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

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

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

We need to focus on protecting rights of all nonprofit employees as they seek to serve the citizens of our region during these harsh economic times.

Source: Opinion piece co-written by 74% leadership, Pittsburgh Post-Gazette, April 13, 2012

**Kitchen Cabinet Members, totaling 168 in November 2012, are applying their community knowledge, professional expertise and stellar leadership to fuel the power of 74%.**

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<thead>
<tr>
<th>Corporate (335)</th>
<th>Academic (24)</th>
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<td>Paul Black</td>
<td>Dana Brown</td>
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<td>Yvonne Campos</td>
<td>Jay Carson</td>
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<td>Tracy Corto</td>
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<td>Richard Citton</td>
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<td>Barbara McKee</td>
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**Sylvia Fields**
Co-Chair
Eden Hall Foundation

**Rebecca Lucore**
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Bayer USA Foundation

**Darlene Motley, Ph.D.**
Research Director
Robert Morris University

**Peggy Morrison Outon**
The Bayer Center for Nonprofit Management

**BCNM Staff (9)**
Garrett Cooper
Jeff Forster
Shelby Gracy
Scott Jeff
Cindy Leonard
Luka Orr
Carrie Richards
Carrie Tancraitor
Yvonne Van Hartama

**Volunteers (18)**
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Dee Delany
Poly Dell'Ores
Ray Frankowski
Susan Kaminski
Ann Lewis
Emma Lucas Darby
Paula Maynes
Bob Mehl
Audrey Murrell
Iris Nahemow
Marianne Neil
Stephanie Rosney
Cindy Shipta
Jane Therese Thomas
Pat Ulrich
Bonnie Van Kirk
Sally Wade

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**339 Sixth Avenue, Suite 750, Pittsburgh, PA 15222 | 412-397-6000 | bcnm-rmu.org**

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**The Bayer Center for Nonprofit Management at Robert Morris University**

A strategic research project of the Bayer Center for Nonprofit Management at Robert Morris University
A decade of research has consistently confirmed a persistent and troubling truth: the women who make up more than 70 percent of the regional nonprofit workforce are both under-paid and under-represented in the leadership of large organizations. The biennial Wage and Benefit Survey, a collaboration of the Bayer Center for Nonprofit Management (BCNM) at Robert Morris University and the United Way of Allegheny County since 2000, documented that women in the sector were earning 67 cents on the dollar in the survey's first year. However, by 2010, they were only making 75 cents compared to the dollar earned by male counterparts—still below the national wage gap of 80 cents.

This focus on dollars and cents in the nonprofit paycheck inspired 74%: Exploring the Lives of Women Leaders in Nonprofit Organizations. Why 74 percent? Because 74 percent of the nonprofit workforce in Western Pennsylvania are women. For the approximately 225,000 of those employed in nonprofits in Allegheny and surrounding counties who are female, wage equity is not a reality.

The Bayer Center has led the 74% initiative, built upon extensive research and conversations that began in 2008. Since then, we have conducted surveys, interviews, focus groups and open meetings. More than 50 women and men who range from early to late career levels have been personally interviewed by Peggy Morrison Outon. Thus, the 74% Project relies on:

What the 74% tell us

Through ongoing research, the 74% project has sharpened its focus on three big questions:

How can we assure young nonprofit professional women have opportunity for increased responsibilities and leadership roles?

- Women in their 20s and 30s are not being sufficiently groomed for leadership roles. And some are disinterested in pursuing top positions.
- Many young women are finding the nonprofit career path either blocked by seasoned professionals who have lengthened their tenures or simply find the realities of workload and salaries unappealing.
- The American Association of University Women (AAUW) recently concluded that female graduates earn 7 percent less in their first professional jobs than their male peers, even after controlling for factors such as field of study, college, hours worked and grade point average. This wage gap only increases over women’s careers.

How are older nonprofit professional women going to retool their careers and eventually retire with dignity?

- 77 percent of these leaders are worried about whether their organization will be able to continue to raise funds and remain viable after they leave.
- 95 percent of long-term nonprofit leaders reject the traditional “golden years” vision of retiring from work to a life of leisure. It is troubling to note that only 30 percent report engaging in succession planning and raising funds for successful transition.1
- Women live an average of 22 years after retirement. Because of projected medical costs and inflation, workers need to replace 136 percent of their salary after retirement. Currently, both men and women are on track to replace an average of 87 percent.2

How can we strengthen the board of directors’ sense of responsibility to their employees?

