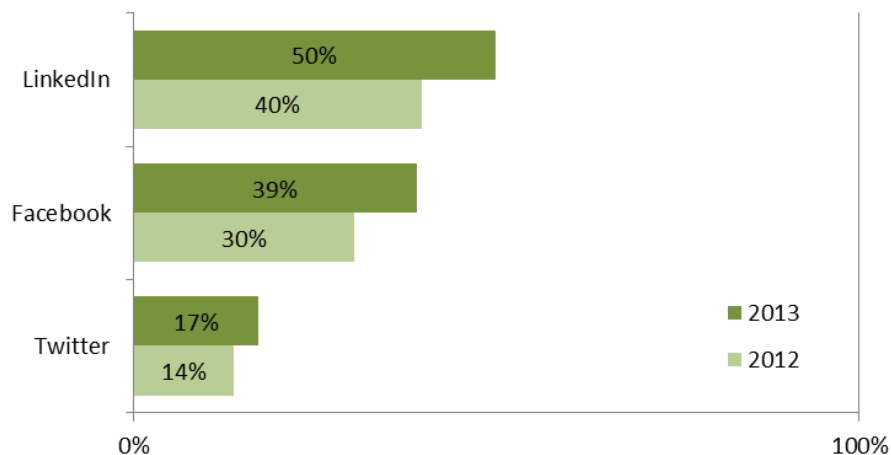




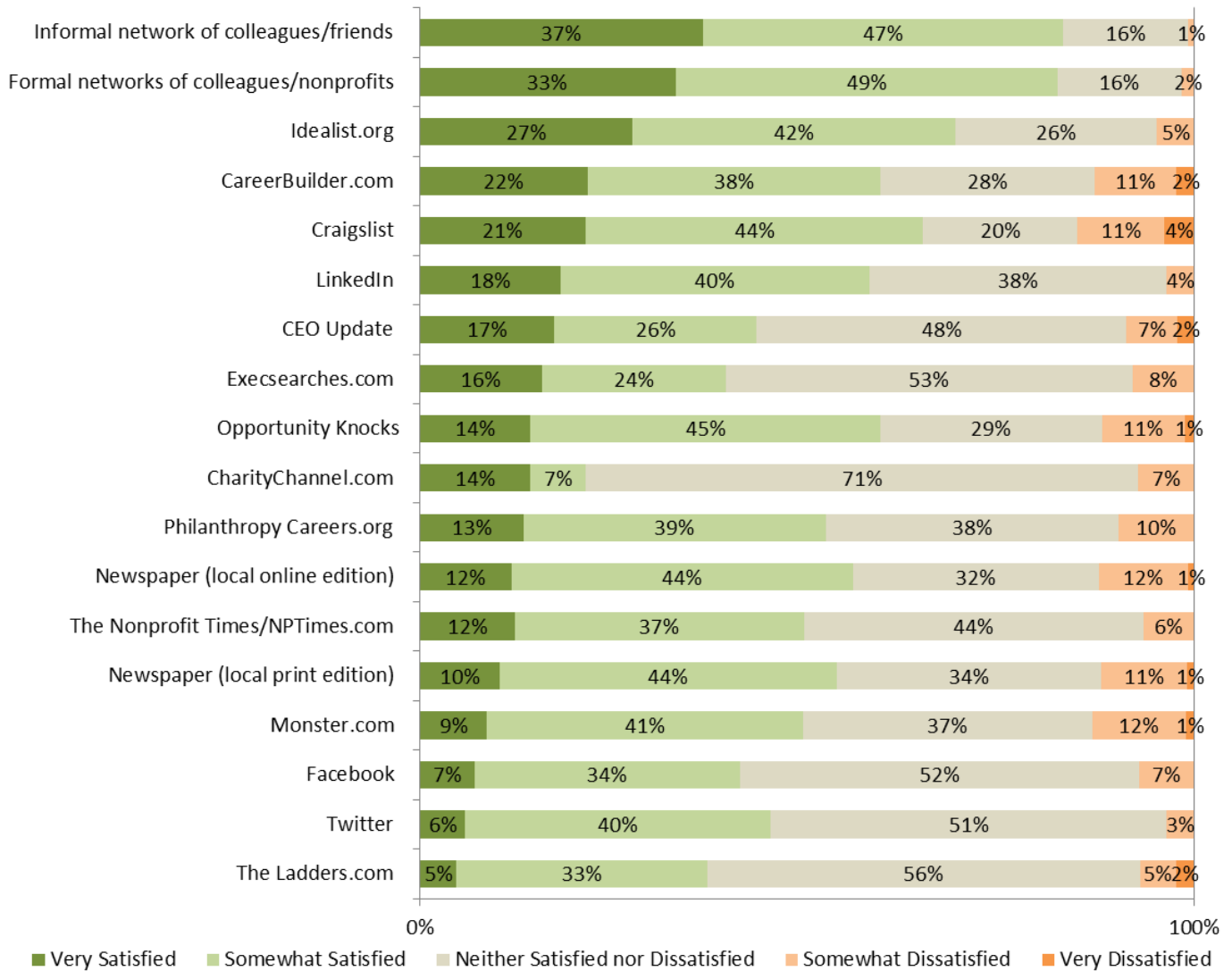
Table 1 below shows nonprofit organizations' most frequently used websites for recruitment advertising include job posting sites, social media, and, to a lesser extent, executive search sites.

**Table 1: Top Ten Most Frequently Used Websites for Nonprofit Recruitment Advertising**

Outlet	Percent Using Some or Every Time
<b>Craigslist</b>	51%
<b>LinkedIn</b>	50%
<b>Idealist.org</b>	42%
<b>Monster.com</b>	40%
<b>Facebook</b>	39%
<b>CareerBuilder.com</b>	36%
<b>The Nonprofit Times/NPTimes.com</b>	28%
<b>Philanthropy Careers.org</b>	17%
<b>Twitter</b>	17%
<b>Opportunity Knocks</b>	16%

