



SAN DIEGO COUNTY LABOR MARKET ANALYSIS

NONPROFIT SECTOR

Employment Trends and Career Opportunities

SAN DIEGO
WORKFORCE
PARTNERSHIP[®]

NOVEMBER 2017

The Nonprofit sector plays a critical, but often unseen role in supporting and promoting activities that improve the lives of county residents, filling gaps in critical social services when needed. This study aims to inform the workforce development system—educational training institutions, Workforce Development Boards and community workforce development organizations—on how to best prepare the future workforce for this sector. The full report analyzes data on job growth, training gaps, hiring challenges and in-demand skills from firms in the Nonprofit sector.

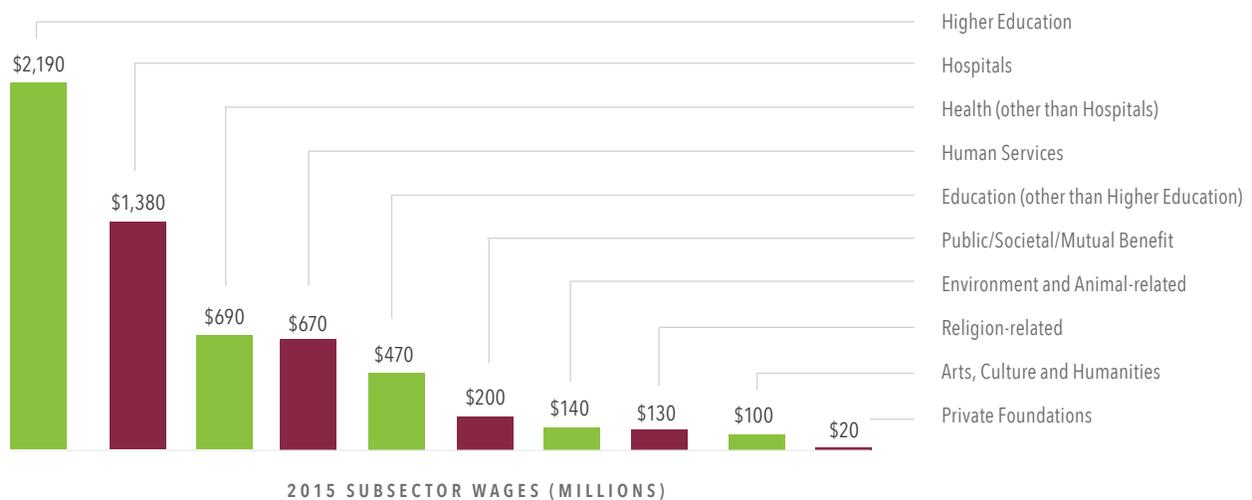
Visit workforce.org/reports to read the full report.

2.2%

Job growth in San Diego County from 2011 to 2015

OVERVIEW OF NONPROFIT SECTOR IN SAN DIEGO COUNTY

The nonprofit sector makes a sizable impact on the region's economy, contributing 115,344 jobs and \$6 billion in total wages. As of 2016, there were 11,614 registered 501(c)(3) public charities in the region, holding \$30 billion in assets and generating more than \$18.6 billion in revenue.



WHY DO PEOPLE WORK IN THE NONPROFIT SECTOR?

While employers report that common barriers to recruiting qualified candidates include perceptions of below-market wages, less linear career advance opportunities and fewer benefits, they also note several incentives to working in the sector:



Mission-oriented work that makes a difference



Flexible work schedules



Professional development opportunities



Relaxed dress code



Telecommuting



UNIQUE CHARACTERISTICS OF NONPROFIT SECTOR

- Non-linear career pathways—sometimes individuals need to gain experience in another organization and then come back to the original organization at a higher position
- Organizations driven by mission more than profit—thus, they look for like-minded individuals with a passion for the positive societal impacts they will make as employees
- Small organizations—74 percent of San Diego nonprofits have fewer than 20 employees. Because of this, individuals have the opportunity to contribute beyond the scope of their job description and gain a breadth of experience.

IN-DEMAND OCCUPATIONS



Administration
and Operations



Program Manager/
Coordinator



Social Work



Fundraising

FUNDRAISING OCCUPATIONS — These positions can be great for job seekers looking to re-enter the workforce or switch careers, especially those with skills in for-profit sales.

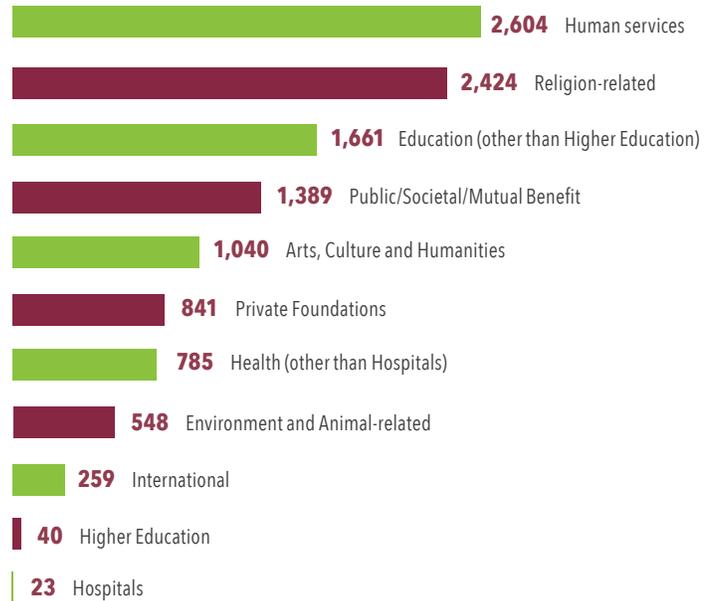
SPECIALIZED POSITIONS — Occupations requiring professional degrees or special licensing are difficult to fill, such as medical licenses, NAVLE (Noth American Veterinary Licensing Exam), or LCSW licensure (Licensed Clinical Social Worker).

See the full report for job profiles and career pathways for these in-demand jobs:

- Executive Management
- Development Professional/Fundraiser
- Social Worker
- Marketing Manager
- Foundation Program Officer
- Volunteer Manager
- Financial/Accounting Manager
- Human Resources Manager

SUBSECTORS AND ORGANIZATIONS

As of 2016 there were 11,614 registered 501(c)(3) public charities in San Diego County, spread across 11 subsectors:



JOB SEEKER TIPS

Experts interviewed for this study stressed the following for job seekers looking to working at a nonprofit:

- Highlight transferable skills, past nonprofit work, and volunteer work on your résumé
- Make sure you understand the job requirements on the application, the organization's mission and their key programs
- Be prepared to explain how you can help the nonprofit achieve its mission
- Check out industry-specific job boards like NPWorks.org and Idealist.org
- Volunteer at local nonprofits to gain experience and exposure
- Join industry-specific groups such as Young Nonprofit Professionals Network to build your personal network and learn about local opportunities



RECOMMENDATIONS FOR WORKFORCE DEVELOPMENT

- Nonprofit employers should connect and maintain relationships with community and university affinity groups to expand diversity of candidate pools.
- Encourage salary transparency in job postings to ensure accurate perceptions of wage ranges in this sector.
- Increase the number of seminars and classes that teach fundraising and grant-writing, as both skillsets are in high demand and unique to the sector.
- For nonprofit-specific training and educational programs, incorporate more training on data management and technology – the future of the nonprofit sector will increasingly be integrated with data and advanced technology, and will require a more technologically advanced skillset.

Table of Contents

INTRODUCTION	2
SECTOR OVERVIEW	4
OCCUPATIONAL OVERVIEW AND IN-DEMAND JOBS	9
Nonprofit Career Pathways.....	11
Points of Entry to Nonprofit Work	11
Key Workforce Skills and Attributes.....	12
RECRUITMENT, RETENTION AND TRAINING	17
THE NATURE OF WORK IN THE NONPROFIT SECTOR	20
CONCLUSION AND RECOMMENDATIONS	23
RESOURCE SUPPLEMENT 1: KEY NONPROFIT JOB PROFILES	25
RESOURCE SUPPLEMENT 2: TRAINING RESOURCES	34
Universities and Vocational	34
Nonprofit Focused Training and Professional Development Opportunities	35
Employment Training and Recruiting.....	37
Industry Association and Certification Trainings.....	38
Other Tools and Opportunities.....	39
APPENDIX A: HOW NONPROFIT SECTORS ARE DEFINED IN THIS REPORT	41
APPENDIX B: METHODOLOGY.....	44

INTRODUCTION

The nonprofit sector is composed of companies classified as private nonprofit charitable organizations.¹ The nonprofit sector plays a critical, but often unseen role in supporting and promoting the health and well-being of San Diego County. Nonprofits include hospitals, education and training programs, arts and culture organizations, religious institutions, housing and job development services, youth development and pre-school programs, and senior serving missions. Nonprofits play an essential role in stewarding and enhancing the region's prosperity, quality of life and stunning natural beauty, as residents of the region benefit from clean beaches, protected natural lands and walkable communities. The region's top tourist attractions such as the USS Midway, Balboa Park museums and the San Diego Zoo are also nonprofit organizations. Additionally, nonprofit organizations serve as the last line of defense for San Diego's most vulnerable populations by providing food, shelter and other critical social services to those in need.

As employers, nonprofits make a sizable positive impact on San Diego's economy. As businesses in their own right, nonprofits make sizable contributions to the economy by attracting philanthropic dollars and government grants into the region. Their efforts are powered by a vital workforce of passionate and talented people who have chosen careers of service to others, for the common good. Nonprofit employment has continually grown 2.2 percent each year (2011 through 2015), and contributes 115,344 jobs and \$6 billion in total wages. According to experts in the field, the outlook for job seekers in the nonprofit sector is positive as growth of the sector is expected to drive demand for qualified employees in the next few years. Nonprofit organizations employ 10 percent of San Diego's workforce and represent nine percent of total wages (excludes government).²

Nonprofit Employment in San Diego County

\$6 Billion in Total Wages

10% of Average Monthly Employment

9% of Total Wages

Beyond its social contributions, the nonprofit sector is an important part of San Diego's economic engine. As of 2016, there were 11,614 registered 501(c)(3) public charities in San Diego County, which held \$30 billion in assets and generated more than \$18.6 billion in revenue.³

The nonprofit sector typically describes organizations that serve purposes other than generating profits for individuals. The nonprofits discussed in this report are recognized as 501(c)(3) entities by the IRS, and granted tax-exempt status due to their stated mission and activities. 501(c)(3) nonprofits are often categorized into distinct organizational types or sub-sectors using the National Taxonomy of Exempt Entities Core Codes (NTEE-CC) developed by the National Center for Charitable Statistics

¹ For the purposes of this report, the term nonprofit sector refers to those organizations classified by the internal revenue services as 501(c)(3) tax exempt public charities and private foundations.

² Source: Labor Market Information Division, California Economic Development Department, San Diego Private Employment (2015).

³ Source: Internal Revenue Service Revenue Transaction Files, 501(c)(3) Public Charities Filing IRS Forms 990 and 990-EZ (circa 2016), DataLake LLC.

(NCCS) and the Internal Revenue Service (IRS) (see Appendix A). The most number of registered nonprofit organizations in the region are human services, religion-related and education (Table 1).

Table 1: San Diego County Nonprofits by Subsector

Nonprofit Subsector	Number of	
	501(c)(3) Nonprofits	Percent of Total
Human services	2,604	22.40%
Religion-related	2,424	20.90%
Education (other than higher education)	1,661	14.30%
Public/societal/mutual benefit	1,389	12.00%
Arts, culture, and humanities	1,040	9.00%
Private foundations	841	7.20%
Health (other than hospitals)	785	6.80%
Environment and animal-related	548	4.70%
International	259	2.20%
Higher education	40	0.30%
Hospitals	23	0.20%
Total	11,614	100.0%

Methodology

This study synthesized primary and secondary data sources to describe the size, scope and major employment trends of the nonprofit labor market. Specific areas of inquiry included:

- Assessing workforce trends across nonprofits of varying size and focus
- Identifying top in-demand occupations in the San Diego nonprofit sector
- Describing skill sets employers desire in current and future workforces

A review of relevant literature informed the final study design and provided context to the study's findings. A detailed methodology is presented in Appendix B.

The study utilized the following interview, survey and public data sources:

1. Personal interviews with 31 nonprofit executives, HR managers and professional recruiters
2. Online surveys of 231 nonprofit leaders across San Diego county
3. IRS Business Master Files and Form 990/990-EZ annual information returns
4. California Employment Development Department, Bureau of Labor Statistics Quarterly Census of Employment and Wages (QCEW)
5. State of Nonprofits Quarterly Index produced by The Nonprofit Institute, University of San Diego

SECTOR OVERVIEW

Over the last decade, the national, state and local nonprofit sectors have experienced continued job growth.⁴ According to California Employment Development Department (EDD) data, the number of nonprofits with paid employees has increased from 2,230 in 2011 to 2,528 in 2015 (Table 2).⁵ Furthermore, as the total number of organizations has grown, the workforce size and total wages have expanded accordingly.

