

## CAREER OPPORTUNITIES IN NON-PROFIT MANAGEMENT

### Description of Field

There are nearly 1.4 million nonprofit (voluntary, community-based, functional, or charitable) institutions in the United States alone. Nonprofit institutions play an important role in community life and are an integral part of the economic, political, and social structure of our nation. The nonprofit's primary goal is to advance, advocate, or pursue a cause central to the organization's existence and mission. These missions can range from women's rights in the United States to third-world economic development. Workdays in nonprofit organizations are often long, with financial rewards not always matching effort or responsibility. Furthermore, many nonprofits face a continual crisis of resources.

The size, diversity, and activity of nonprofit organizations have grown dramatically over the past decade as a result of government efforts to "privatize" services and programs. This sector employs approximately 12.5 million people, expends \$120 billion in annual personnel costs, and represents \$340 billion in total annual budget outlays.

### Career Paths and Entry Salaries

The nonprofit sector offers multiple employment options for Master's degree graduates. Examples of job titles include: Assistant Director of Fundraising, Program Analyst, Program Director, Program Officer, Marketing/Research Associate, Director, Community Outreach Coordinator, Finance Director, Director of Information Systems and Director of Public Relations. It is possible to be hired as an Executive Director of a small organization. Entry-level salaries range from the mid to high \$20's to the mid \$40's depending on the size of the organizational budget, the number of staff, and the diversity of qualifications.

Following the entry level, one may assume positions of increasing responsibility in functional areas, program or service delivery, and/or general management. Primary job functions can include working with a Board of Directors, public and community groups, fundraising, media, clients and other nonprofit organizations. Career advancement depends on the size and mission of each nonprofit, as well as your dedication to the organization. There are unlimited opportunities to jump from the nonprofit sector to the private and public/government sectors because of continuous interaction with institutions in these areas. Probable career outcomes are Senior Executive Director, Program Manager, Government Affairs, or equivalent positions in the private and public sectors.

Nonprofit employment by sector includes 41.9% for health services, 21.9% for education/research, 18.3% for social and legal services, 11.8% for religious organizations, 3.9% for civic, social, and fraternal organizations, 1.9% for arts and culture, and 0.3% for foundations (The Foundation Center <http://foundationcenter.org/>).

### Demand

Nonprofit management is an expanding and dynamic career field characterized by the growth of new organizations and new programs developed to improve the human condition. Furthermore, the outsourcing of previously government managed-programs to the nonprofit sector continues to serve as a catalyst for new positions. Finally, there continues to be considerable turnover in the nonprofit world based on the upward mobility and financial challenges of this profession.

### Qualifications Necessary to Enter the Field

- ✓ Master's degree in Public Administration, Public Affairs, International Affairs, Business Administration, or a specialized degree in nonprofit management.

- ✓ Strong interest in the issues related to the mission of the nonprofit organization.
- ✓ Professional or volunteer experience with related nonprofit organizations.
- ✓ Excellent oral and written communication skills.
- ✓ Experience in motivating, training, and supervising others.
- ✓ Ability to work creatively with limited human and financial resources.
- ✓ Overseas experience and proficiency in a foreign language for international nonprofit organizations.

### **Examples of Fletcher Courses in this Field**

Students may wish to consider the following courses as preparation for this career field, but this list is illustrative, not comprehensive:

- ILO L220: International Organizations
- ILO L221: Seminar on Actors in Global Governance
- ILO L243: Seminar on International Legal Aspects of Globalization
- DHP D220: Processes of International Negotiation
- DHP D221: Seminar on International Mediation
- DHP D223: Conflict Resolution Theory
- DHP D224: International Multilateral Negotiation
- DHP D227: Law and Politics of International Conflict Management
- DHP D232: Gender, Culture and Conflict in Complex Humanitarian Emergencies
- DHP D233: Daily Risks and Crisis Events
- DHP D237: Nutrition in Complex Emergencies: Policies, Practice and Decision-making
- DHP D238 Globalization, Development and Humanitarianism: Ethics and Personal Transformation
- DHP P202 Seminar on Leadership Challenges
- DHP P203: Analytic Frameworks for Public Policy Decisions
- DHP P205: Decision Making and Public Policy
- DHP P209: International NGOs: Ethics and Management Practice
- DHP P211M: Project Management and Development
- DHP P222: Development Aid, Policies and Challenges
- DHP P228: Design, Monitoring, and Evaluation for International Development and Peacebuilding
- EIB B203: Budgeting and Accounting for Governments and Non-for-Profit Organizations
- EIB B205: Data Analysis and Statistical Methods for Decision-making