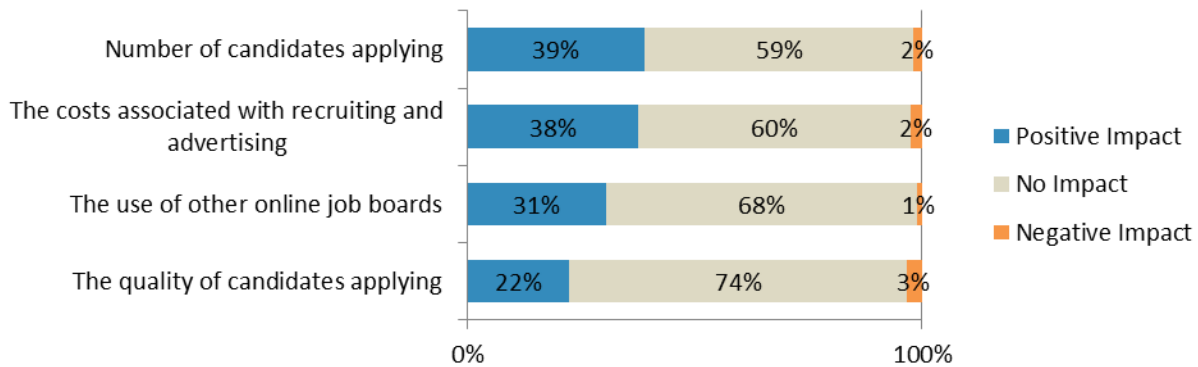
Respondents also indicated their level of satisfaction with various sources for recruitment advertising. Satisfaction ratings were only collected for sources organizations have used. Respondents remain most satisfied with their formal and informal networks (see Figure 11 on the next page). Interviews conducted with nonprofit leaders support this finding. Most nonprofit leaders reported difficulty in finding qualified staff, but of those who didn't the vast majority cited strong informal and formal networks as the primary reason. Interestingly, although local online newspapers and local print newspapers were reported among the most popular sources for recruitment advertising by survey respondents, satisfaction levels with online and print newspapers ranked in the bottom half of sources. While lagging behind the for-profit sector, the integration of social media outlets in nonprofit recruiting practices will continue to emerge as a growing trend as more and more job seekers will rely on social media to alert them to career opportunities in and across the sector.

**Figure 11: Satisfaction Ratings of Recruitment Advertising Outlets**



Respondents were asked about the degree to which the use of social networking sites in recruitment advertising increased the quality of applicants, decreased advertising costs, and affected the use of other online job boards. As displayed in Figure 12 on the next page, 39% responded that using social networking sites had a positive impact on the number of candidates applying. In addition, about one-third of organizations indicated using social networking sites had a positive impact on the costs associated with recruitment advertising (38%) and the use of other online job boards (31%) and one-fifth indicated it had a positive impact on the quality of candidates applying (22%). Overall, only a small percentage of organizations indicated that the use of social networking sites had a negative impact on these areas. It is also important to note that a strong majority of nonprofits surveyed indicated that they experienced no impact from using social networking sites in recruitment strategies.

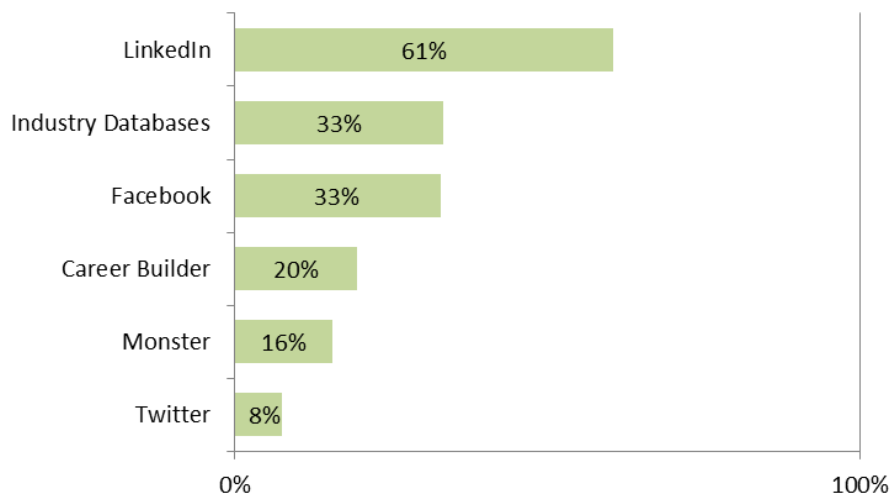
**Figure 12: Impact from Using Social Networking Sites in Recruitment Strategies**



In that respondent organizations reported a median recruitment advertising budget of just \$6,000 per year and resources continue to be limited for many organizations, the use of social networking sites continues to create real opportunities for nonprofits to maximize their recruitment advertising budgets.

Respondents were also asked what tools they use to search for or source passive candidates. As shown in Figure 13 below, 61% indicated that they use LinkedIn to search for or source passive candidates. This is considerably higher than those that indicated they use other tools including Industry Databases (33%), Facebook (32%), CareerBuilder.com (20%), Monster.com (15%), and Twitter (8%). However, out of all respondents who reported using LinkedIn, a majority (54%) of respondents indicated that they possess only basic knowledge of how to use LinkedIn for talent acquisition, while 77% indicated that their *proactive* use (searching and sourcing) of LinkedIn comprised only 0-25% of their total LinkedIn use. This finding shows that many nonprofit staff may require additional training on how to more effectively use social media to maximize its potential utility for talent recruitment. Moreover, despite the growing use of social media in recruiting, 92% of nonprofits reported that they did not have a social media recruitment plan to guide them.

**Figure 13: Tools Used by Nonprofits to Search or Source Passive Candidates**



The most popular method for accepting applications among organizations surveyed is a traditional resume or curriculum vitae submitted via email (83%). In comparison, a large percentage of nonprofits (58%) reported accepting resumes/curriculum vitae via mail or fax, about one-third of respondents (36%) reported having an online applicant tracking system, 8% used LinkedIn profiles to accept applications and 3% accepted graphic or video resumes.

We believe that the sector continues to lag in its adoption of technology-based solutions that drive human resources efficiency. Recognizing that many nonprofits operate without the benefit of a dedicated and/or experienced HR professional, the lack of investment in technology based human resources solutions such as human resources information systems and applicant tracking systems stands to reason. Nonprofits investing in such important technology resources are able to take advantage of the efficiencies that are afforded by such systems and their reliance on manual systems to identify and screen new talent is enhanced.

## STAFFING CHALLENGES

### Staff Retention

Staff retention continues to be a major challenge among the nation's nonprofits. Only 10% of the organizations surveyed indicated they have a formal retention strategy, down from the 23% that indicated they had a formal retention strategy last year. Of those that have a formal retention strategy, the most commonly reported components were retention interviews<sup>13</sup>, formal employee engagement plans, and retention bonuses (58%, 56%, and 47%, respectively), while only 11% included sabbaticals in their formal retention strategy. Of those organizations that do not have a formal retention strategy, 19% indicated that they plan to create one. Interviews with nonprofit leaders also showed that formal retention strategies are uncommon. However, while almost all interviewees said that they did not have a formal retention strategy, the majority of them mentioned a variety of informal strategies their nonprofit implemented to increase retention such as social events, staff development opportunities, employee wellness programs, and flexible scheduling. This may indicate that many nonprofits do have retention practices but do not consider them to be formalized strategies. Furthermore, the nonprofit leaders interviewed for this report said that they did not have a formal retention strategy because they simply don't need it; they already have high retention rates and/or their organizations are small enough that informal strategies are effective enough.