Table 2: San Diego County Nonprofit Employment, 2011–2015⁶

Year	Number of Organizations (quarterly average)	Nonprofit Employment (quarterly average)	Total Nonprofit Wages (billions)
2011	2,230	105,756	4.95
2012	2,368	107,409	5.17
2013	2,400	109,767	5.35
2014	2,461	113,404	5.68
2015	2,528	115,344	5.98
Annual Growth 2011-2015	3.2%	2.2%	4.8%

The scope and growth of nonprofit employment in San Diego County shown in Tables 3 and 4 is reflective of most nonprofits across the United States. Over 57 percent of nonprofit employers are small, with fewer than 10 employees, and contributed less than five percent to total nonprofit wages and total paid positions in 2015. While most nonprofits are small and rely on a few individuals to fulfill their mission, the largest 1.2 percent of nonprofit employers (500 or more employees) employ over 50 percent of the nonprofit workforce and contributed almost 63 percent of nonprofit wages in San Diego County in 2015.

⁴ Sources: Deitrick, L., Schmitz, H., Lam, M., Tinkler, T., & Trull, C. (June 2016). *Annual report: state of nonprofits and philanthropy in San Diego*. Caster Family Center for Nonprofit and Philanthropic Research, University of San Diego: San Diego, CA.; Salamon, L. (2012). *The state of nonprofit America*, second edition. Washington, D.C.: The Brookings Institution Press.

⁵ 2015 was the EDD's most recently complete year available for nonprofit data.

⁶ Data Source: Quarterly Census of Employment and Wages (QCEW) developed through a cooperative program between the states and the U.S. Bureau of Labor Statistics.

Table 3: San Diego County Nonprofit Employment by Organization Size, 2015⁷

Average Number of Employees	Percent of Total Organizations 2015	Annual Growth in Number of Organizations 2011-2015	Percent of Total Employees 2015	Annual Growth in Employees 2011-2015	Percent of Total Wages 2015	Annual Growth in Wages 2011-2015
0-4	36.8%	2.5%	1.5%	2.8%	1.1%	2.9%
5-9	20.6%	3.7%	3.1%	3.6%	1.9%	4.9%
10-19	16.1%	3.3%	4.8%	3.2%	3.3%	5.8%
20-49	15.1%	4.0%	10.2%	3.7%	7.3%	5.3%
50-99	4.7%	1.5%	7.2%	0.5%	5.6%	3.2%
100-249	4.4%	5.9%	15.0%	4.6%	11.8%	7.1%
250-499	1.1%	1.9%	7.7%	2.5%	6.3%	4.8%
500-999	0.7%	11.5%	10.7%	13.9%	9.6%	19.0%
1,000 or more	0.5%	-3.8%	39.8%	-1.2%	53.2%	2.7%
Grand Total	100.0%	3.2%	100.0%	2.2%	100.0%	4.9%

Hospitals and higher education institutions represent less than seven percent of nonprofit employers, but contribute to over 44 percent of the nonprofit workforce and to more than 59 percent of nonprofit wages in the county. Many positions within these institutions require advanced degrees, certification and training, applicable to similar public and private hospitals and higher education institutions.

Table 4: San Diego County Nonprofit Employment by Organization Type, 2015⁸

Nonprofit Sector	Percent of Total Organizations 2015	Annual Growth in Number of Organizations 2011-2015	Percent of Total Employees 2015	Annual Growth in Employees 2011-2015	Percent of Total Wages 2015	Annual Growth in Wages 2011-2015
Arts and Humanities	6.8%	2.0%	2.4%	2.2%	1.6%	4.1%
Higher Education	4.1%	6.3%	27.0%	0.8%	36.6%	5.4%
Other Education	11.1%	4.0%	10.9%	6.1%	7.8%	6.2%
Environment and Animals	3.2%	5.0%	3.0%	2.6%	2.3%	5.3%
Hospitals	2.5%	10.7%	17.3%	2.8%	23.1%	5.3%
Other Health	18.9%	0.8%	12.1%	1.4%	11.5%	3.9%
Human Services	35.4%	1.8%	20.2%	1.2%	11.2%	2.4%
Public/Societal Benefit	5.5%	1.3%	3.3%	1.2%	3.4%	2.2%
Religion-related	10.0%	15.1%	3.5%	9.0%	2.1%	9.7%
Private Foundations	2.6%	-1.1%	0.2%	4.4%	0.3%	6.1%
Grand Total	100.0%	3.2%	100.0%	2.2%	100.0%	4.8%

⁷ Data Source: Quarterly Census of Employment and Wages (QCEW) developed through a cooperative program between the states and the U.S. Bureau of Labor Statistics.

⁸ Data Source: QCEW developed through a cooperative program between the states and the U.S. Bureau of Labor Statistics.

To provide additional context for potential job seekers, Table 5 reports the number of employers in the major nonprofit sectors, number of employees and the top five largest nonprofit employers.⁹

Table 5: Number of Employers, Employees, and Five Largest Employers by Subsector

Subsector	No. of Employers and Employees	Five largest employers
Arts and Humanities	169 Employers 2,809 Employees	1. Old Globe Theatre 2. San Diego Symphony Orchestra Association 3. San Diego Opera Association 4. La Jolla Playhouse ¹⁰ 5. USS Midway Museum
Higher Education	101 Employers 38,742 Employees	1. San Diego State University ¹¹ 2. University of San Diego 3. National University 4. Point Loma Nazarene University 5. California Western School of Law
Other Education	275 Employers 11,389 Employees	1. Avid Center 2. High Tech High 3. Francis Parker School 4. La Jolla Country Day School 5. Helix Charter High School
Environment and Animals	79 Employers 3,485 Employees	1. Zoological Society of San Diego 2. San Diego Humane Society & SPCA 3. Helen Woodward Animal Center 4. National Marine Mammal Foundation, Inc. 5. Center for Sustainable Energy
Hospitals	63 Employers 19,947 Employees	1. Scripps Health 2. Sharp Healthcare 3. Sharp Memorial Hospital 4. Rady Children's Hospital, San Diego 5. Grossmont Hospital Corporation
Other Health	471 Employers 13,936 Employees	1. Scripps Research Institute 2. Family Health Centers of San Diego, Inc. 3. Centro de Salud la Comunidad de San Ysidro, Inc. 4. New Alternatives Incorporated 5. Mental Health Systems, Inc.

⁹ Employers = An average of 2015 quarterly establishments as reported by the EDD. Employees = An average of 2015 quarterly employment as reported by the EDD. Top employers were identified using IRS form 990 filings.

¹⁰ a.k.a. Theater and Arts Foundation of San Diego County

¹¹ Includes more than 7,700 academic, administrative and support staff of San Diego State University combined with affiliate organization employment (SDSU Foundation, Aztec Shops Ltd, and Associated Students of SDSU).

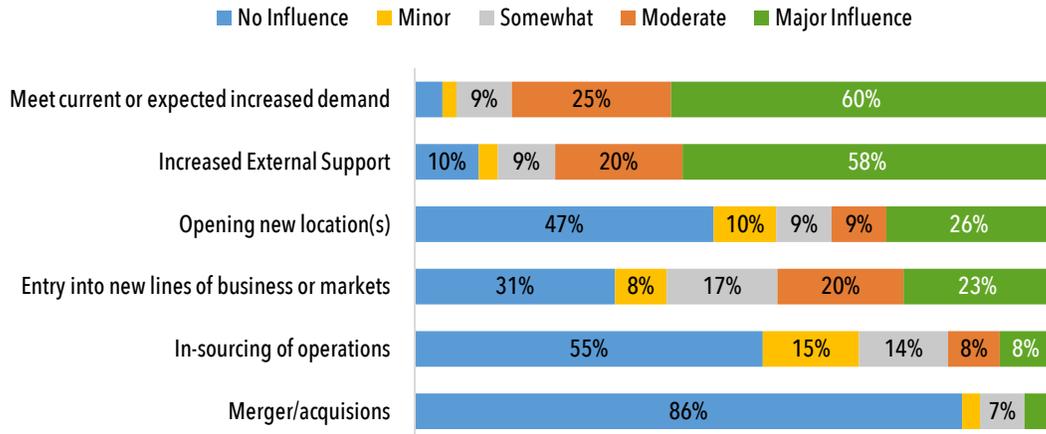
Subsector	No. of Employers and Employees	Five largest employers
Human Services	880 Employers 22,644 Employees	1. YMCA of San Diego County 2. Goodwill Industries of San Diego County 3. The Arc of San Diego 4. Job Options, Inc. 5. The Neighborhood House Association
Public/Societal Benefit	136 Employers 3,808 Employees	1. Salk Institute for Biological Studies 2. J Craig Venter Institute, Inc. 3. Vietnam Veterans of San Diego 4. Torrey Pines Institute for Molecular Studies, Inc. 5. San Diego Christian Foundation, Inc.
Religion-related	249 Employers 3,976 Employees	1. Turning Point for God 2. Interfaith Community Services, Inc. 3. Catholic Answers, Inc. 4. Moishe House 5. Metro United Methodist Urban Ministry

When asked to describe changes in their workforce size over the last two years, 53 percent of survey respondents reported their workforce had expanded and 32 percent said it had remained stable. The primary reasons given for workforce expansion included: needing to staff new and growing programs in response to amplified demand for services; and increased revenue generated through fee-for-service programs and contracts. Fourteen percent of respondents reported a downsizing of the workforce over the last two years driven primarily by decreased external funding and attempts to achieve efficiencies through staff realignments.

Looking to the future, nonprofit leaders predicted continued growth of the workforce with 53 percent of survey respondents reporting they plan to hire for newly created positions in the next 12 months. When thinking about the next two years, 46 percent indicated they expect their workforce to expand and 42 percent predicted the workforce would remain stable over the next two years. Only four percent of respondents indicated they plan to downsize their workforce in the next two years, citing reduction or loss of external support a major influencing factor.

Survey respondents expected they will need to continue expanding their workforce to meet current and increased demands for their services. Additionally, they believed growth would be driven by an increase in external support for their organizations in the form of private donations, government contracts and philanthropic grants. Figure 1 provides a summary of the extent to which these and other key factors are influencing plans for workforce expansion.

Figure 1: Factors Influencing Workforce Expansion in the Next Two Years



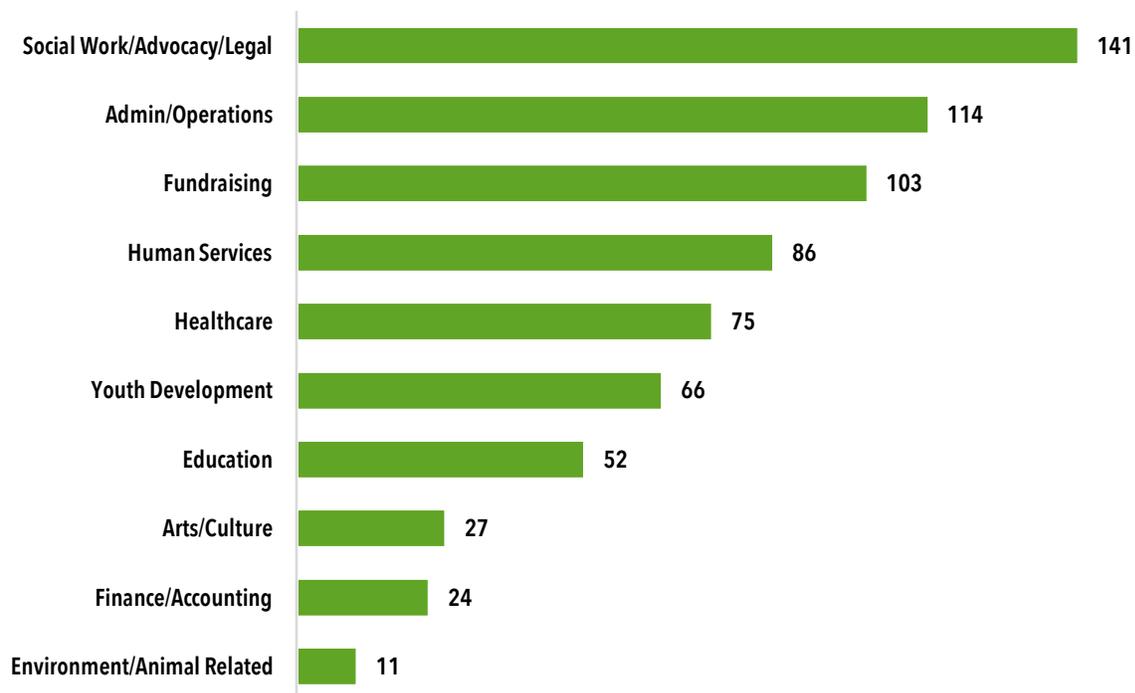
OCCUPATIONAL OVERVIEW AND IN-DEMAND JOBS

Given the diverse nature of the organizations that comprise San Diego’s nonprofit sector, it is not surprising that there are many different careers from which to choose. To better understand the positions employers are seeking to fill, survey respondents were asked to name the four positions they hire most frequently. The positions most mentioned by employers fell into the following categories:

1. Administration and Operations
2. Program Manager/Coordinator
3. Social Work
4. Fundraising

Additionally, 699 paid jobs posted to a popular nonprofit job listing service between January and May, 2017 were analyzed and categorized.¹² As Figure 2 illustrates, the findings of this analysis paint a picture very similar to what was reported in the survey.