### **Sample Group of Employers**

- Academy for Educational Development <http://www.aed.org>
- American Forum for Global Education <http://www.globaled.org>
- American Red Cross <http://www.redcross.org>
- CARE <http://www.care.org>
- Committee to Protect Journalists <http://www.cpj.org>
- Easter Seals [www.easter-seals.org](http://www.easter-seals.org)
- Ford Foundation [www.fordfound.org](http://www.fordfound.org)
- For Inspiration and Recognition of Science and Technology (FIRST) <http://www.usfirst.org>
- Meridian International Center <http://www.meridian.org>

- NAFSA – Association of International Educators <http://www.nafsa.org>
- National Organization for Women <http://www.now.org>
- Soros Foundation <http://www.soros.org>
- The United Way <http://national.unitedway.org>
- World Vision <http://www.worldvision.org>
- Wellspring Consulting <http://www.wellspringconsulting.net/>
- Bridgespan <http://www.bridgespan.org/>

### **Future Challenges of the Profession**

The nonprofit sector is a major structural and economic force in the domestic United States and overseas. Nonprofit organizations face challenges of mission definition, relations with government and the private sector, governance, financial viability, tax status, operations, program management, program delivery, effectiveness, and funding.

### **Resources for Additional Information**

#### *Associations*

- American Association of Grant Professionals - <http://www.grantprofessionals.org/>
- American Society for Public Administration - <http://www.aspanet.org/>
- Association of Fundraising Professionals - <http://www.afpnet.org/>
- Association of Professional Researchers for Advancement - <http://www.aprahome.org/>
- Independent Sector - <http://www.independentsector.org>
- National Association of Planning Councils - <http://www.communityplanning.org>
- InterAction - <http://www.interaction.org/>

#### *Internet Resources – Job Listings*

- <http://www.dotorgjobs.com> - Dot.Org.Jobs is managed by onPhilanthropy.com, a global resource for non-profit and philanthropy professionals.
- <http://www.womensjobsearch.net> - WomensJobSearch.net is a job-hunting website linking hiring officials and candidates (specifically women) in a wide range of industries and sectors including private firms, non-profit organizations and government agencies. The site also allows students to search for internships.
- <http://www.rcjobs.com/> - Run by Roll Call newspaper, a publication for Congressional news and information, RCjobs is an interactive employment site that features job and internship listings on Capital Hill as well as in the non-profit and private sectors.
- <http://www.idealists.org> - Idealist.org is a project of Action Without Borders and contains job and internship listings in economic development, social services, human rights, environment and more. Users can search for jobs by country, state and city.
- <http://philanthropy.com/jobs/> - The Chronicle of Philanthropy lists jobs at non-profits in fields such as economic development, education, healthcare, social services and others.
- <http://www.devnetjobs.org/> - DevNetJobs.org is a gateway to job listings in international development, environment, information technology for development, relief and reconstruction, and consultancy assignments.
- <http://www.aspanet.org/> - The American Society for Public Administration lists public administration jobs and internships in the public, non-profit and private sectors searchable by state.