*"We do not have a formal retention strategy or a formal retention budget... (but) from a social standpoint, we have money set aside for a variety of staff activities throughout the year to help create an environment where people want to stay."*

*-Jeremy Ornstein, Director of Human Resources,  
ASIS International*

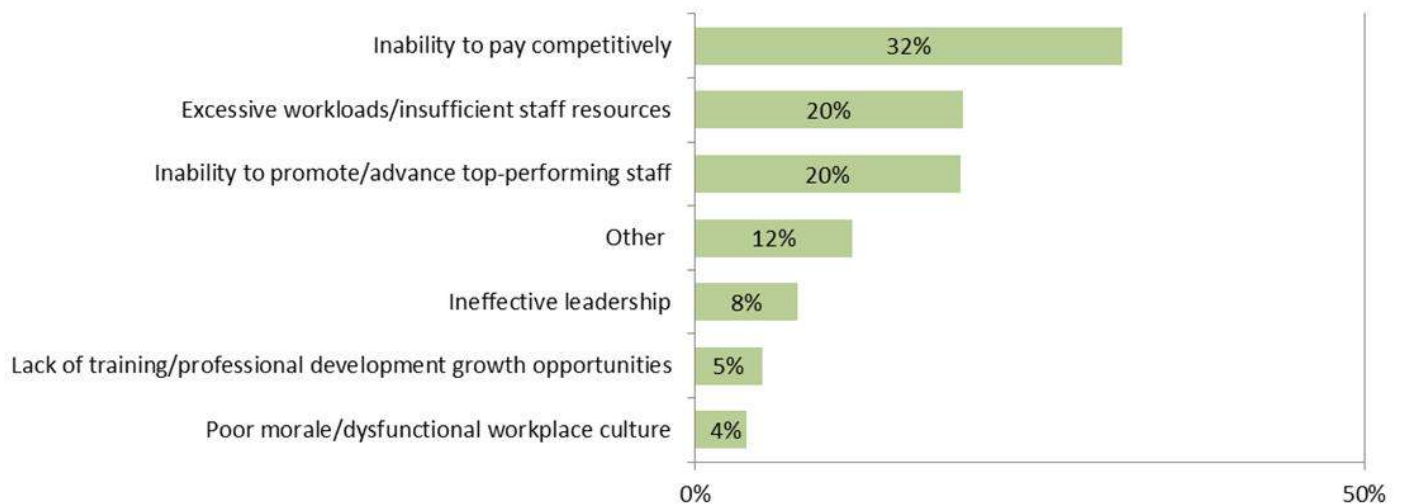
<sup>13</sup> Retention interviews are conducted with current employees in an effort to understand why they continue to work for an organization and what motivates or engages them.

*"Our agency has an outstanding benefits package; a very flexible, family-friendly, and supportive environment; and a work culture that supports individuals and recognizes their need for self-care. These factors have allowed the agency to have low turnover and an increasing average length of employment."*

*-Janee' Hanzlick, Associate Director,  
SAFEHOME Inc.*

When it comes to competing with other sectors based on salary offerings, over half of the organizations surveyed (55%) reported having difficulty in doing this. Inability to pay competitively was cited by the highest percentage of organizations as their greatest retention challenge (32%). As shown below in figure 14 below, organizations also cited the inability to promote/advance top performing staff (20%), and excessive workloads/insufficient staff resources (20%) as their greatest retention challenges. To help compete against other sectors, respondents most frequently reported leveraging strong benefits packages and flexible scheduling.

**Figure 14: Greatest Retention Challenge**



Respondents were also asked about the staff level that they have the greatest challenge retaining. Overall, retaining mid- and entry-level staff were reported as the most challenging to retain (40% and 39%, respectively), while 17% reported experienced-level, and only 4% reported that senior/executive level staff were the most difficult to retain. In our experience consulting with nonprofits over the last 12 years, we have observed that the majority of organizations tend to invest most heavily in developing leadership, vs. entry- and mid-level talent. Leadership development initiatives tend to also receive the greatest amount of funding of all HR related initiatives. As such, organizations' abilities to retain their senior executives compared with entry and mid-level professionals, who tend to receive less professional/leadership development support, is reinforced by this practice. The lack in sufficient professional development investment at the entry- and mid-level staff levels will likely continue to contribute to organizations' inability to retain individuals at these levels.

When asked about the functional area that their organization experienced the greatest challenge with retaining, respondents indicated direct services (33%), program management/support (18%) and fundraising/development (11%). As noted earlier in this report, these are also the same functional areas expected to see the most growth in 2013.

## Flexible Work Environments

One-third of respondents (37%) reported having a telecommuting/virtual work policy. Of those who did, the majority (61%) observed that the policy positively impacted their recruitment and retention while a small percentage (2%) thought it had a negative impact. Interviewees also reported that providing a flexible work environment through such practices as telecommuting, is increasingly an employee expectation. This finding may indicate an important opportunity for telecommuting/virtual work policies to support staff retention strategies.

## Succession Planning

Over two-thirds (69%) of nonprofits surveyed indicated that they do not have a formal succession plan for senior leadership. When asked what keeps them from developing a succession plan, survey respondents indicated that it simply was not a top priority at the moment for their organization. Many also answered that they believe their organization is too small to require succession planning, or too small to create a succession plan. These responses contrast with the beneficial effects of having a succession plan reported by other survey respondents; many nonprofit leaders indicated that having a succession plan has brought peace of mind to their boards and staff members, helped develop emerging talent, and served as an effective retention tool.

*"(Our) succession plan has created a culture of learning and development, as well as a culture of security in relation to the 'passing on' of relevant knowledge pertinent to the organization's strategic goals."*