Figure 2: Number of Job Postings by Category, January–May 2017



Common job titles found within each of these categories are presented in Table 6. For the most part, job titles in the nonprofit sector match their counterparts in the private sector. A list of common nonprofit job titles, as well as key nonprofit job profiles, are presented in the resource supplements of this report. These profiles provide job seekers with information to help them make decisions about potential entry points and career pathways in the nonprofit sector. Each profile includes an overview of

¹² npworks.org

job responsibilities, core skill sets and preferred technical skills, as well as information about wages, future job growth and educational requirements.

Table 6: Most Commonly Posted Job Categories and Job Titles

Most Commonly Posted Job Categories	Typical Jobs Titles Within Job Category (In Alphabetical Order)
Administration/Operations	Administrative/Executive Assistant, Bus/Truck/Delivery Driver, Data Manager, Compliance Manager, Human Resources Director or Assistant, Operations Manager, Retail Operations Manager/Staff, Security Officer, Volunteer Manager/Coordinator
Arts/Culture	Arts Educator, Curator, Exhibit Manager, House Manager (Theater), Teaching Artist
Education	Early Childhood Educator, Preschool Teacher, Teacher K-12
Environment	Program Coordinator, Program Staff, Service Coordinator
Finance/Accounting	Accountant, Bookkeeper, Chief Financial Officer
Fundraising/Marketing	Development Assistant, Director of Development/Advancement, Events Coordinator, Grant Manager, Grant Writer, Marketing and PR, Marketing/PR Manager
Healthcare	Clinician, Counselor, Home Healthcare, Medical Assistant, Mental Health Therapist
Human Services	Program Coordinator/Director, Job Coach, Program Staff
Social Work/Advocacy/Legal	Advocate, Behavior Interventionist, Case Manager Family Support Specialist, Marriage and Family Therapist, Social Worker, Staff Attorney
Youth Development	After School Program Staff, Athletic Coach, Camp Counselors, Child Development Specialist, Mentor, Recreation Coordinator, Youth Leader

Both survey and interview respondents noted that some positions are particularly challenging to fill. Fundraising in particular was mentioned as an area where qualified and experienced candidates were lacking. Nonprofit fundraising is often compared to for-profit sales, and indeed the skills required to be successful at both are similar. However, it can take years for a successful nonprofit fundraiser to cultivate and maintain relationships prior to receiving a significant gift from a donor. Additionally, nonprofit fundraisers do not typically receive commissions. Several interview participants noted growing competition for donated funds, making fundraising more challenging than ever.

Other difficult to fill positions included very specialized positions requiring professional degrees or special licensing such as early childhood educators, teachers, nurses, licensed therapists and social workers.

Nonprofit Career Pathways

Nonprofits offer a wide variety of career opportunities in arts, education, healthcare, recreation, environment and human and social services to name a few, and there are many points of entry and pathways to a nonprofit career. Some positions require specialized skill sets, advanced training and certification. There are many points of entry including early and second career opportunities.

Job seekers can expect to have long and rewarding careers in the nonprofit sector. However, career pathways are not always linear and, more often than not, moving up requires moving to a new organization. As previously discussed, most nonprofits are small with 57 percent of organizations averaging nine or less employees. The relatively flat structure of nonprofits tends to limit upward mobility within organizations. Interview respondents for this study indicated there is no typical career pathway for nonprofit professionals. Furthermore, they recognized moving “up” often requires “moving out” and they acknowledged job-hopping for career progression as a normal practice in the nonprofit sector. For example, it is not uncommon for high and even mid-level employees in large organizations to move to a smaller nonprofit where they may be able to assume an ED/CEO or executive level position. Likewise, a high-level employee in a small nonprofit may take a lower ranking job title in a larger nonprofit to gain the budgetary and management experience needed to return as an ED/CEO some years later. As an example, Figure 3 illustrates the different career paths of several nonprofit leaders.

Points of Entry to Nonprofit Work

Job Seekers New to the Nonprofit Sector: There are multiple points of entry for people looking to start a new career in the nonprofit sector. As previously discussed, job seekers new to nonprofit work should search for jobs at organizations where they have a personal connection to the mission of the organization. Next, job seekers should look for alignment between existing skills and map how their current skills connect to the needs of hiring nonprofits. Identified skill gaps may be bridged through additional training (see resource supplement).

Sector Switchers: It is not uncommon for experienced public and for-profit employees to consider moving to similar positions in the nonprofit sector. Indeed, most job skills are transferable, at least to some degree, across sectors. Job seekers considering a move to nonprofit work should first familiarize themselves with the nature of nonprofit work (see The Nature of Work in the Nonprofit Sector section of this report). Conducting informational interviews with nonprofit employees in related fields in one way to learn more about potential career opportunities. Another way to become

Avoid these common nonprofit job seeker pitfalls!

Experts interviewed for this study stressed that successful job seekers must do their homework prior to applying for a job with a nonprofit.

In advance of applying for a nonprofit job:

- ✓ Ensure your resume and social media profiles, are current, especially LinkedIn
- ✓ On your resume or application, highlight transferable skills, past nonprofit work, even volunteer work
- ✓ Carefully read job postings and be clear about the job requirements
- ✓ Visit the organization’s website
- ✓ Ensure you understand the organization’s mission and key programs
- ✓ Passion is important but not everything. Be prepared to explain how you can help the nonprofit achieve its mission.

Post-Interview:

- ✓ Show appreciation by sending a follow-up email or thank you note
- ✓ Respond quickly to requests for second interviews or for additional information

familiar with the operations of a nonprofit is to volunteer at an organization that aligns with your interests.

“Skills transfer. What you’ve learned elsewhere, we can use here.”

Key Workforce Skills and Attributes

Overall, there does not appear to be a labor shortage in the nonprofit sector. As mentioned previously, with the exception of highly skilled or technical jobs and fundraising/development jobs, there are a healthy number of qualified applicants for open positions. Similarly, 82 percent of survey respondents agreed that job applicants possess common fundamental skills across most vacant positions. Additionally, 66 percent agreed applicants possess the technical/occupational skills required and 60 percent agreed applicants possess the interpersonal skills required for vacant positions. Where respondents did mention skills gaps, they were similar to those identified in many for-profit industry reports, relating to soft skills, leadership/management ability and technological competence.

Mission Matters: A defining feature of the nonprofit sector is its double bottom line whereby mission and organizational purpose are to be pursued above profits. It is not surprising then that, above all other skills, nonprofit employers overwhelmingly reported they look for employees who share a passion for the mission of the organization.

“This is a growing sector. We are looking for employees who have an organizational growth mindset”

Preferred Skills: In addition to commitment to the mission, participants in this study described a wide range of skills they look for in their workforce. Many said they seek employees with “soft” skills such as being a team player; interpersonal and communication skills; alignment with the organization’s mission and a service-oriented attitude; big picture thinking with the ability to plan and forecast; problem solving and the ability to adapt to a variety of contexts and situations. Solid knowledge about the community, poverty and an understanding of how government works were also noted as important for job seekers. Figure 4 presents survey results related to skills nonprofit employers are seeking.

Figure 3: Sample Nonprofit Career Pathways

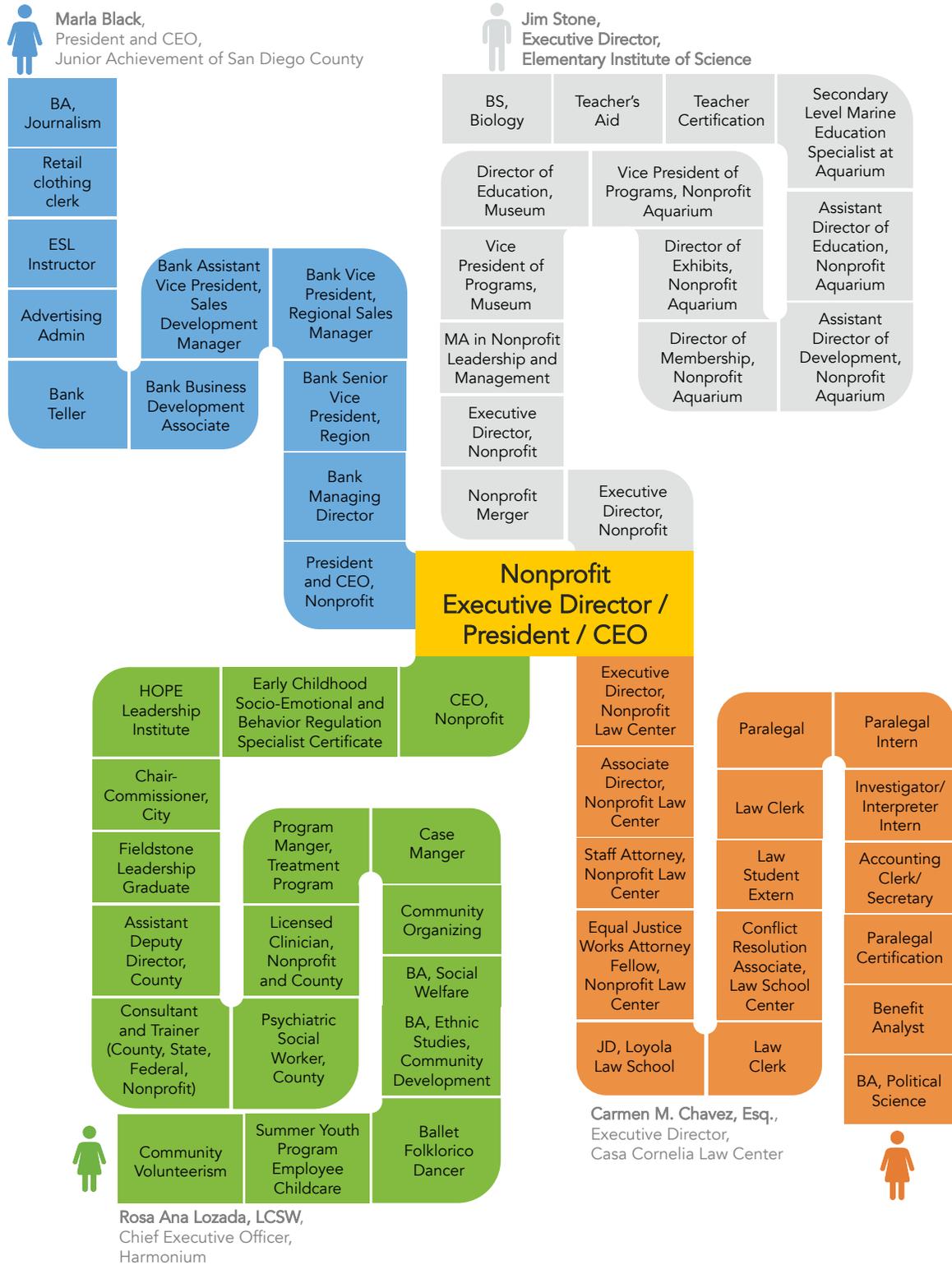
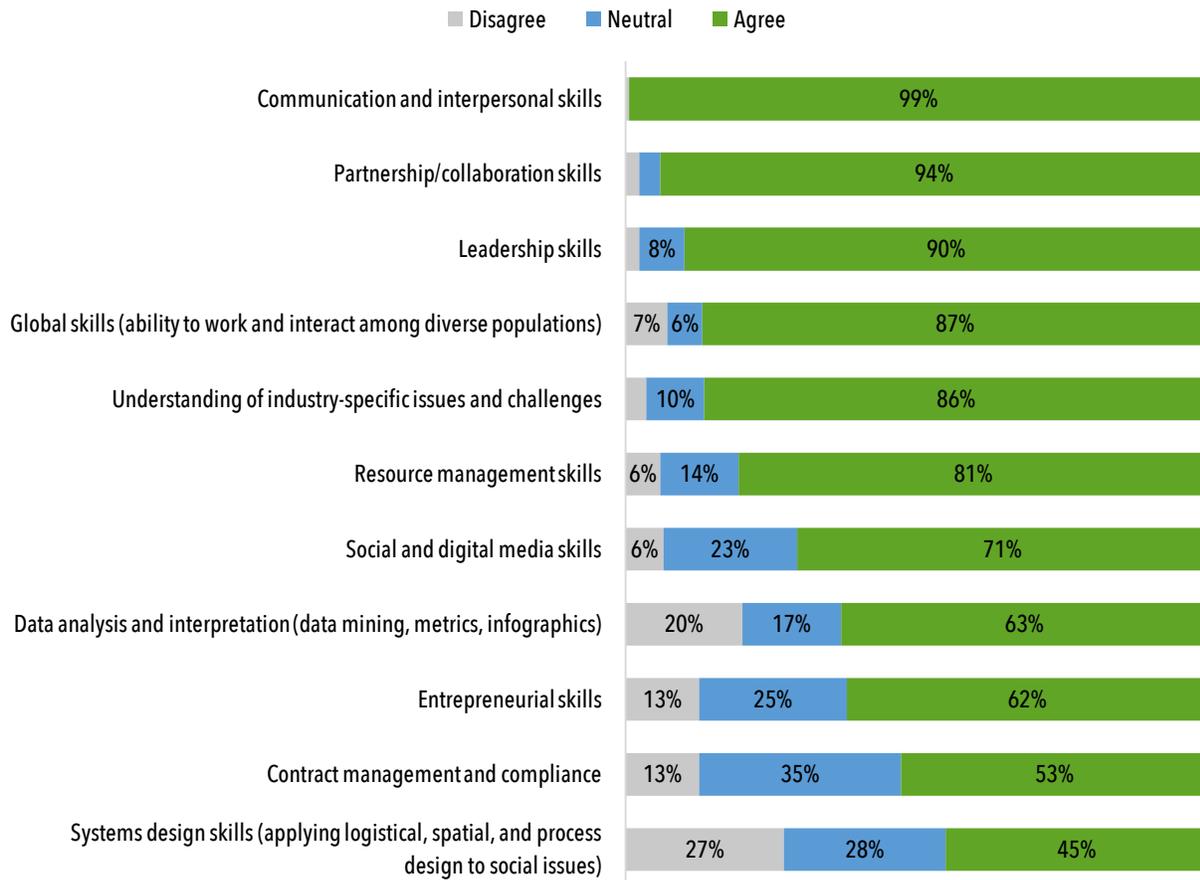


Figure 4: Skills Nonprofit Employers Look for in Current and Future Employees



“You cannot succeed in nonprofit work if you are not versed in how the community works.”