- <http://www.independentsector.org/> - Independent Sector is committed to strengthening, empowering, and partnering with non-profit and philanthropic organizations in their work on behalf of the public good; the organization lists jobs in various non-profits around the country.
- <http://nonprofitjobs.org/> - Nonprofitjobs.org is run by the Community Career Center, an on-line gathering place for non-profit employers and management personnel; the site allows users to search for non-profit jobs and internships regionally in the US and internationally.
- <http://www.nonprofitjobscoop.org> – The Nonprofit Jobs Cooperative is a collaboration of nonprofit management centers from across the United States. The Coop’s goal is to provide a one-stop source for job seekers to search for nonprofit jobs.
- <http://feminist.org/> - The Feminist Majority Foundation is dedicated to women's equality, reproductive health, and non-violence. The organization posts jobs and internships at non-profits primarily concerned with promoting women's causes.
- <http://fdncenter.org/> - The Foundation Center posts fundraising and development jobs at non-profit organizations.
- <http://www.movingideas.org> - Moving Ideas Network tries to improve collaboration and dialogue between policy and grassroots organizations, and promotes their work to journalists and legislators; the site posts job and internship listings in public policy and public interest work.
- [www.nonprofitcareer.com](http://www.nonprofitcareer.com) - The Non-profit Career Network allows users to search for jobs worldwide at both non-profits and public organizations.
- <http://www.nonprofitoyster.com/> - NonprofitOyster.com is a website where non-profit employers and jobseekers can find each other; it lists jobs at non-profits, private firms, academic institutions, public television and radio companies, and other non-profit related organizations.
- <http://www.opportunityknocks.org/> - OpportunityKnocks.org is a source of non-profit jobs and internships, searchable by city and state, in a variety of fields such as human rights, health, education, social services and more.
- <http://www.opnocsne.org/> - Opportunity NOCs New England posts job and internship listings for New England’s nonprofit employers in fields such as healthcare, education and more.
- <http://www.netimpact.org/> - Net Impact is a network of business leaders committed to using the power of business to positively impact social and environmental concerns throughout the world. Job listings on the website can be viewed by members only; student membership rate is \$10 for a student who is part of a recognized Net Impact chapter (\$25 for a student that is not part of a chapter). Registered professional rates are \$35.
- <http://www.agmconnect.org/> - Associated Grant Makers, Inc. posts MA-based jobs at non-profit and public organizations.
- [http://www.fpa.org/jobs\\_contact2423/jobs\\_contact.htm](http://www.fpa.org/jobs_contact2423/jobs_contact.htm) - The Foreign Policy Association provides job and internship listings on its website and in a weekly email newsletter from industries such as development, health, environment, education, humanitarian relief and more.
- <http://www.policylibrary.com/> - Policy Library is a social, economic and foreign policy resource updated daily with new job and internship announcements; without a subscription, users can only search Policy Library Institutional Members' jobs. OCS has a subscription to view other jobs on the site; please see the scrolling text box on your eRecruiting home page for login information.
- <http://www.mnconnection.org/> - The MBA-Nonprofit Connection is a non-profit organization that facilitates the placement of business school students and alumni in nonprofit jobs. OCS is not a partner school, so students will need to access job listings through listservs sent to the career services offices of their respective business school (if school is a partner).
- <http://www.cnvs.org/volunteers/> - A searchable online database compiled by Catholic Network of Volunteer Service that lists thousands of full-time volunteer opportunities available through over 200 member programs.

- Alliance for Nonprofit Management - <http://www.allianceonline.org/>
- Institute for Global Communications - <http://www.igc.org>
- National Center on Nonprofit Enterprise - <http://www.nationalcne.org/>
- Network for Good - <http://www.networkforgood.org/>

#### ***Internet Resources – General Information***

- [http://www.volunteersolutions.org/boston/org/by\\_letter\\_A\\_1.html](http://www.volunteersolutions.org/boston/org/by_letter_A_1.html) - The United Way of Massachusetts Bay, an organization that supports 200 human service providers across the Greater Boston community, features a listing of Boston-area non-profit firms on its website.
- [www.guidestar.org](http://www.guidestar.org)

#### ***Publications***

*A Guide to Careers in Community Development* by Paul C. Brophy and Alice Shabecoff, Island Press, 2001.

*From Making a Profit to Making a Difference: How to Launch Your New Career in Nonprofits*, by Richard M. King, Planning Communications, 2000.

*Good Works: A Guide to Careers in Social Change* by Donna Colvin and Ralph Nadir, editors, 1994.

*Making a Living While Making a Difference* by Melissa Everett, New Society Publishers, 1999.

*Nonprofits Job Finder: Where the Jobs Are in Charities and Nonprofits* by Daniel Lauber and Jennifer Atkin, Planning/Communications, 2006.

*The Harvard Business School Guide to Careers in the Nonprofit Sector*, by Stephanie Lowell, Harvard Business School Press, 2000.

#### ***OCS Library Holdings***

- 100 Best Nonprofits to Work For, L. Hamilton & R. Tragert, 2000
- Harvard Business School Guide to Careers in the Nonprofit Sector, The, S. Lowell, 2000
- Wetfeet Insider Guide to Careers in Non-profits & Govt. Agencies, Wet Feet Press, 2004