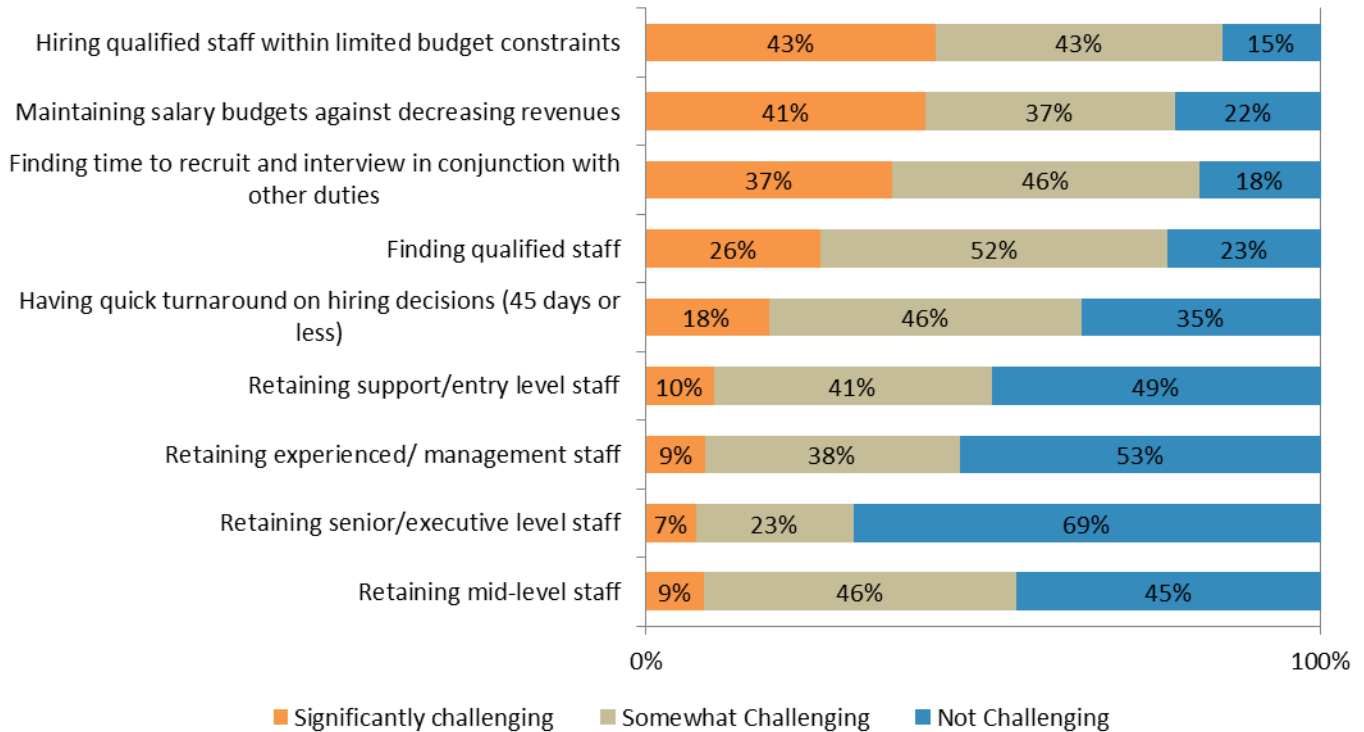
*-Survey Respondent (Anonymous)*

Of those organizations that have invested in succession planning, many have realized some key advantages including the ability to understand leadership needs now and in the future, the ability to proactively identify and develop top talent within their organizations, and most importantly, the ability to retain such talent, who without intentional investment on the part of their organizations, might otherwise leave to pursue career opportunities elsewhere including outside of the sector.

### Greatest Staffing Challenges

It is no secret that the recent economic crisis has taken its toll on the nonprofit sector. The greatest staffing challenges (Figure 15 below) indicated by survey respondents were hiring qualified staff within limited budget constraints, maintaining salary budgets in the face of decreased annual revenues, and finding time to recruit and interview in conjunction with other duties.

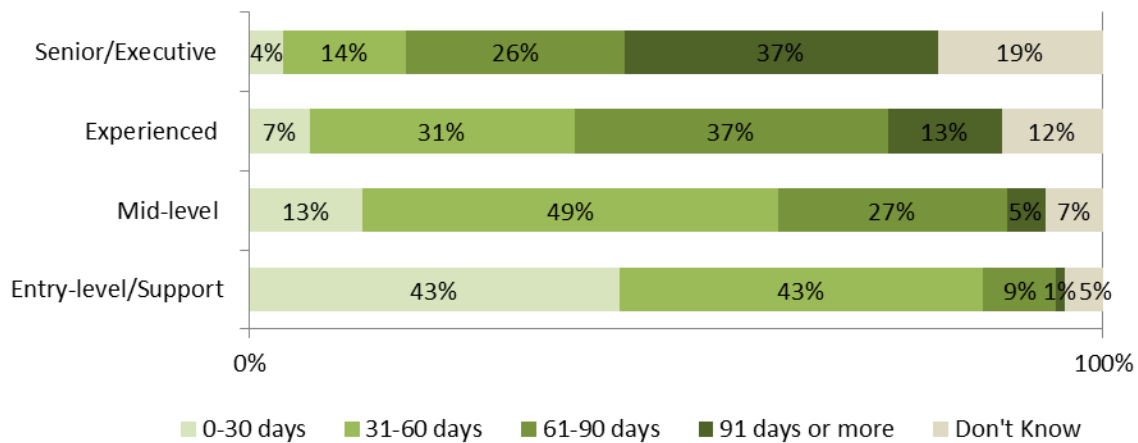
**Figure 15: Staffing Challenges in 2012**



### Filling Positions

Similar to past Nonprofit Employment Trends survey findings, the more senior the position, the longer it takes to fill. For senior/executive level positions, 26% reported taking 61-90 days to fill the position and 37% reported taking more than 91 days to fill the position (Figure 16 below). Consistent with the previous year, size of the organization did not significantly impact the time it takes to fill the various levels of positions. Additionally, most nonprofit leaders interviewed said that their organizations have challenges in finding qualified staff. Specifically, they reported having many applicants, but few individuals who fit the organization’s particular requirements and/or salary level.

**Figure 16: Length of Time to Fill Position Types**





As shown in Table 2 on the next page, the percent of organizations that responded to this year’s survey reported filling entry-level positions within 30 days decreased from 54% in 2012 to 43% in 2013, while the percent of organizations filling mid-level positions within 30 days also decreased from 19% to 13% in this same timeframe. These decreases from past years indicate that organizations are taking more time to fill entry-level and mid-level positions than the past couple of years. Given the nation’s continued high levels of unemployment, it is reasonable to conclude from this data that larger volumes of entry- and mid-level applicants for fewer vacancies may be impacting time-to-fill ratios. About the same percent of respondents reported that it takes over 91 days to fill experienced and senior/executive level positions, indicating that organizations have not reduced the time it takes to fill these types of positions in the last year (Table 3 on the next page).

*“It takes so long to recruit and then get approval for hiring so positions are unstaffed or have to be covered by other staff”*



*-Joan Gibson, Director of Human Resources, Girl Scouts of the Missouri Heartland Council*



**Table 2: Percent of Entry/Support and Mid-level Positions Filled Within 30 Days Compared to Previous Years**

Position Type	2009	2010	2011	2012	2013	Difference from '12 to '13
Entry Level/Support	48%	53%	54%	54%	43%	 -11%
Mid-Level	14%	12%	20%	19%	13%	 -6%

**Table 3: Percent of Experienced and Senior/Executive Positions Filled After 91 days, Compared to Previous Years**

Position Type	2009	2010	2011	2012	2013	Difference from '12 to '13
Experienced	26%	13%	16%	15%	13%	 -2%
Senior/Executive	55%	46%	50%	36%	37%	 1%

## Hiring Qualified and Diverse Staff

Respondents were asked about the degree to which workforce diversity and inclusion is important within their organization. A strong majority indicated that each component of diversity was of importance to their organization (Figure 17 on the next page). Despite the importance of diversity to most nonprofits (see Figure 17), less than half (37%) of survey respondents reported that they have a formal workforce diversity strategy. Interviews conducted with nonprofit leaders support this finding. The vast majority of those interviewed said that their organizations did not have a formal workforce diversity and inclusion strategy, although all