Skill Gaps: Thirty percent of survey respondents observed some common skills gaps among job applicants and 25 percent noted skills gaps in their current workforce. The most frequently mentioned were communication skills and overarching “soft skills.” Respondents noted that employees seemed to struggle with basic communication abilities such as writing (e.g., grammar, professional emails/correspondence) and public speaking.

Other gaps in skills were motivation, adaptability, leadership and management. Survey respondents noted their need for a workforce ready to jump in with a willingness to learn other duties. One survey respondent noted that their organization is moving toward more cross-training as a means to ensure continuity when staff are unavailable. Many respondents expressed that they see gaps in leadership and management skills within their current workforce and potential applicants. This was expressed by respondents noting the lack of supervisory skills and ability to manage projects. Finally, gaps in technology skills including data management and social media skills, were also mentioned several times by survey respondents, similar to the feedback provided by interview participants.

Diversity: Many interview participants expressed a desire to hire a more diverse workforce to better reflect the communities being served. Yet, finding a diverse pool of qualified candidates has proven to

be difficult for some organizations. Part of the problem seems to be an inability to connect with diverse candidates and lack of knowledge about where to post jobs. One nonprofit recruiter noted that you have to be very intentional about reaching diverse populations. S/he said, "If all your networks for recruiting look like you, then those are the people you will reach." Some interview respondents mentioned sending job announcements to local affinity groups such as MANNA, Hispanics in Philanthropy, and the Hispanic Chamber of Commerce as one helpful strategy for expanding the pool of job seekers.

Next Generation Skills: Looking to the future, nonprofit leaders were asked to describe the emerging or evolving skill sets they anticipated would be necessary to work in the nonprofit sector in 2020. Although survey respondents echoed many of the skills already discussed and many answers aligned with those mentioned as current gaps, there were a few notable additions. Respondents to this question were intentional about offering their thoughts about specific types of skills needed in the future workforce. The skills discussed clustered into four categories illustrated in Figure 5. For example, respondents mentioned that business skills such as regulatory knowledge (federal and state), the ability to work with data and an entrepreneurial mindset to develop new revenue streams will be highly sought after in the future nonprofit sector.

"We are looking for people with good data and analytical skills. At the same time, these employees must have the ability to look up from their computers and connect their work and ideas to the larger community."

Other specific skills related to technology included comfort working in a virtual environment and an emphasis on social/digital media competencies that support organizational growth and marketing efforts. Specific interpersonal soft skills were also mentioned, including cultural awareness/competency and the ability to think strategically and broadly to manage complex environments.

Figure 5: Emerging Skills Desired for the Future Nonprofit Workforce

<p>Technology</p> <ol style="list-style-type: none"> 1. Basic competence 2. Social media/communication 3. Optimizing and integrating latest technology 4. Using technology to collaborate effectively 5. Accessing big data to plan programming and tell better stories 	<p>Essential Soft Skills</p> <ol style="list-style-type: none"> 1. Problem solving/trouble shooting 2. Global mindset 3. Interpersonal skills 4. Leadership capacity 5. Generative thinking 6. Creativity
<p>Fundraising</p> <ol style="list-style-type: none"> 1. Development skills 2. Grant writing 3. Collaboration for larger funding 	<p>Business Acumen</p> <ol style="list-style-type: none"> 1. General business management 2. Budgeting and financial analysis 3. Project management 4. Social enterprise skills and expertise

“The sector is evolving quickly. Many nonprofits are rethinking old staffing positions and realigning them to new organizational structures. I am looking for employees who bring creative approaches to their work”

“Overall, we are looking for employees that have attitude of optimism, teamwork, and collaboration.”

“Fundraising and volunteer management experience is fundamental. Successful nonprofit professionals must be able to manage the complex dynamics of working with donors.”

RECRUITMENT, RETENTION AND TRAINING

Recruiting: Nonprofit employers use similar recruiting tactics. The most common methods reported by both interview and survey participants were word of mouth, online job sites such as npworks.org and Indeed, as well as their own organization website and social media. Industry-specific associations and networks were also mentioned as places to recruit. Very few of the organizations interviewed participated in job fairs, and if they did so they were more for entry-level positions or for specific skill-based positions. Further, many were unaware of resources available through the region’s America’s Job Center of California.

Challenges and Strategies for Recruiting Qualified Employees: Like all businesses, wage rates and benefits packages vary by organization. The variation is often directly related to the size of the nonprofit, with larger organizations being able to offer more than smaller. As Figure 6 shows, 37 percent of survey respondents agreed that paying below market wages was frequently a barrier to recruiting qualified candidates, and 43 percent acknowledged that this was sometimes a barrier.

Figure 6: Common Barriers to Recruiting Qualified Candidates



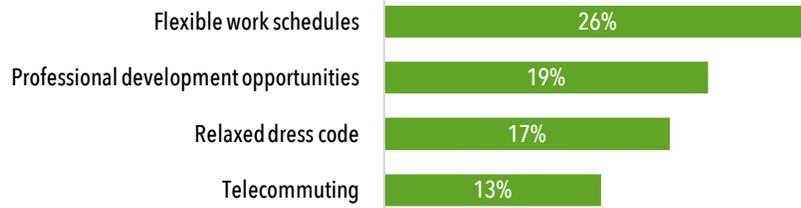
In terms of the labor pool, nonprofit leaders are keenly aware of the competition they face with the private and public sector, as well as amongst other nonprofits with similar missions. When asked what strategies are used to encourage a potential applicant to work for a nonprofit organization, almost all respondents shared that they focus on the intrinsic elements of being mission-oriented. Several interview participants shared that they have revised job descriptions to use action words like “make a difference” and “change the world” to appeal to potential applicants. Other strategies mentioned were to talk up the greater sense of wellbeing that comes from flexible work schedules, and the opportunity for a better work-life balance.

Larger nonprofits tended to focus on comprehensive benefits packages, including paid medical coverage and additional time off, that were comparable to other similarly situated nonprofit organizations. Interviewees noted that they were sometimes able to offer special opportunities such as free tickets to sporting events, museums and festivals made possible through their organization’s relationships with community and corporate partners.

The ability to work in a variety of contexts and within a multi-faceted organization is also a benefit that nonprofit employers discuss with potential applicants. Some respondents indicated that this approach also works well with millennial-aged applicants as it may appeal to their desire for variety and to

undertake work with purpose. Finally, for those positions that require certification, nonprofit organizations encourage potential employees to work for them to become certified and gain hours and experience.

Figure 7: Non-Monetary Incentives for Recruitment and Retention



Retention: Like all businesses, nonprofits strive to retain qualified employees. Nearly all individuals interviewed suggested that the biggest factor in retention is the employee’s connection to the mission. They believe employees stay with their organization because they feel that they are making a difference and connect with the populations served.

Most of the organizations interviewed expressed that while they would prefer to hire and promote from within (a common retention strategy), this is sometimes challenging. Organizations that receive government funding or who work with employee unions are required to recruit in a specified manner to ensure that all potential applicants, internally and externally, have the same opportunity for consideration. Adding to the complexity of recruiting from within is the size of the organization. For organizations who are small, there are few identified career pathways for upward mobility. Therefore, it is the lack of available jobs that hinder internal progression and make retention challenging.

Larger organizations tend to have more opportunities for advancement. However, regardless of the size of the organization, few have a formalized process for leadership development or management training. This may be a result of the organizational structure and the lack of mid-level management positions. Despite the lack of internal training, nearly all organizations interviewed provide support for employees to receive professional development.

Training: The desired skills and current gaps in skills identified in this study have important training and development implications for job seekers, employers and those who invest in the nonprofit sector. To meet the growing demands for nonprofit services, nonprofits must recruit and retain the highest caliber employees. Thus, the job outlook for skilled nonprofit employees is positive for the foreseeable future. At the same time, continued professionalization of the sector and the complexity of the challenges it seeks to address, demand a workforce with more than a voluntary spirit and passion for a cause. Successful candidates must come prepared with, among other things, the appropriate business acumen, leadership and problem-solving skills, technology knowledge and field-specific credentials. Fortunately, job seekers in the San Diego nonprofit sector have access to an array of training and development opportunities to prepare them for success in the nonprofit field of their choice; oftentimes, employers offer financial support for employees seeking additional training.

Participants in this study utilized many of the same training programs, including Nonprofit Management Solutions, Job Corps, LEAD San Diego and higher education programs (University of San

Diego, Point Loma Nazarene University, San Diego State University, San Marcos State University and the University California San Diego). Other specific industry programs and conferences were also mentioned and a comprehensive list of training providers is included in the resource supplement of this report. In general, study participants were satisfied with the amount of professional development opportunities and training available in the region. However, as most nonprofits operate on very slim margins and with few staff, they often lack the resources needed to support additional training.

First time job seekers or those who are transitioning from the public or private sectors may benefit from taking one or more introductory workshops or courses to familiarize themselves with the structure and function of nonprofits. Those who seek to move up the ladder into leadership roles could pursue an advanced management degree such as a nonprofit-focused Masters or Ph.D.

For those who seek to hone their skills to meet the future demands of the nonprofit workforce, technology is clearly an important area of focus. Training in specialized software, social media and online platforms is highly recommended (see sidebar). To position themselves competitively, job seekers could also focus on the top in-demand jobs that require licensing or certification in specialized fields such as early childhood education, education specialists, clinicians, therapists and social workers.

Common Technology Used in the Nonprofit Sector	
Accounting (e.g., QuickBooks, Financial Force, Sage)	General Management and Project Management (e.g., NetSuite, Basecamp, Trello)
Customer Relationship Software (CRM) (e.g., Salesforce, NeonCRM)	Microsoft Office Suite
Event Planning Software (e.g., Eventbrite, Bizzabo)	Program Management and Tracking Software (e.g., Efforts to Outcomes, Caseworthy)
Fundraising Software (e.g., Raiser’s Edge, DonorPerfect)	Social Media Management (e.g., AgoraPulse, Buffer, Hootsuite)

THE NATURE OF WORK IN THE NONPROFIT SECTOR

To be successful in the nonprofit sector, job seekers must have a solid understanding of what differentiates the nonprofit sector from private and public (government) sectors. These differences, some stark and some nuanced, often require job seekers to possess unique skills and attributes that nonprofit employers value.

"The approach to the work is different. In the nonprofit sector, mission comes first."

A Mission-Focused Bottom Line



Purpose

Nonprofits are businesses that generate revenues to provide products and services to customers and clients. Most nonprofits are privately incorporated and subject to the same local, state and federal employment taxes and laws as similar for-profit business. Nonprofits are different from for-profit businesses in one key aspect: they exist to fulfill a "mission." A nonprofit's mission is the central social purpose of the organization from which all of the nonprofit's activities flow and around which organization direction is set. While for-profit corporations pursue profit (the bottom line) in order to maximize returns to their shareholders, nonprofits are obligated to pursue strategies and undertake activities that are fiscally viable to fulfill that mission (a balance referred to as the "double bottom-line").

Structure

Nonprofits are structured differently than for-profits in that they do not have owners. Instead, nonprofits are governed by volunteer boards of directors who are entrusted with, among other things, acting on the public's behalf by ensuring the organization pursues its mission and by protecting the assets of the organization. In nonprofits with paid employees, the board of directors is responsible for hiring, evaluating, and terminating the Executive Director (ED)/CEO. While the ED/CEO reports directly to the board, s/he is responsible for the day-to-day operations of the nonprofit and for all other employees. Job seekers interested in a management career are encouraged to learn more about the unique aspects of working for a nonprofit board. See the Resource Supplement section of this report to learn about training opportunities.

Clients

People served by nonprofits are typically referred to as clients or consumers, yet the relationship between client and nonprofit service provider is more complex than that of the typical paying customer in the for-profit arena. Although nonprofits provide goods and services, much like the public sector, the people who consume these services are not always the people who pay for the service. Most services are subsidized, at least to some extent, by donations and grants and contracts from third parties. This "muted market" requires nonprofit employees to maintain high ethical standards while balancing the demands of stakeholders who may have different or competing interests.¹³

¹³ Ruth McCambridge and Lester Salamon, "In but not of the Market: The Special Challenge of Nonprofit-ness", *Nonprofit Quarterly*, March 21, 2003.