- Organizational growth and transparency is impeded by specific realities including that more than 45 percent of executive directors do not receive performance evaluations. This lack of performance evaluations indicates poor attention to many human resource tasks.
- According to Compass Point’s Daring to Lead, many board members see their employment role ending with hiring. However, when new leaders are hired—nearly all of whom are in the role for the first time—they need support and development from the board of directors in order to be effective in their role.3

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Female Career Path

Leading the 74% Movement

We are deeply curious about possible different career path expectations for women and men. Two recent publications posit that many women’s career paths are different. These differences reflect life choices and economic realities. How, then, women or men, in the 74% movement, expect to retire before age 75. For women, one reason for a longer career arc is a period, often in their early to mid-career, in which they are actively balancing family and work responsibilities. The classic career arc shows professionals peaking in their career advancement at ~50 years old. This has traditionally left ten to fifteen years for generative activities, mentoring and sponsoring and building the organizational bench. Many women are just coming into the fullness of their career advancement at age 50. Is this one reason why many nonprofits have paid too little attention to succession planning?

What's next for the 74%?
Throughout 2013 and 2014, the 74% Project will continue to draw upon the lessons learned from the in-depth research on the lives of women in the nonprofit sector. It was never the intention of the project to merely shake its finger at injustice, but rather to ask thoughtful questions, conduct thorough research, and pose practical solutions.

How do we help nonprofit employees better understand retirement financial strategies?
1. How can nonprofit boards of directors better address employment issues?
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5. How do we help nonprofit employees better understand retirement financial strategies?

How do we propose solutions that will address these inequities and improve the lives of women and men in the nonprofit sector? Our three core areas for solution-building are:

1. How do we create opportunities for younger professionals to grow professionally and lead?
2. How do we help nonprofit employees better understand retirement financial strategies?
3. How can nonprofit boards of directors better address employment issues?
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We are delighted that our Kitchen Cabinet continues to grow. What began with 120 individuals has grown into a group 168 strong. We are eager to continue to add additional allies. Please take note of our Kitchen Cabinet members and reflect on the breadth of experience and knowledge this list represents. Each Kitchen Cabinet member has pledged to actively promote awareness of the pay inequality issue. They will also seek to help us build solutions to the injustice that exists across our region. These leaders are the standard bearers for the 74% movement.

What does a nonprofit career look like?
There's no defined pathway for nonprofit careers. Some women come early while others make a transition from business or other career fields. The road often begins with an early experience as a volunteer or member with a nonprofit organization. Here’s what that journey might look like.

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When I started off, it took me a lot of years to build up confidence. I felt like I was always being discriminated against because of my age. You start thinking that you are not capable of the nonprofit/not-for-profit sector also believe they could make more money moving to a for-profit organization (83 percent). From our sample, about 64 percent felt that women were not paid as much as men, while 16 percent felt they were paid the same. Interestingly, people were split as to whether or not minorities were paid equally with 31 percent saying they were paid as well and 34 percent disagreeing that they were paid equally as well as 1/3 neutral. About 34 percent were satisfied with their salary, while 52 percent were not. This was stronger among women than men, but both expressed more dissatisfaction than satisfaction. Women’s average starting salaries in their first jobs began at $22,000 while men’s average starting salary was $25,000. Recent research indicates that the starting salary discrepancy increases over time and is difficult to overcome.

Other areas we will explore in more depth, some 75 percent of the males had received a performance evaluation and 72 percent of the females also received a performance evaluation. About 69 percent were satisfied with their performance evaluations while only 13 percent were dissatisfied. About 34 percent saw benefits in the nonprofit as equivalent to those in the for-profit arena. Interestingly nearly 75 percent of females said they did not negotiate a starting salary and, about 42 percent of the males also did not start a salary. With this, about a quarter of the males said they had negotiated their salary last year and 22 percent of female respondents also negotiated their salary. Another positive outcome is that some 71 percent of respondents say their workplace encourages diversity while 14 percent do not. Similarly, some 55 percent actually see their workplace as diverse and 32 percent do not.

While many have begun saving for retirement, less than 20 percent appeared to have a significant amount set aside and were tracking for a sufficient retirement. This improves if we segment for newer employees in the workforce. This was identified as a crucial matter for the nonprofit sector along with career development and growth opportunities for younger people in the field. There is an expectation that there will be more openings as many “ Boomers” prepare to retire. ■

The research is being directed by Clairene Molloy, Ph.D., Professor of Human Resource Management at Robert Morris University. She is joined by Marcel Minutolo, Ph.D., and Cara Tamonsky, who has worked for several years on the Wage and Benefit Survey conducted bi-annually by Poppy Dutton of the Bayer Center for Nonprofit Management. The 74% Initiative was spearheaded by Mr. Outon in 2010. All of these individuals are active in the nonprofit/not-for-profit sector.

More than twice as many women (5.52 million) than men (2.3 million) work in occupations with median earnings for full-time work below the federal poverty threshold for a family of four:

Source: Current Population Survey

At every level of academic achievement, women’s median earnings, on average, are less than men’s median earnings. In some cases, the gender pay gap is larger at higher levels of education.


For all past 74% research publications and additional resources, visit 74% online at www.seventyfourpercent.wordpress.com.