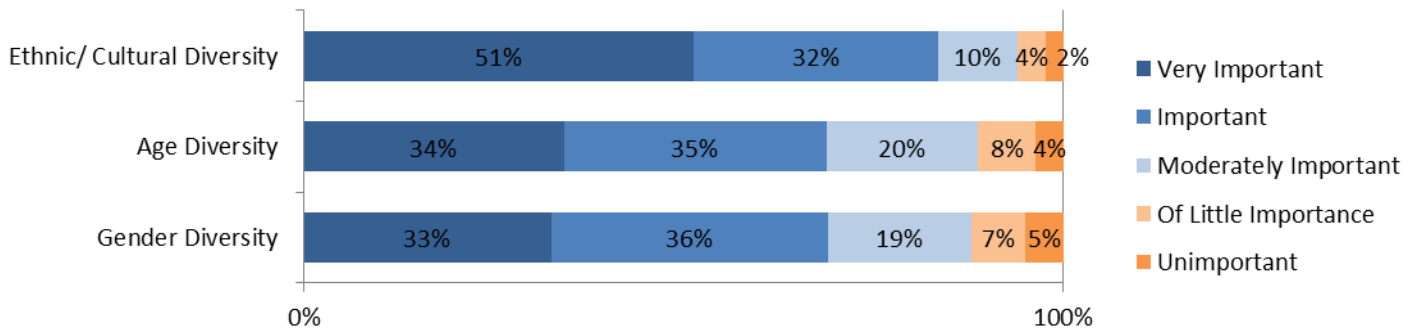
*“We are an inclusive organization and having a written strategy keeps this goal ‘top of mind’ at all times.”*

*-Kate Wottring, Chief Human Resources Officer, Girl Scouts of NE Kansas and NW Missouri*

reported valuing workforce diversity and seeking it through various recruitment strategies. Nevertheless, most nonprofit leaders interviewed reported having diversity challenges with regards to their candidate pools in the categories of gender, age, and race. Many of those interviewed reported falling short of their organizations’ diversity goals and said that further efforts are needed to recruit diverse candidates. Interestingly, no interviewee reported diversity issues amongst their staff members but rather a challenge in the recruitment and hiring processes. A recent study from CommonGood Careers and the Level Playing Field Institute on the state of diversity in the nonprofit sector shows that nonprofit organizations must go beyond simply valuing diversity. In a survey they commissioned, they found that while nearly 90% of nonprofit employees believe their organizations value diversity, over 70% of employees surveyed believe their nonprofit employer does not do enough to create a diverse and inclusive work environment.<sup>14</sup> Accordingly, nonprofits might benefit from specifically engaging their own diverse employees as they develop outreach campaigns and attempt to create more diverse work environments.

<sup>14</sup> Schwartz, Robert, James Weinberg, Dana Hagenbuch and Allison Scott. The Voice of Nonprofit Talent: Perceptions of Diversity in the Workplace. CommonGood Careers and Level Play Field Institute.

**Figure 17: Degree of Importance to Organizations for Each Diversity Category**



*“We strive to keep younger staff motivated so they will remain on the team, knowing that turnover in senior positions are few and far between.”*

*-Richard Grady, VP of Research, Texas Credit Union League*

Respondents were also asked about the greatest diversity challenge their organization faced. The top responses were retaining staff under 30 (38%, up from 30% last year), having staff reflect the composition of the community served (32%, down from 35% last year), and balancing ethnic/cultural diversity (26%, down from 30% last year). This finding represents a growing challenge posed by the Millennial generation to nonprofit managers. Additionally, a small percentage indicated that retaining older staff over 60 (3%) was their greatest challenge. The greatest diversity challenge an organization faced did not differ significantly among organizations of different sizes.

## STAFFING RESOURCE MANAGEMENT

### Resource Allocation – Staff

Most respondents indicated that the Director of Human Resources or Administration (37%) or the Executive Director (28%) oversees the hiring process. While Department Directors, Managers and Supervisors were not likely to oversee the hiring process, a majority of the organizations indicated that they participated in the process (79%).

Looking at organization size, half of the respondents from medium (53%) and large (52%) organizations indicated that the Director of Human Resources/Administration oversees the hiring process. This was the case for less than a quarter of small organizations (22%). In addition, a high percentage of respondents from small organizations (40%) said the Executive Director oversees their hiring process. This is likely due to the fact that small organizations often do not have a dedicated HR professional on staff and more often than not rely on their CFO, COO or other management professional to handle this function in addition to many others. Only 21% of medium organizations and 9% of large organizations said the Executive Director oversees hiring. Hiring staff is a critical function for most organizations and may be impacted by the Executive Director’s ability to divide his or her time between other key functions such as fundraising, program development, and overall management.

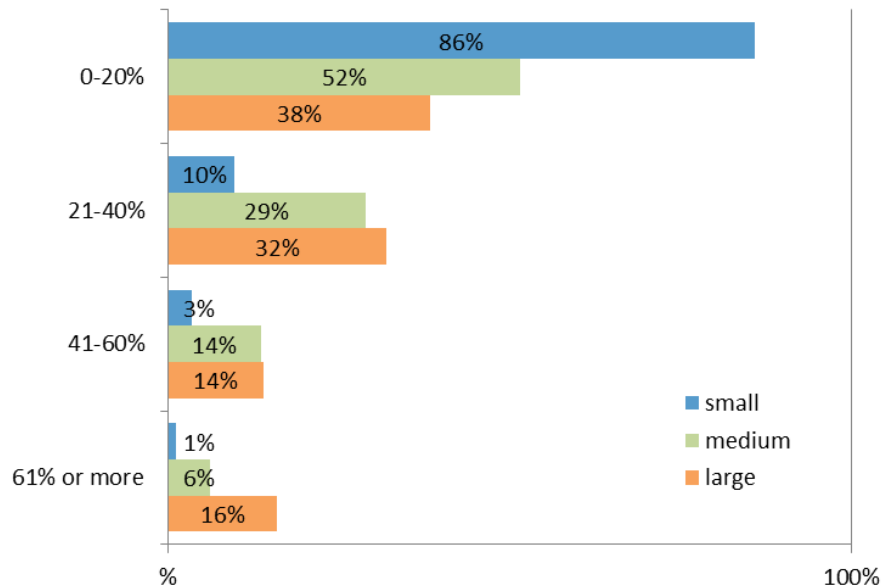
*“(The) recruiting process is decentralized at our organization, mostly handled by managers, and managers have a hard time finding the time to recruit with their other duties.”*

*-Mary O’Reilly, Chief Liaison Officer, Albany Park Community Center*

### Resource Allocation – Time

Respondents were asked how much time the individual who oversees hiring at their organization spends on employment and recruitment issues on a weekly basis. Interestingly, the majority of people who oversee hiring (66%) spend less than 20% of their time on employment and recruitment issues. Another 20% of respondents spend 21-40% of their time on employment and recruiting issues, and the remaining 14% of respondents spending 41% or more of their time on these issues. As the size of the organization increases, the percentage of respondents that indicated the individual that oversees hiring shifted. As shown in figure 18 below, a higher percentage of individuals that oversee hiring from small organizations spend less time on employment and recruitment issues than do these individuals from medium and large organizations.