Accountability and Decision Making

The unique purpose, structure and client relationships found in the nonprofit sector make for a complex and dynamic work environment. Nonprofit professionals must skillfully navigate a web of accountability and respond to the demands of multiple stakeholders who may not always want the same thing. For example, a donor could insist that a donation be used to support a special program when the organization or clients being served really need something else. In these situations, it is up to the nonprofit professional to make decisions that best align with the organization's mission, while keeping donors and other stakeholders satisfied.

Working to meet the double bottom line influences decision making, as organizational mission must be considered above the generation of revenue. Additionally, decision making in the nonprofit setting is usually a group process, with major decisions being made by committees and requiring board approval. This shared decision making model can feel foreign and sometimes political and cumbersome to for-profit executives and others who seek employment in the nonprofit sector. To meet the demands of this complex work environment, job seekers in the nonprofit sector need solid political and relationship building skills and should demonstrate ethics and sound judgment.

Wages and Benefits



It is often assumed that wages and benefits in the nonprofit sector are not equivalent to those offered in the private or government sectors. Indeed, many of the interview and survey respondents for this study cited lower wages as a barrier to recruiting qualified candidates for open positions. Yet, recent research by the Bureau of Labor Statistics (BLS) and others have found nonprofit workers' earnings, in the aggregate, to be equivalent to their for-profit counterparts.¹⁴

The BLS study noted that aggregated comparisons are not fully accurate, as the nonprofit and private sectors are comprised of similar and different industries, occupational groups and job duties (levels of work performed). The study found no statistical compensation gap between nonprofit and for-profit businesses for management, professional and related workers and for sales and office workers, and a compensation premium (advantage) for service workers in nonprofit education and healthcare sectors. The study findings highlight the importance of benefit compensation, as workers in the nonprofit sector often receive more costly benefits than those offered in the private sector

For job seekers this is good news, as the research indicates taking a job in the nonprofit sector need not equate to a lifetime of lower wages or taking a cut in pay. However, job seekers in the nonprofit sector should be aware that specific jobs and certain organizations may pay less than what is offered in the private sector. Likewise, the higher cost of providing benefits in the nonprofit sector may constrain the types of benefits offered as part of a compensation package. Nonprofit employers who took part in this study reported offering nonmonetary benefits such as flexible scheduling to make up for compensation gaps (see Recruitment, Retention and Training section on page 21 for additional information.)

"You cannot put a price on feeling good at the end of your workday."

¹⁴ John Bishow and Kristen Monaco, "Nonprofit Pay and Benefits: Estimates from the National Compensation Survey," *Monthly Labor Review*, U.S. Bureau of Labor Statistics, January 2016, doi.org/10.21916/mlr.2016.4.

Small vs. Large Nonprofits



For job seekers, the size of the organization is an important factor to consider. Just as working in a large corporation is different from a working in a small mom and pop business, the nature of work in the nonprofit sector varies relative to the size of the organization. For example, in small or grassroots nonprofit organizations it is not unusual for a few employees to take on multiple roles within one job. Whereas a large nonprofit may have entire departments dedicated to finance, fundraising, and human resource management, in a small nonprofit, one person may be handling all of these functions for the organization. This “wearing of many hats” is desirable for job seekers looking to take up a high level of responsibility quickly. However, doing a lot with very little support can also cause employees to burn out over time. Additionally, due to resource constraints, the wages and benefits may be less than those offered in a larger nonprofit.

“In a small nonprofit you need to be a jack-of-all-trades. You must be nimble and willing to pivot quickly”

Employee Motivation



Research has shown that employee satisfaction is high for the nonprofit workforce.¹⁵ Seventy-nine percent of survey respondents in this study agreed that most of their employees make a conscious choice to be employed in the nonprofit sector versus other sectors. Additionally, 93 percent of respondents agreed that their employees are intrinsically motivated to work for them because they believe in the focus of their organizational mission.

Individuals interviewed for this study suggested that workers are provided with an array of opportunities not available in the private or public sectors which may serve as further incentives to seeking nonprofit employment. For example, some noted that nonprofit employees may have greater advancement opportunities, higher levels of autonomy and opportunities for engaging in innovative and entrepreneurial environments. Respondents also noted that nonprofit employees are likely to experience more immediate tangible impacts associated with their work, which may not be as feasible for employees in other sectors.

¹⁵ Borzaga, C., & Tortia, E. (2006). Worker motivations, job satisfaction, and loyalty in public and nonprofit social services. *Nonprofit and voluntary sector quarterly*, 35(2), 225-248.

CONCLUSION AND RECOMMENDATIONS

Employers

1. **Ensure that current organizational policies support hiring a diverse workforce.** Include the topic of diversity, equity and inclusion as part of hiring practices and the strategic planning process. Develop vision statements and set organizational goals for addressing issues of diversity, equity and inclusion in the workplace. Track progress towards goals.
2. **Provide diversity training for your workforce.** Help your employees understand the value of a diverse workforce by supporting their own learning on the topic. Understanding why diversity, equity and inclusion are important in the workplace will help employees support organizational goals and policies in this area.
3. **Expand recruiting efforts beyond the usual job posting and recruiting methods.** Seek partnerships for recruiting with community-based organizations that have connections with networks of diverse populations. In San Diego, for example, MANA de San Diego, The Urban League, RISE San Diego, The Center, The Hispanic Chamber of Commerce, The Union of Pan Asian Communities, Young Nonprofit Professionals (YNPN), Mid-City CAN, Casa Familiar, and others have access to broad networks of professionals who may be interested in seeking work in the nonprofit sector.
5. **Regularly review pay and benefits.** Nonprofits can benchmark themselves against other organizations by conducting salary surveys or using internet sites such as Glassdoor.
6. **View job-hopping as leadership development for the sector.** To move ahead in the sector, it is likely that employees will need to move across organizations, rather than up in any single organization. Employers, therefore, should understand that this is a sector norm and should not hold back on professional development of their employees out of a fear that they will leave. Instead, nonprofits may benefit from seeing their role as one of building a workforce of professionals for a thriving nonprofit sector.

Job Seekers

1. **Realize that mission matters.** Job seekers should find a nonprofit where they can connect closely with the purpose of the work. Job seekers should learn about how nonprofits operate and respect the unique governance structure, multifaceted nature of accountability and the different revenue sources that shape how nonprofits operate versus private for-profit companies.
2. **Play up transferable skills.** As this report indicates, there are many desirable skills that readily transfer across the private, public and nonprofit sectors. Job seekers should consider how to convey their transferable skills through a resume or during an interview so that the employer can easily see how they match up.
3. **Volunteer or serve on a board.** If job seekers are considering a move in their career to the nonprofit sector, consider getting to know nonprofit work through volunteerism. While this is

not the same as actually working in a nonprofit, the experience can be very informative to potential job seekers who may not be fully ready to commit to a career change.

4. **Get the education you need.** Job seekers with certificates or degrees in nonprofit management or related fields are desirable candidates. Likewise, be aware if there are additional credentials or licenses needed to pursue your chosen line of work.

Workforce Development

1. **Promote the sector as a viable place to work.** Nonprofit and affinity membership groups should devise unified outreach efforts to encourage people to consider careers in the nonprofit sector. Those who care about the sector must work to establish more direct career pipelines starting in high school, through college and into early career.
2. **Train more fundraisers.** Entities such as universities and those that deliver workforce development training should create new programming to focus on this area where the supply of qualified applicants is not viewed as sufficient.

RESOURCE SUPPLEMENT 1: KEY NONPROFIT JOB PROFILES

In the following section, key nonprofit jobs are profiled. These profiles are intended to provide job seekers with general information about potential career ladders, salaries, and the skills needed to work in the following areas:

1. Development Professional/Fundraiser
2. Executive Management
3. Social Worker
4. Marketing/PR Manager
5. Foundation Program Officer
6. Volunteer Manager
7. Finance
8. Human Resources

Each profile is a compilation of data gathered from a variety of resources. Salary ranges and career ladders may vary depending on organizational size. The following data sources were reviewed to create the profiles:

- <https://www.bls.gov/ooh/community-and-social-service/social-workers.htm>
- <http://work.chron.com/difference-between-accountants-financial-managers-11226.html>
- <http://www.jobhero>
- <http://www.rasmussen.edu/degrees/business/blog/human-resources-job-titles-for-every-stage/>
- <https://www.agencysparks.com/blog/the-marketing-career-path>
- <https://www.bls.gov/ooh/community-and-social-service/social-workers.htm#tab-8>
- <https://www.bls.gov/ooh/management/financial-managers.htm>
- <https://www.bls.gov/ooh/management/human-resources-managers.htm>
- <https://www.careeronestop.org/Credentials/Toolkit/find-certifications.aspx?keyword=11-3031.01&direct=0&ajax=0#divSlider>
- https://www.experience.com/alumnus/article?channel_id=finance&source_page=home&article_id=article_1172078552683
- https://www.glassdoor.com/Salaries/san-diego-marketing-manager-nonprofit-salary-SRCH_IL.0,9_IM758_KO10,27_KE28,37.htm
- <https://www.onetonline.org/link/summary/11-1011.00>
- <https://www.onetonline.org/link/summary/11-2021.00>
- <https://www.onetonline.org/link/summary/11-3031.01>
- <https://www.onetonline.org/link/summary/11-3121.00>
- <https://www.onetonline.org/link/summary/11-9151.00>
- <https://www.onetonline.org/link/summary/11-9151.00>
- <https://www.onetonline.org/link/summary/21-1023.00>
- <https://www.prospects.ac.uk/job-profiles/volunteer-coordinator>
- <https://www.prospects.ac.uk/job-profiles/volunteer-coordinator>
- <https://www.thebalance.com/list-of-fundraiser-skills-2062419>
- <https://www.thebalance.com/list-of-fundraiser-skills-2062419>

EXECUTIVE MANAGEMENT

Determine and formulate organizational direction, policies and leadership for private, public and nonprofit sector organizations. Plan, direct or coordinate operational activities and strategies at the highest level of management with the help of subordinate executives and staff managers.

OTHER JOB TITLES | Chief Diversity Officer (CDO), Chief Executive Officer (CEO), Chief Financial Officer (CFO), Chief Operating Officer (COO), Executive Director, Executive Vice President (EVP), Operations Vice President, President, Vice President

SALARY INFORMATION:

Executive Director / CEO

Chief Operating Officer

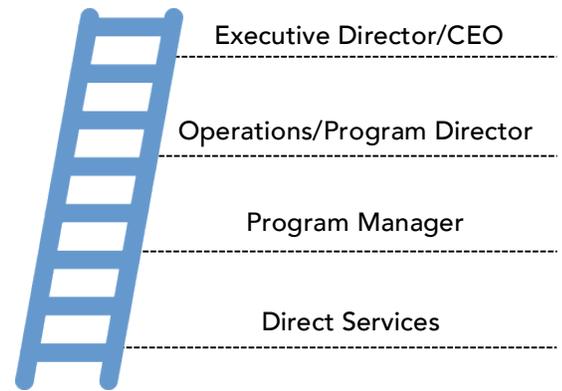
\$118,570
Average Annual

\$106,980
Average Annual

JOB GROWTH

6%
Expected Increase
in Job
Opportunities
between
2014–2024

POTENTIAL CAREER PATH



KEY TASKS

- ✓ Leadership and Management
- ✓ Organization Operations
- ✓ Stakeholder Relations
- ✓ Board Governance
- ✓ Financial Performance and Viability
- ✓ Organization Mission and Strategy

TOP SKILLS AND COMPETENCIES

Core Skills

- Problem solving, critical thinking, decision making, big picture analysis
- Creative thinking, ability to build consensus and mobilize stakeholders
- Ability to envision goals, objectives
- Financial acumen, develop/review complex budgets
- Communication, comprehension, understand multiple perspectives
- Interpersonal skills: social perceptiveness, relationship and team building, listening, conflict management, negotiation
- Organized, detail oriented, time management

Technology Skills

- Word processing, document /project management, presentation software – Microsoft Office, Adobe Acrobat, Prezi, HCSS, Microsoft Project
- Financial software – Intuit QuickBooks
- Database software – Blackbaud, The Raiser’s Edge, DonorPerfect, Microsoft Access
- Analytic software – Google Analytics
- Enterprise resource planning (ERP) software – Microsoft Dynamics AX, Oracle E-Business Suite, PeopleSoft, SAP

TYPICAL EDUCATION AND CERTIFICATION



Certifications:

Certificate in Nonprofit Management, Nonprofit Management Professional (NMP)



Entry Level: Bachelor of Arts or equivalent in related field (Social Work, Management, Communications)

Mid to Senior Level: MS/MA or PhD in related field (Business, Finance, Leadership, Organizational Development)

DEVELOPMENT PROFESSIONAL / FUNDRAISER

Leads or assists in overseeing fundraising activities and recording donations for nonprofit organizations. Contact and develop relationships with donors and sponsors. Create grant programs.