**Figure 18: Percent of Time Spent by Individual that Oversees Hiring on Employment and Recruitment Issues by Organization Size**



### Managing the HR Function

The 2013 survey indicates that only 19% of respondents have one or more staff members dedicated exclusively to managing staffing/human resources. Instead, the majority of organizations (67%) have one or more staff members, in addition to their other duties, managing the HR function.

**Figure 19: Management of Staffing/Human Resource Function**



Budget size appears to only be slightly related to the way in which staffing/HR functions are managed within nonprofits. A majority of small, medium and large organization indicated they have one or more staff managing the HR function in addition to their other duties (71%, 61%, and 67%). Although, medium and large organizations were more likely to have one or more staff members managing the HR function exclusively (26% and 24%, respectively) when compared to small organization (14%). Overall, despite a recent trend by nonprofit organizations of outsourcing “back office” functions, few organizations (3%) outsourced their entire staffing/HR function to a third-party.

It is important to note that nonprofits continue to appear to be conflicted on the importance of the HR function. Despite salaries and benefits representing the majority of most nonprofit organizations’ budgets, it continues to be the practice of the majority to not view the HR function as an essential component of the organization. This practice continues to speak to the trend of the HR function not being fully recognized within organizations. A nonprofit’s investment in human resources is a key indicator of the importance an organization places on attracting, developing and retaining talent. The 2013 Nonprofit Employment Trends Survey findings show that securing adequate investment in human resources remains a challenge for small and medium-sized nonprofit organizations in particular. These organizations could potentially benefit from considering human resources support through outsourcing, project-based consulting, volunteer HR professionals or having the guidance of an experienced HR leader on their organization’s board of directors. Any of these options would provide a stronger safety net than having no access to professional level HR support at all. More importantly, engaging in any of these strategies could be an important step to more efficiently advancing the mission of the nonprofit through its staff.



## CONCLUSION

A recent study released by the Urban Institute shows that since 2008 the nonprofit sector has grown faster in terms of employees and wages than either the business or government sectors.<sup>15</sup> The Nonprofit Finance Fund's 2012 annual survey indicated that 85% of nonprofits surveyed reported an increase in demand for their services in the past year, and 88% indicated that they anticipate an increase in demand for their services in the coming year. These studies illustrate that nonprofit services remain in demand even during difficult economic times. In response to this demand, it is likely that the sector will continue increasing its workforce in the coming year.

The 2013 Nonprofit Employment Trends Survey finds that 44% of nonprofits surveyed plan to create new positions in 2013, compared to only 7% who plan to eliminate positions. The survey also shows that while nonprofit organizations have continued to grow in recent years, they will face challenges ahead with the sector predicting a slow rise in turnover rates in the coming year as the economy improves. While most nonprofits expect overall turnover to remain constant in the coming year, many organizations expect turnover through retirements, voluntary resignations, and involuntary terminations to increase in 2013. This indicates that individual nonprofit organizations, and the sector as a whole, may begin to lose highly skilled and experienced employees in the years ahead. It will be particularly important for nonprofit organizations to invest adequate resources in appropriate levels of HR talent, recruitment efforts, and to develop strategies to retain diverse, high performing employees that may increasingly face appealing offers both within and outside of the nonprofit sector.

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<sup>15</sup> Roeger, Katie L. et al. The Nonprofit Almanac 2012. Urban Institute Press, 2012. <http://www.urban.org/books/nonprofit-almanac-2012/>

## APPENDIX A. METHODOLOGY

The Nonprofit Employment Trends Survey consisted of 77 questions consisting of multiple choice, rating scale, and open-ended questions. Respondents were asked to provide their organization's demographic information and answer employment trends questions covering the following content areas:

- **Staff Size and Projected Growth**
- **Recruitment Strategies and Budgeting**
- **Staffing Challenges**
- **Staffing Resource Management**

From October 2012 to December 2012, the Improve Group electronically administered the survey through SNAP Surveys to organizations in Nonprofit HR Solutions' mailing list, which consists of 16,000 nonprofits nationwide. The survey was also distributed through other relevant online communities, the Improve Group e-newsletter, LinkedIn's nonprofit client database, Americans for the Arts Network listserv, the Nonprofit Marketing Guide's blog and through social networks such as Facebook and Twitter.

### Data Cleaning & Analysis

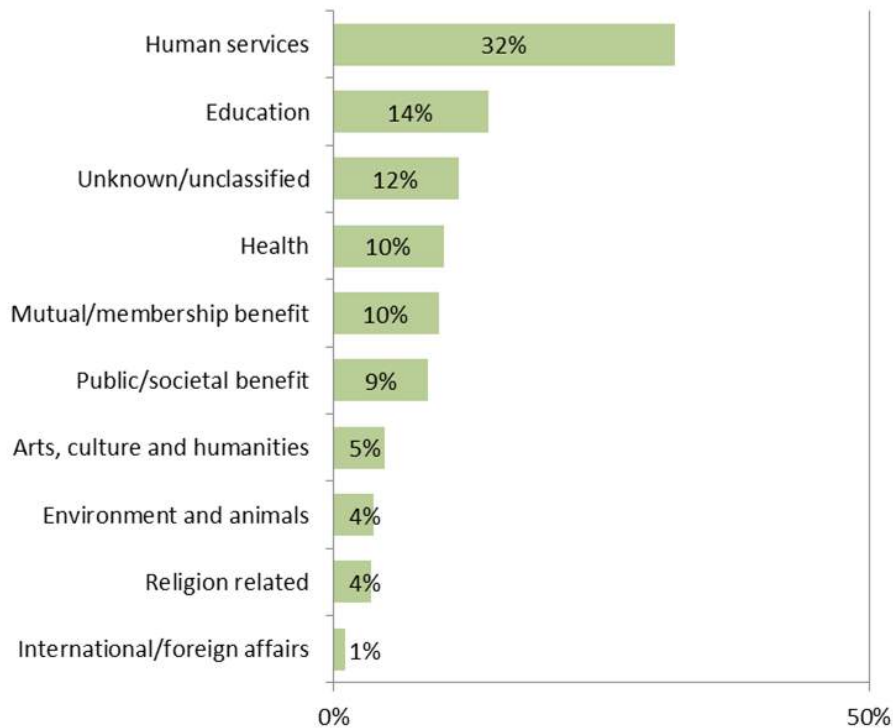
Prior to analysis, the data were cleaned by the Improve Group. Surveys that were completed were reviewed to identify multiple responses originating from a single organization (as indicated by the organization names and contact information). Multiple responses from a single organization were closely examined to determine which survey response should be included in the analysis. In addition, surveys that were not fully completed were included in the analysis if the respondent had answered questions through the third page of the survey, approximately one-third of the way into the survey; this allowed for a sufficient number of responses from a respondent to identify whether any surveys were completed by the same organization more than once. After data cleaning, a total of 588 responses remained. The statistical software SPSS was used to analyze survey responses. Descriptive analyses were conducted using the complete dataset and also using the dataset split by budget size and nonprofit subsector. In addition, this year's data was compared to Nonprofit Employment Trends Survey data from previous years to examine trends over time.

## APPENDIX B. ORGANIZATIONAL DEMOGRAPHICS

### Organization Type

The organizations that completed the survey represented a variety of nonprofit sectors.

**Figure 21: Percent of Respondents in Each Sector**



### Operating Budget Size

Organizations surveyed provided budget size information. For analysis purposes, organizations were grouped into one of three budget categories: small, medium, or large. Small organizations were defined as those with budgets of \$5 million or less, medium organizations were those with budgets of \$5,000,001 to \$15 million, and large organizations were those with budgets over \$15 million. Small nonprofits were overrepresented in the sample; about half (54%) of respondents came from small nonprofits, about one-third (27%) came from medium-sized organizations and about one-fourth (19%) came from large nonprofit organizations.

### Staff Size

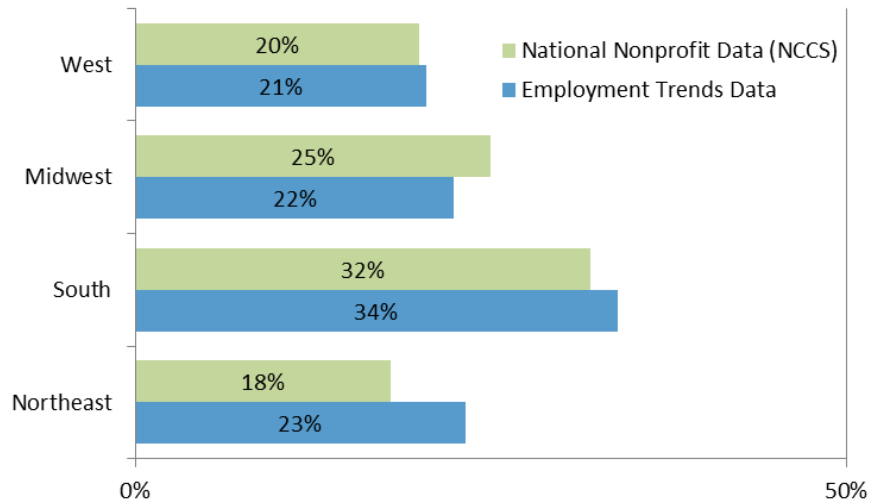
The average staff size of responding organizations was 164 people (54 median). When looking at staff size by organizational budget size, the average number of people employed by small, medium, and large organizations was approximately 21, 124, and 371, respectively.



### Organization Location

Organizations responding to this survey were representative of the national nonprofit sector by number of nonprofit organizations in each region.<sup>16</sup> The figure below shows that the percent of nonprofit organizations in the nation by region is similar to the percentage represented in the employment trends data.

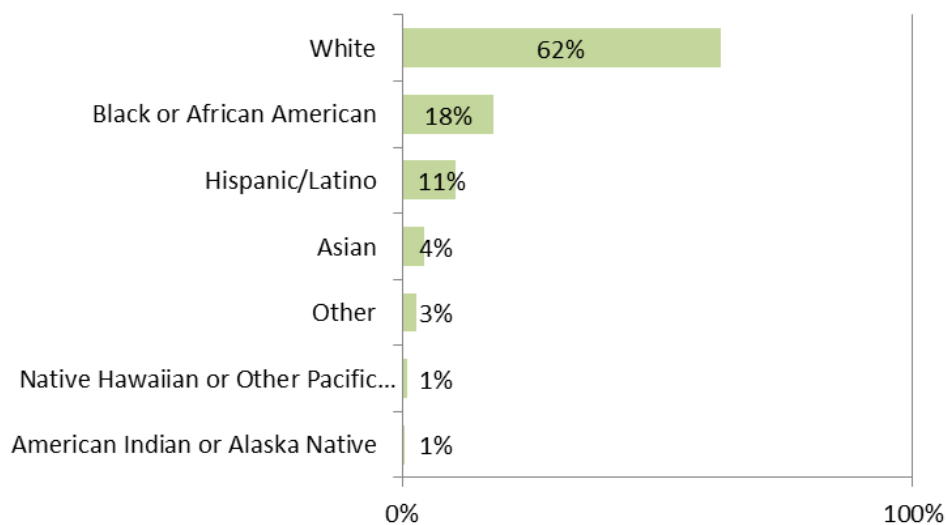
**Figure 22: Percent of Nonprofits by Region**



### Race and Ethnicity

Respondents were asked to provide the approximate ethnic/racial composition of their staff. The composition of respondents' organizations was predominately white (62%), as shown in Figure 23 below.

**Figure 23: Ethnic and racial composition of staff**



<sup>16</sup> National Center for Charitable Statistics (2008). Number of Registered Nonprofit Organizations by State, 2008. <http://nccsdataweb.urban.org/PubApps/reports.php?rid=2>

### APPENDIX C. PARTIAL LIST OF PARTICIPATING ORGANIZATIONS

- A World Fit for Kids!
- Academy of Television Arts & Sciences
- Advocacy Services for Kids
- AIDS Legal Council of Chicago
- Albany Park Community Center
- Allen Fairview Chamber of Commerce
- Alliance of Arizona Nonprofits
- American Academy of Dermatology
- American Association of Pharmaceutical Scientists
- American College of Rheumatology
- American Heart Association
- American Indian Science and Engineering Society
- American Montessori Society
- American Podiatric Medical Association
- American Psychiatric Association
- American Society of Addiction Medicine
- American Society of Baking
- Archways, Inc.
- Arkansas Support Network, Inc.
- ASIS International
- Associated Ministries of Tacoma-Pierce County
- Association & Society Management International
- Autism Society of NC
- Automotive Service Association
- Baptist Community Services
- Bay Area Adoption Services
- Bayside Community Center
- Beat the Streets Philadelphia
- Bible League International
- BICSI
- Big Brothers Big Sisters Columbia Northwest
- Biodiversity Conservation Alliance
- Black Rock Solar, Inc.
- BOMA International
- Boston Cares
- Boston Psychoanalytic Society & Institute
- Boys & Girls Clubs of Chicago
- Boys and Girls Country of Houston
- Boys Town
- Boysville, Inc.
- Brooklyn Museum
- CA Association of Health Facilities
- Calvary Assembly
- CareLink Community Support Services
- CaringBridge
- Casa Cornelia Law Center
- Catawba Lands Conservancy
- Catholic Charities, Diocese of Joliet
- Center for Literacy
- Chicago Youth Centers
- Child & Family Resources, Inc.
- Child Advocates, Inc.
- Children's Discovery Museum of San Jose
- Childspace Too Day Care Center
- Chinese American Service League
- Christian Group Home, Inc.
- Clean Ocean Action
- Community Action Organization
- Community Shares of WI
- Connecticut Association of Nonprofits
- Connections for Abused Women and their Children
- Conner Prairie Museum, Inc.
- Contemporary Arts Center New Orleans
- CORA
- Council of Michigan Foundations
- Council on Social Work Education
- Crossroad Child & Family Services, Inc.
- CSCMP
- Distilled Spirits Council of the U.S., Inc.
- Douglas County Libraries
- Drug Abuse Comprehensive Coordinating Office
- DVIS/Call Rape
- Earthjustice
- EducationWorks
- El Buen Samaritano Episcopal Mission
- Enactus
- Energy Coordinating Agency
- Envision Education
- Equal Access International
- Ecumenical Social Action Committee, Inc.
- Exceed Enterprises, Inc.
- Fair Housing Rights Center in Southeastern Pennsylvania
- Family & Childcare Resources of NEW
- Family Futures
- Family Services of Western PA
- Fay School
- Food for the Hungry
- Food Outreach, Inc.