OTHER JOB TITLES | Development Coordinator, Development Associate, Development Manager, Major Gifts Director, Planned Giving Director

SALARY INFORMATION:

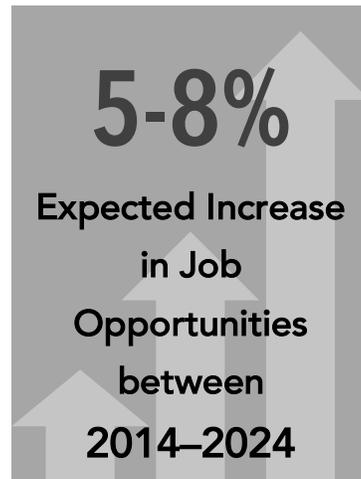
Development Associate



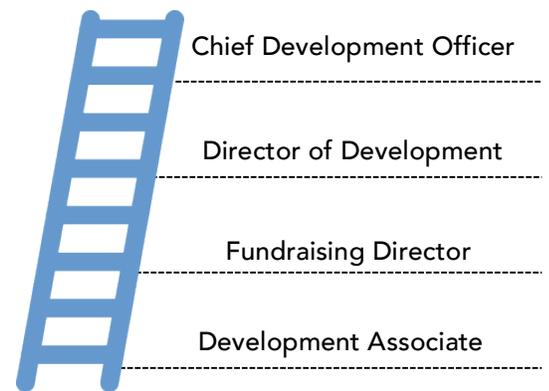
Chief Development Officer



JOB GROWTH



POTENTIAL CAREER PATH



KEY TASKS

- ✓ Create and track fundraising events
- ✓ Record donations
- ✓ Research funding sources
- ✓ Provide administrative support

TOP SKILLS AND COMPETENCIES

Core Skills

- Cultivate donor relationships
- Strong written and verbal communication
- Oversee fundraising campaigns – organize and track fundraising events to expand funding opportunities
- Report to management staff – create reports that show fundraising progress, effectiveness of current/past campaigns
- Interpersonal skills: relationship building, persuasion, trustworthiness

Technology Skills

- Nonprofit fundraising software – consolidate relevant data about donors and donations, progress toward goals
- Electronic records management systems
- Social media – Facebook, Twitter, Instagram, etc.
- Microsoft Office applications

TYPICAL EDUCATION AND CERTIFICATION



Certifications: Certified Fundraising Professional (CRFE), Certificate in Fundraising



Entry Level: Bachelor of Arts or equivalent in related field (Public Relations, Communications)

Mid to Senior Level: Graduate Degree in Nonprofit Management, Fundraising, or related field

SOCIAL WORKER

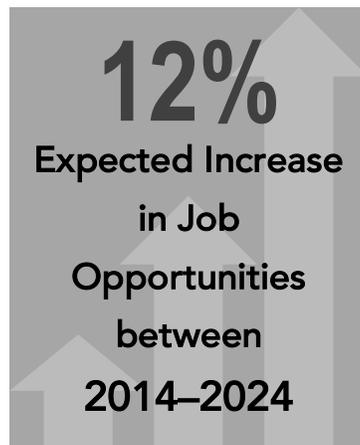
Assess, and if appropriately certified treat, individuals with mental, physical, emotional, social, and justice issues. Activities may include individual and group therapy, crisis intervention, case management, client advocacy, prevention, and education.

OTHER JOB TITLES | Case Manager, Clinical Social Worker, Clinical Therapist, Clinician, Counselor, Mental Health Therapist, Psychotherapist, Social Worker, Substance Abuse Counselor, Health Educators, Community Health Workers, Mental Health Counselors and Marriage and Family Therapists, Psychologists, Rehabilitation Counselors, School and Career Counselors, Social, Community Service, and Human Service Managers and Assistants

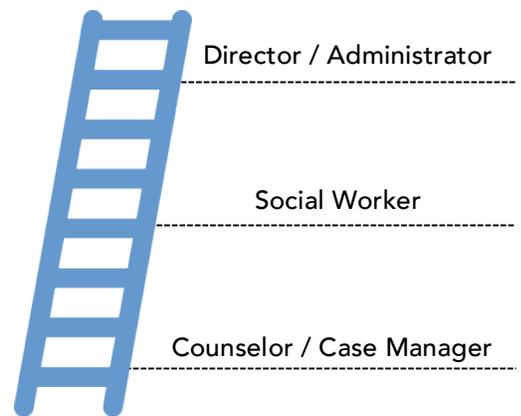
SALARY INFORMATION



JOB GROWTH



POTENTIAL CAREER PATH



KEY TASKS

- ✓ Assessment and Referral
- ✓ Counsel and Educate
- ✓ Monitor and Evaluate
- ✓ Develop Interventions
- ✓ Research and Implement Programs
- ✓ Respond to Crisis Situations

TOP SKILLS AND COMPETENCIES

Core Skills

- Desire to serve, and sensitivity to, disenfranchised and disabled populations
- Comfort working in close proximity to people
- Communication and comprehension, ability to educate, train
- Problem solving, decision making, big picture assessment and analysis
- Organized, detail oriented, time management, ability to prioritize
- Interpersonal skills: relationship and team building, listening, conflict management

Technology Skills

- Word processing, document management, internet browsing for research
- Presentation software
- Specialized medical/behavioral health and social work software (Client Touch) and patient electronic medical record (EMR) software

TYPICAL EDUCATION AND CERTIFICATION



Certifications:
LCSW based on state standards



Entry Level: Bachelor's Degree in related field (Social Work, Medicine, Psychology, Health and Wellness fields). Some entry level requires specialized certifications.

Mid to Senior Level: Master's in Social Work, Psychology or related field; Licensed Clinical Social

MARKETING MANAGER

Plan, direct, or coordinate marketing policies and programs. Develop pricing strategies with goal of maximizing projects while ensuring customers are satisfied. Oversee product development, monitor trends that indicate need for new products and services.

OTHER JOB TITLES | Account Supervisor, Brand Manager, Business Development Director, Business Development Manager, Commercial Lines Manager, Market Development Executive, Marketing Coordinator, Marketing Director, Marketing Manager, Product Manager

SALARY INFORMATION:

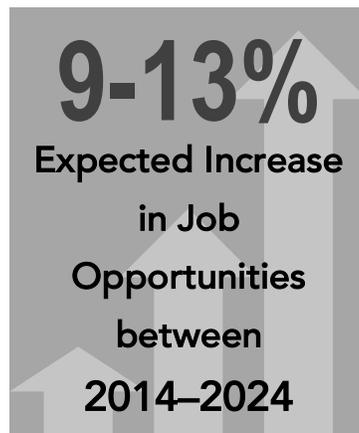
Marketing and
Communications
Director



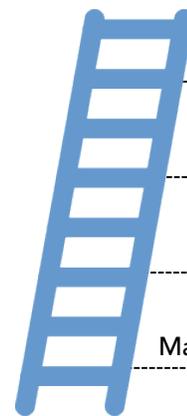
Chief
Marketing
Officer



JOB GROWTH



POTENTIAL CAREER PATH



VP of Marketing / Chief
Marketing Officer

Marketing and
Communications Director

Marketing Coordinator

Marketing Assistant / PR Specialist

TOP SKILLS AND COMPETENCIES

KEY TASKS

- ✓ Strategy and implementation
- ✓ Supervision and public relations
- ✓ Research

Core Skills

- Problem solving, critical thinking, decision making, big picture analysis
- Creative, ability to persuade
- Willingness, interest in learning new concepts, ideas, approaches, high level of agility with electronic platforms and software
- Communication, comprehension, understand multiple perspectives
- Organized, detail oriented, time management
- Interpersonal skills: social perceptiveness, relationship and team building, listening, conflict management, negotiation

Technology Skills

- Word processing, document management, electronic communication, research
- Desktop publishing, graphics, design
- Presentation, video creating/editing
- Web page creation, editing, development
- Social media
- Financial accounting, analysis
- Resource planning, sales and marketing, relationship management, project management, content workflow

TYPICAL EDUCATION AND CERTIFICATION



Certifications: Marketing Analytics, Marketing Content, Digital Marketing



Entry Level: Bachelor's Degree in marketing or related field (Communications, Public Relations, Advertising, Journalism, Business)

Mid to Senior Level: MS/MA or PhD in business or related field

FOUNDATION PROGRAM OFFICER

Oversee, direct, and develop grantmaking programs focused on the mission of a grantmaking agency. Provide guidance to organizations completing applications, review proposals, conduct due diligence of potential and current grantees, monitor grantee effectiveness, and assist grantmaking committees with awarding and evaluating grants

OTHER JOB TITLES | Grant Officer, Community Investment Officer

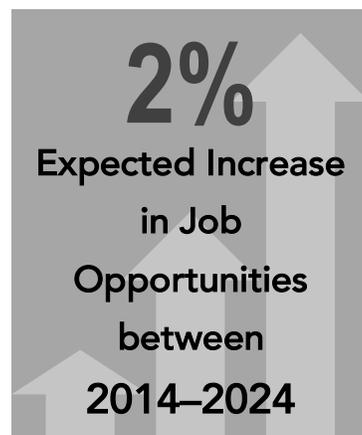
SALARY INFORMATION:

Foundation Program Assistant

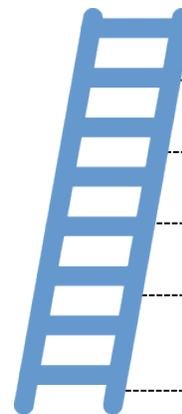
Foundation Program Officer



JOB GROWTH



POTENTIAL CAREER PATH



VP of Programs

Program Director

Program Officer

Program Manager

Program Coordinator / Assistant

KEY TASKS

- ✓ Oversee, direct, develop grantmaking programs
- ✓ Assist nonprofits in completing grant proposals
- ✓ Conduct due diligence investing
- ✓ Review grant proposals, conduct follow-ups, site visits
- ✓ Research community needs

TOP SKILLS AND COMPETENCIES

Core Skills

- Recruit, train, supervise, evaluate grants committee members
- Track grantee progress utilizing post-grant reports, mid-term monitoring evaluations
- Develop grantmaking program goals and policies, ensuring all laws and best practices are followed
- Budget management

Technology Skills

- Manage grantmaking utilizing specialized grants management software
- Track grantmaking and endowment budgets utilizing specialized account software

TYPICAL EDUCATION AND CERTIFICATION



Certifications: Grant Writing Certification, Certificate in



Entry Level: Previous experience in nonprofits; Bachelor's Degree; Knowledge of basic financial principles and investment principles related to charitable endowment and nonprofit organizations

Mid to Senior Level: Graduate Degree in Nonprofit Management or related field; Experience as director in a nonprofit setting

VOLUNTEER MANAGER

Assess and meet the needs of nonprofit organizations by selecting, training, and supervising volunteer staff. Ensure an organization has enough volunteers to fulfill its service mission. Perform a variety of duties involving recruitment, training, and program planning.

OTHER JOB TITLES | Volunteer Coordinator, Director of Volunteer Engagement

SALARY INFORMATION:

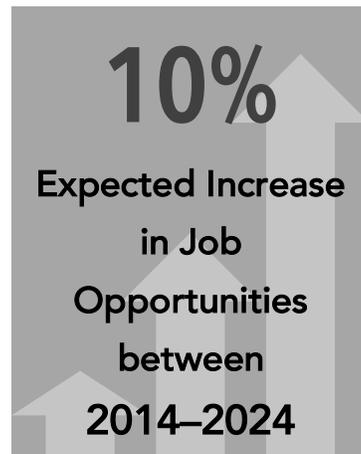
Volunteer
Coordinator

\$37,530
Average
Annual

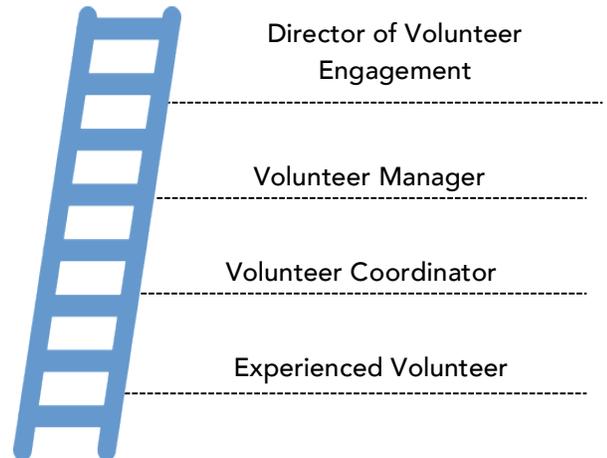
Volunteer
Director

\$55,360
Average
Annual

JOB GROWTH



POTENTIAL CAREER PATH



KEY TASKS

- ✓ Recruit volunteers
- ✓ Train volunteers and paid staff
- ✓ Create program reports
- ✓ Schedule volunteers
- ✓ Determine the need for volunteers
- ✓ Evaluate and recognize volunteers

TOP SKILLS AND COMPETENCIES

Core Skills

- Recruit, train, supervise, evaluate new volunteers
- Track volunteer hours, using data to create reports
- Develop program goals and policies, ensure all laws and human resource best practices are followed
- Manage a budget
- Interpersonal skills: relationship building, listening, conflict management, problem solving

Technology Skills

- Web-based volunteer recruiting and management tools such as VolunteerMatch
- CRM systems such as Salesforce or Volgistics
- Social media – Facebook, Twitter, Instagram, etc.