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 GCSAA  
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 Girl Scouts Heart of the South  
 Girl Scouts of Alaska  
 Girl Scouts of Greater Chicago and Northwest Indiana  
 Girl Scouts of Greater Iowa  
 Girl Scouts of Kentucky's Wilderness Road Council  
 Girl Scouts of NE Kansas and NW Missouri  
 Girl Scouts of NYPENN Pathways, Inc.  
 Girl Scouts of Southeastern Michigan  
 Girl Scouts of the Jersey Shore  
 Girl Scouts of the Missouri Heartland  
 Girl Scouts of the Northwestern Great Lakes, Inc.  
 Girl Scouts of Western Ohio  
 Girl Scouts San Diego  
 Girl Scouts, Hornets' Nest Council  
 Good Works, Inc.  
 Greenlights for Nonprofit Success  
 Habitat for Humanity of Jacksonville  
 Harlem Congregations for Community Improvement  
 Health & Disability Advocates  
 Heart Rhythm Society  
 Holston United Methodist Home for Children  
 Homes for Our Troops  
 Homeward Bound, Inc.  
 Idaho Community Foundation  
 Independent Insurance Agents & Brokers of South Carolina  
 Indianhead Community Action Agency, Inc.  
 Inis Nua Theatre Company  
 International Campaign for Tibet  
 International Foundation for Education & Self-Help  
 International Society on Thrombosis and Haemostasis  
 International Women's Health Coalition  
 Jeanne Geiger Crisis Center  
 Jobs for the Future  
 Lifeblood  
 Lifetrack Resources  
 LiveWell Colorado  
 Los Angeles Conservancy  
 Los Angeles Gay & Lesbian Center  
 Lumity  
 Lutheran Social Services of the National Capital Area  
 Maine Children's Home for Little Wanderers  
 MARVA Workshop, Inc.  
 Maui Humane Society  
 Meals on Wheels and More  
 Mental Health America  
 Monroeville Area Chamber of Commerce  
 Morrison Hospital Association  
 Museum of South Texas History  
 NAMA  
 National Association of Educational Procurement  
 National Association of Music Merchants  
 National Auctioneers Association  
 National Audubon Society  
 National Congress of American Indians  
 National Council for Community and Education Partnerships  
 National Industries for the Blind  
 National Organization of State Offices of Rural Health  
 National Youth Advocate Program  
 NCARB  
 NESsT  
 Nevada Council on Problem Gambling  
 New York Hall of Science  
 New York State Defenders Association  
 Nokomis East Neighborhood Association  
 Nonprofit Management Solutions  
 Nonprofits First, Inc.  
 Northwest Food Processors Association  
 Odyssey House  
 Ohio Nurses Association  
 Oklahoma Safety Council  
 Oncology Nursing Society  
 Oshman Family Jewish Community Center  
 Parent-Infant Center  
 PathWays PA  
 Pathways, MI  
 Peer Assistance Services, Inc.  
 Peninsula Jewish Community Center  
 Pennypack Ecological Restoration Trust  
 Phi Theta Kappa Honor Society  
 Pi Beta Phi Fraternity  
 Presbyterian Villages of Michigan  
 Prime Time Palm Beach County, Inc.  
 Prince of Peace Lutheran Church  
 Produce Marketing Association  
 Project H.O.M.E.  
 Project HOPE

Project SHARE of Carlisle  
 Project Transformation  
 PRS, Inc.  
 RE Arena, Inc.  
 Rebuilding Together, Inc.  
 Respite Care, Inc.  
 Richmond Volleyball Club  
 Ronald McDonald House-Providence Inc.  
 Safe Space  
 SAFE-BioPharma Association  
 SafeHaven of Tarrant County  
 Safe Home Inc.  
 SafeHouse Denver  
 San Francisco Child Abuse Prevention Center  
 Self Storage Association, Inc.  
 SightLife  
 Smith Center for Healing and the Arts  
 Sobro  
 Society of Exploration Geophysicists  
 Sonoma County Conservation Action  
 Southeast Conference  
 Southeastern Theatre Conference  
 St. Martin's Hospitality Center  
 St. Michael's School  
 Steelworkers Oldtimers Foundation  
 Sunnyside Community Services  
 Support Center for Child Advocates  
 Tacoma/Pierce County Habitat for Humanity  
 TASC  
 Teach For All, Inc.  
 The Arc of Atlantic County  
 The Arc of Orange County, Inc.  
 The Baltimore Station, Inc.  
 The Bradley Center  
 The Elizabeth Hospice  
 The German Marshall Fund of the United States  
 The Gifford Pinchot Task Force  
 The Help Foundation, Inc.  
 The Night Ministry  
 The Parish School  
 The Resource Center  
 The Salvation Army  
 SHARE Food Program, Inc.  
 The Urban League of Greater Atlanta  
 Thresholds  
 Tides Network  
 Tri-County Urban League  
 Trillium Family Services  
 Trinity Corporation  
 Triumph Treatment Services  
 TSE, Inc.  
 Turning Point Community Programs  
 Twin Cities RISE!  
 United Communities Against Poverty  
 United Contractors  
 United Way of Greater Topeka  
 United Way of Pierce County  
 United Way of Snohomish County  
 United Way Worldwide  
 University Commons Org.  
 University Settlement Society of New York  
 Uplift Education  
 Venice Arts  
 Venture Outdoors  
 Vera Institute of Justice  
 Virginia Beach SPCA  
 VISIONS/Services for the Blind and Visually Impaired  
 Vita-Living, Inc.  
 Volunteers of America, Dakotas  
 Westcave Preserve  
 Women Against Abuse, Inc.  
 Women Organized Against Rape  
 Women's Foodservice Forum  
 Women's Resource Center of Northern Michigan  
 World Trade Center Institute  
 YMCA of Greater San Antonio  
 YMCA of Greater Seattle  
 YMCA of the USA  
 YMCA Outdoor Leadership Programs  
 YWCA National Capital Area  
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