TYPICAL EDUCATION AND CERTIFICATION



Certifications: Certified Volunteer Administrator



Entry Level: Associates or Bachelor's Degree in related field (Business Management, Education, Human Resource Management)

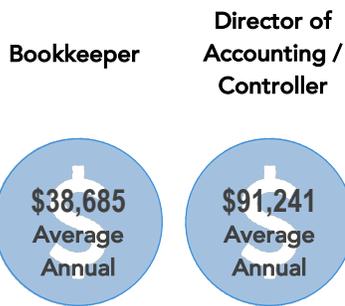
Mid to Senior Level: MA in Nonprofit Management or related field

FINANCIAL / ACCOUNTING MANAGER

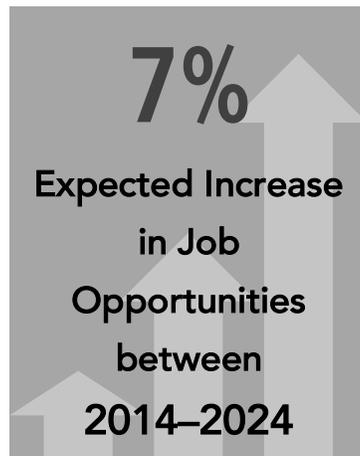
Finance careers focus on planning, procurement, and investments for all or part of an organization. Accounting professionals focus on principles and processes to manage numbers rather than influence them.

OTHER JOB TITLES | Chief Financial Officer, Comptroller, Controller, Director of Finance, Finance Director, Finance Manager, Finance Vice President, Treasurer, Accounting Manager

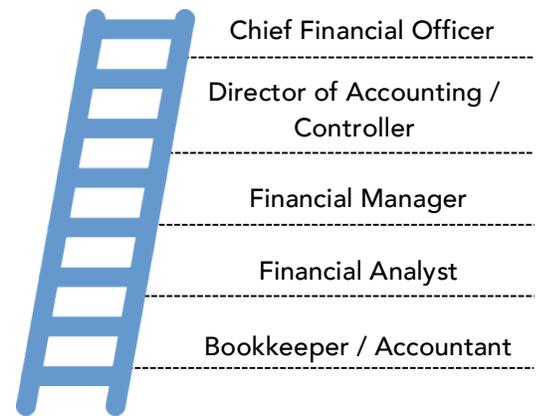
SALARY INFORMATION:



JOB GROWTH



POTENTIAL CAREER PATH



TOP SKILLS AND COMPETENCIES

KEY TASKS

- ✓ Oversee Budgets
- ✓ Process Fund Requests
- ✓ Monitor Various Accounts
- ✓ Balance Program Accounts
- ✓ Prepare Financial Statements
- ✓ Complete Tax Filings
- ✓ Process Payments

Core Skills

- Direct financial operations
- Develop operating strategies, plans, procedures, organizational policies, programs
- Analyze financial records to improve efficiency, budgeting, planning
- Monitor flow of cash or other resources
- Conduct financial or regulatory audits
- Administer compensation or benefits programs
- Evaluate employee performance

Technology Skills

- Accounting software (e.g., QuickBooks, Oracle, Blackbaud)
- Electronic records management systems
- Database user interface and query software
- Tax preparation software
- Financial analysis software

TYPICAL EDUCATION AND CERTIFICATION



Certifications: Chartered Financial Analyst (CFA), Certified Treasury Professional



Entry Level: Bachelor's degree in Finance, Accounting, Economics, or Business Administration

Mid to Senior Level: MA in Business Administration, Finance, Economics, or related field

HUMAN RESOURCES MANAGER

Plan, direct, and coordinate human resources activities and staff of an organization. Oversee the recruiting, interviewing, and hiring of new staff; consult with top executives on strategic planning; serve as confidential point of contact for employees to communicate with management, seek clarification on issues or dilemmas, or report irregularities.

OTHER JOB TITLES | Director of Human Resources, Employee Benefits Manager, Employee Relations Manager, Human Resources Director, Human Resources Manager, Human Resources Vice President

SALARY INFORMATION:

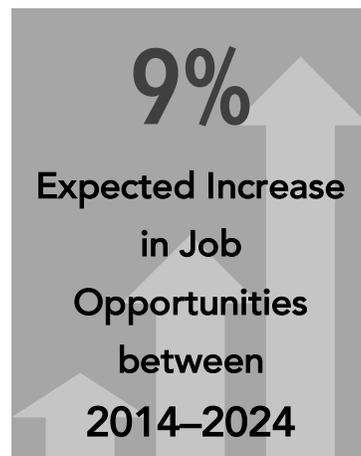
Human
Resources
Director



Chief HR
Officer



JOB GROWTH



POTENTIAL CAREER PATH



Chief HR Officer /
Vice President

HR Director

HR Generalist

HR Assistant

KEY TASKS

- ✓ Personnel and benefits administration
- ✓ Planning and advising
- ✓ Compliance and labor relations
- ✓ Education and training

TOP SKILLS AND COMPETENCIES

Core Skills

- Management of personnel resources
- Coordination
- Monitoring, systems evaluation and analysis, judgment and decision making
- Active listening, social perceptiveness
- Critical thinking, reading comprehension
- Negotiation, persuasion
- Time management
- Active learning, learning strategies, instructing

Technology Skills

- Accounting software
- Document management software
- Enterprise resource planning (ERP) software
- Human resources software
- Time accounting software

TYPICAL EDUCATION AND CERTIFICATION



Certifications:
Society for Human Resource
Management Certification



Entry Level: Bachelor of Arts or equivalent in related field (Human Resources Management, Personnel Administration)

Mid to Senior Level: Master's degree in related field (Human Resources, Personnel Management)

RESOURCE SUPPLEMENT 2: TRAINING RESOURCES

The following is a list of the training and development resources that were mentioned by interview and survey respondents.

Universities and Vocational

Harvard Business School Executive Education: www.exec.hbs.edu

Point Loma Nazarene University: www.plnu.edu

San Diego State University (SDSU): www.sdsu.edu

Sports Management MBA

School of Social Work – Behavioral Health

University of San Diego (USD): www.sandiego.edu

Master’s in Nonprofit Management and Leadership:

<http://www.sandiego.edu/soles/academics/ma-nonprofit-leadership-management/>

The program is designed for individuals who want to be part of an intentional learning community of practitioners and scholars who are embedded in the field. It offers an integrated course of study that melds state-of-the-art leadership theory with proven management models, strategies and tools designed to teach professionals how to create and manage high-performance organizations.

The curriculum is focused on applied learning, which facilitates the transfer of knowledge from theory to practice. Each semester students produce organizational audits, governance documents, development plans, legislative campaigns, design research-based programs and evaluation models, and create community-organizing campaigns (among other products). In the process students learn how to be politically and technically proficient in bringing best practices to nonprofit organizations and philanthropies. Many of these products are housed in an [online library of best practice resources](#) used by thousands of practitioners across the country.

Certificate Program in Nonprofit Leadership and Management:

<http://www.sandiego.edu/soles/academics/nonprofit-leadership-management-certificate-graduate/>

The Nonprofit Leadership and Management Certificate Program is an innovative course of study that develops and certifies students as skilled professionals in leadership for the nonprofit sector. This experiential, project-based certificate is appropriate for students planning careers in social change agencies; environmental organizations; K-12 education; medicine; higher education; youth services; the arts; museums; religious organizations; or philanthropic agencies or foundations.

Annual Governance Symposium and Annual State of Nonprofits & Philanthropy Summit:

<http://www.sandiego.edu/soles/nonprofit/signature-programs/gov-symposium-state-of-np.php>

Each January, The Nonprofit Institute assembles an array of top-notch seminars and workshops to facilitate stimulating conversations around governance for a three-day symposium intended for nonprofit board members and executives. During the second half of the year, The Nonprofit Institute holds a one-day summit for nonprofit executives and community leaders to learn about the state of San Diego nonprofit sector, attend timely workshops, and network with their colleagues.

Minor in Nonprofit Social Enterprise and Philanthropy:

<http://www.sandiego.edu/soles/academics/nonprofit-social-enterprise-and-philanthropy-minor/>

The Nonprofit Social Enterprise and Philanthropy Minor is designed to help students get a job in the nonprofit or for profit sector and learn transferrable skills for other industries.

University of California San Diego (UCSD): www.ucsd.edu

UCSD Extension: <https://extension.ucsd.edu/about-extension>

UC San Diego Extension harnesses the power of education to transform lives. Our unique educational formats support lifelong learning and meet the evolving needs of our students, businesses and the larger community.

Nonprofit Focused Training and Professional Development Opportunities

Association of Fundraising Professionals (AFP): <http://afpsandiego.afpnet.org>

The San Diego Chapter of AFP, chartered in 1974, is part of a vital national organization of over 30,000 fundraising professionals. The San Diego Chapter is one of 230 chapters around the world. Current membership in our San Diego Chapter has grown to 300 members in development and related fields, who represent organizations located in San Diego and Imperial Counties.

The primary purpose of the San Diego Chapter is to educate and advance the careers of those in the rapidly changing field of development. The Chapter promotes ethical standards, provides a network for members, lists local, regional and national employment opportunities and offers a pool for consultant services.

Association for Healthcare Philanthropy: <http://www.ahp.org/>

The Association for Healthcare Philanthropy (AHP) is an international professional organization dedicated exclusively to development professionals who encourage charity in North America's health care organizations. Established in 1967, AHP is the source for education, networking, information and research in health care philanthropy. AHP is a not-for-profit organization with its headquarters located right outside Washington, D.C. in Falls Church, Virginia.

AHP's 5,000 members represent more than 2,200 health care facilities around the world. They embody all aspects of health care fundraising, from executive directors and chief development officers, to major gift officers, annual campaign managers, event coordinators and grant writers.

Bridgespan: <https://www.bridgespan.org>

The Bridgespan Group is a global nonprofit organization that collaborates with mission-driven leaders, organizations, and philanthropists to break cycles of poverty and dramatically improve the quality of life for those in need.

The Bridgespan Group is passionate about helping to find solutions to ensure equal opportunity and core human and civil rights. To achieve these objectives, we concentrate our efforts on four broad fields: education; children, youth, and families; public health; and global development. Our services include consulting to nonprofits and philanthropists, leadership development support, and developing and sharing insights—all with the goal of scaling social impact. What we learn from collaborating closely with social sector leaders, complimented by rigorous research, we share broadly to advance social change.

California Association of Nonprofits: <http://www.calnonprofits.org/>

The California Association of Nonprofits (CalNonprofits) is a statewide membership organization that brings nonprofits together to advocate for the communities we serve.

Fieldstone Foundation Leadership Network: <http://fieldstonefoundation.org>

Created in 1993, The Fieldstone Leadership Network was crafted in response to and in partnership with nonprofit executives as a vehicle for peer learning. This network, now over 1,000 professionals strong, has evolved into an innovative continuum of leadership programs. Over the years we have learned much about what is required of the leadership in the social sector.

Foundation Center: <http://foundationcenter.org/>

The Foundation Center is an innovative nonprofit that gathers and analyzes data, shares it worldwide, and empowers people to understand and increase philanthropy's ability to improve the world. Their mission is to strengthen the social sector by advancing knowledge about philanthropy in the U.S. and around the world.

MissionEdge: <http://www.missionedge.org/>

Founded in 2012, Mission Edge strives to provide the San Diego nonprofit community with the resources and knowledge needed to streamline business processes and further social change. Whether an organization is looking to outsource business activities, gain a better understanding of best practices, or connect with expertise in the community, Mission Edge represents solutions to the challenges nonprofits are facing.

Nonprofit Management Solutions: <http://www.npsolutions.org>

As nonprofit management specialists, Nonprofit Management Solutions has been providing management assistance to nonprofits throughout Southern California since 1984, training over 90,000 nonprofit practitioners to run hundreds of nonprofit organizations more effectively during that time.

Making high quality, affordable management assistance available and easily accessible for all nonprofits is and has always been the "core business" of Nonprofit Management Solutions. Our clients are numerous and diverse, representing emerging as well as established nonprofits: social service agencies, museums, arts and public service organizations, educational institutions, neighborhood based health and human service providers, etc.

RISE San Diego: <http://risesandiego.org/>

The mission of RISE San Diego is to elevate and advance urban leadership through dialogue-based civic engagement, dynamic nonprofit partnerships, and direct training and support to increase the capacity of urban residents to effect meaningful community change.

Leadership Development. RISE San Diego's unique goal and commitment is to help identify and empower a generation of leaders who will not only bring our urban communities up, but who will also bring them together.

In collaboration with The Nonprofit Institute, part of the School of Leadership and Education Sciences (SOLES) at the University of San Diego (USD), RISE has created a program to identify and nurture rising leaders ready to engage in meaningful community change work. The RISE Urban Leadership Fellows

Program builds in fellows the confidence and suppleness that comes from self and structural awareness in conjunction with technical skills.

Their leadership development model pushes fellows to clarify values, face hard realities, and seize new possibilities, however frightening they may be. This approach involves examining in an unflinching way the issues for which no easy answers can be found. Through deep reflection to discover untapped strengths, skills development to make informed community diagnoses and sharp challenges to self-defeating patterns that rob effectiveness, RISE Urban Leadership Fellows are equipped to take effective and sustainable action to transform San Diego's urban communities.

Nonprofit Partnership. RISE serves as a "back office" or provides targeted technical assistance to its nonprofit partners in areas including: Fiscal Management, Human Resources Resource Development, Communications, Policy and Procedure Development, Program Design & Implementation.

San Diego Nonprofit Association: <http://www.sandiegononprofits.org>

SDNA's mission is to advance the well-being of the San Diego region by connecting, advocating and promoting nonprofits and providers, to amplify awareness and impact for our vibrant Social Sector. Membership in The San Diego Nonprofit Association helps actualize your goals to improve our community by uniting the expertise and insights of powerful thought leaders, innovative practices, alliances and collaborations to amplify the impact of our region's social sector

Sanford Institute of Philanthropy: www.sanfordinstituteofphilanthropy.org

The Sanford Institute of Philanthropy helps nonprofits to significantly increase their fundraising capabilities and the impact they have in their communities and society through a proven contemporary curriculum presented by world-class nonprofit leaders, best in class faculty, and renowned philanthropists.

Employment Training and Recruiting

Aerotek: www.aerotek.com

Over the past three decades they've built an unrivaled culture and their unique, people-focused approach yields competitive advantage for their clients and rewarding careers for their contractors. Today they serve virtually every major industry, and have placed exceptional people in hundreds of thousands of roles and positions. Everything they do is grounded in their guiding principles to build and nurture quality relationships that allow them to place quality people in quality jobs.

Art Career Café: <http://www.artcareercafe.com>

The Art Career Café connects nonprofit arts workers with employers who need qualified staff. No membership or browsing fees. Easy to use search engines. They will also send notifications when jobs that meet a client's search criteria are added to their list. As a community-minded, mission-driven career connection site for the artist, arts administrator, creative worker or consultant to the arts and culture sector we have real people curating your Café experience. This ensures that jobs are relevant to the public, nonprofit and private arts sectors and there is a live person to reach out to if anyone has any questions, comments or concerns.

The Art Career Café is an ever-evolving resource for arts job seekers and those who employ them. Over time the Café will continue to add features that will make job or employee searches easier,

provide employers with efficient human resources solutions and everyone with a friendly place to go during those difficult job and employee seeking times.

Job Corps: <http://www.jobcorps.gov>

Job Corps is a free education and training program that helps young people learn a career, earn a high school diploma or GED, and find and keep a good job. For eligible young people who are at least 16 years of age that qualify as low income, Job Corps provides the all-around skills needed to succeed in a career and in life.

Manpower San Diego: <http://www.manpowersandiego.com>

Manpower provides quality employment opportunities, training and workforce solutions. It has become San Diego's fourth-largest local for-profit employer, providing approximately 2,500 jobs daily through its six countywide branches. As a locally owned and operated company, we're delighted to support our communities with employment opportunities; providing individuals not only jobs, but also opportunities for skills training and assessment, and offering companies innovative workforce solutions in staffing, including temporary, temporary-to-permanent, permanent placement, payroll and HR consulting services.

San Diego Workforce Partnership: <http://workforce.org/>

The San Diego Workforce Partnership funds job training programs that empower job seekers to meet the current and future workforce needs of employers in San Diego County. SDWP is the local Workforce Development Board, designated by the City and County of San Diego.

Industry Association and Certification Trainings

Network for Social Work Management: <https://socialworkmanager.org/>

The Network for Social Work Management is an international organization focused on strengthening and advancing social work management within health and human services. The Network is a membership organization for social workers and human services professionals, working at all levels of management, across a broad and diverse range of organizations. We provide our members a platform to communicate, collaborate and encourage one another to grow within their professional careers.

Rising Arts Leadership: <http://www.risingartsleadersofsandiego.org>

Rising Arts Leaders San Diego (RALSD) strives to provide programming and resources to emerging arts and culture administrators to build their leadership skills, improve their professional competence, enhance their career progression and keep abreast of new developments in the field.

County of San Diego Health and Human Services webinars:

<http://www.sandiegocounty.gov/hhsa/webinars/>

A variety of webinars focused on health and human service topics

Society for Human Resources Management: <https://www.shrm.org/>

The Society for Human Resource Management (SHRM) is the world's largest HR professional society, representing 285,000 members in more than 165 countries. For nearly seven decades, the Society has been the leading provider of resources serving the needs of HR professionals and advancing the practice of human resource management. SHRM has more than 575 affiliated chapters within the United States and subsidiary offices in China, India and United Arab Emirates.

California Head Start Association: <http://caheadstart.org>

The California Head Start Association is the unified voice providing leadership and advocacy for the Head Start community.

San Diego Education Association: <http://www.sdea.net>

This union represents more than 7,000 educators spanning grades pre-kindergarten through 12 in the San Diego Unified School District. SDEA is the second largest education union in California, and is affiliated with the California Teachers Association, the National Education Association and the AFL-CIO. SDEA organizes, advocates, and bargains to support public education.

San Diego County Office of Education: www.sdcoe.net

The San Diego County Office of Education (SDCOE) serves the county's most vulnerable students, and supports school leaders, teachers, and students across the county. They support nearly 780 schools and more than 500,000 students, including the nearly 10,000 children educated each year through the Momentum Learning portfolio of schools (formerly known as Juvenile Court and Community Schools). SDCOE provides a variety of services for the 42 school districts, 124 charter schools, and five community college districts in the county.

Other Tools and Opportunities

LEAD San Diego: <http://leadsandiego.org/>

With more than 35 years of excellence, LEAD San Diego is the only organization in the San Diego/Northern Baja California region solely dedicated to developing civically engaged leaders. LEAD serves as a catalyst by educating, engaging and mobilizing an ever-growing network of informed, capable individuals who take action to effect positive, lasting change in our region.

[LEAD's programs](#) are strategically designed for professionals ranging from entry- and mid-level managers to C-level and senior executives. LEAD helps program participants expand their skills, enhance their understanding of salient civic issues and leverage their connections and knowledge for our region's greater good.

Lynda.com: www.lynda.com

Lynda.com is a leading online learning platform that helps anyone learn business, software, technology and creative skills to achieve personal and professional goals. Through individual, corporate, academic and government subscriptions, members have access to the Lynda.com video library of engaging, top-quality courses taught by recognized industry experts.

For 20 years, Lynda.com has helped students, leaders, IT and design pros, project managers—anyone in any role—develop software, creative, and business skills. Now part of LinkedIn, Lynda.com serves more than 10,000 organizations. With tutorials in five languages, Lynda.com is a global platform for success.

Healthy Works San Diego - Resident Leadership Academy: <http://www.healthyworks.org/resident-leadership-academy>

The Resident Leadership Academy empowers residents in San Diego County communities to improved quality of life in neighborhoods, with changes promoting physical activity and healthy food choices.

The RLA instills commitment to make positive changes at the neighborhood level, increasing the quality of life for all residents in these initial pilot communities: Oceanside, National City, Lemon Grove and Southeast San Diego.

The long-term plan involves empowerment of community members throughout San Diego County, the state and the nation, using a community-training curriculum, training manual and broad public outreach. The Resident Leadership Academy is a true investment in human capital within commonly overlooked neighborhoods that in the past have not been viewed as government priorities. These communities are now provided the opportunity to build leadership capacity and create positive changes in their neighborhoods.

RI International: <https://riinternational.com/our-services/california/san-diego-home>

Opening its doors in California in early 2007, RI International provides recovery-based services to adults with co-occurring mental health and substance use challenges. RI International also conducts workshops on mental health recovery principles and practices and how to implement them throughout your organization. Headquartered in San Diego, RI International – California is a peer-run non-profit organization.

Skill Path: <http://www.skillpath.com>

Over the years, SkillPath has grown to become the premier provider of business training in the United States, Canada and Australia. When they launched the company in 1989, they offered 82 seminars. Today they deliver more than 20,000 “how-to” sessions to over 500,000 people in 450 cities.

Strengths Finder: www.gallupstrengthscenter.com

For decades, the Clifton StrengthsFinder assessment has helped people excel. From top business executives and managers to salespeople, nurses, teachers, students, pastors, and others, millions of people have realized the benefits of leading with their strengths.

APPENDIX A: HOW NONPROFIT SECTORS ARE DEFINED IN THIS REPORT

The 501(c)(3) nonprofits discussed in this report are categorized into distinct organizational types or sub-sectors using the National Taxonomy of Exempt Entities Core Codes (NTEE-CC) developed by the National Center for Charitable Statistics (NCCS) and the Internal Revenue Service (IRS). What follows is a list of the major sub-sectors presented in this report and examples of organizations that are typically found within each sub-sector.

Arts, Culture and Humanities (NTEE = A)

Includes: organizations whose primary purpose is to promote appreciation for and enjoyment and understanding of the visual, performing, folk, and media arts; the humanities (archaeology, art history, modern and classical languages, philosophy, ethics, theology, comparative religion); history and historical events; and/or communications (film, video, publishing, journalism, radio, television). Also includes museums and halls of fame of all types (e.g. science, sport, children's and other specialty museums); historic preservation programs; organizations that provide services to artists, performers, entertainers, writers, or humanities scholars; programs which promote ethnic and cultural history and expression; art and performing art schools, centers, and studios; historical societies; and genealogical or heredity-based organizations (e.g., Sons of the Revolution, Daughters of the Confederacy).

Does not include: cultural exchange programs (see "International"); libraries, archives and reading programs (see "All Other Education"); botanical gardens and nature centers (see "Energy and Environment"); or zoos (see "Agriculture and Animals").

Higher Education (NTEE = B4, B5)

Includes: two-year colleges, undergraduate colleges, universities, and graduate & professional schools.

Does not include: vocational and technical schools, or institutions outside the formal system of regular schools, colleges, universities and technical/trade schools that provide opportunities for adults to develop basic learning and communication skills, complete their high school education, expand their knowledge in a particular field or discipline, or develop skills in a new area of interest (see "All Other Education").

All Other Education (NTEE = B (other than B4 and B5))

Includes: all education-related organizations other than higher education, such as pre-K and K-12; vocational and technical schools; before and after school programs; testing and other student services; PTA, boosters, and other supporting organizations; scholarship funds; and fraternity, faculty and alumni organizations. Also includes libraries and archives of all types (including university, law and medical libraries and archives).

Environment and Animal Related (NTEE = C, D)

Includes: organizations that are involved in pollution control and abatement; conservation and development of energy and natural resources; control or elimination of hazardous or toxic substances including pesticides; solid waste management; urban beautification and open spaces development; environmental education and outdoor survival; and botanical gardens and horticultural societies. Also includes: animal protection & welfare; wildlife preservation & protection; protection of endangered species; bird sanctuaries; fisheries resources; wildlife sanctuaries; veterinary services; zoos & aquariums; and animal training and other services.

Does not include: programs that focus on the protection and preservation of farmlands or soil; water conservation for agricultural and food production purposes; and organizations that develop and maintain recreational parks (see "Human Services").

Hospitals (NTEE = E2)

Includes: hospitals, community health systems, general hospitals and specialty hospitals.

All Other Health (NTEE = E (other than E2), F, G, H)

Includes: all forms of health-related organizations and services other than hospitals.

Human Services (NTEE = I, J, K, L, M, N, O, P)

Includes: crime & legal-related; employment; food and nutrition programs; housing & shelter; public safety, disaster preparedness & relief; parks, recreation & sports; youth development; children & youth services; family services; personal social services; emergency assistance; residential care & adult day programs; support centers; and all other types of human service organizations. Also includes: food production; agricultural and livestock programs; farmland preservation; and farm-related activities.

International (NTEE = Q)

Includes: organizations and programs whose primary purpose is to provide services or other forms of support to increase mutual understanding across countries, encourage social, economic, or political development outside of the U.S., and/or impact national, multilateral, or international policies on international issues. Includes all forms of international cultural and academic exchange; international aid & relief; international development & support (e.g. agricultural, technical, economic, health, educational, and democracy & civil society development); global health, environment, population & sustainability; national and international security & peace; foreign affairs and policy; globalization; economic & trade policy; and international human rights, migration & refugee issues.

Public, Societal and Mutual Benefit (NTEE = R, S, T, U, V, W, Y)

Includes: civil rights, social action & advocacy; community improvement & capacity building; community alliances and coalitions; service lodges and clubs; fraternal societies; employment benefit and insurance funds; business development and trade associations; philanthropy, voluntarism & grantmaking foundations; science & technology institutes and societies; social sciences; and other forms of public, societal and mutual benefit.

Religion Related (NTEE = X)

Includes: all organizations and programs dedicated to forms of religion, faith and spirituality operating within the United States and in foreign countries.

Does not include: organizations with religious affiliations whose primary purpose and programs are found in other categories, for example religious schools (see "Higher Education" or "Other Education"); faith-based health service organizations (see "Hospitals" or "All Other Health"); faith-based human services, including religious youth organizations and bible camps (see "Human Services"); and religious community foundations (see "Public, Societal and Mutual Benefit").

**Table 7: National Taxonomy of Exempt Entities (NTEE)
Major Classification Categories**

Major NTEE Category	Description
A	Arts, Culture & Humanities
B	Education
C	Environment
D	Animal Related
E	Health Care
F	Mental Health & Crisis Intervention
G	Voluntary Health Associations & Medical Disciplines
H	Medical Research
I	Crime & Legal Related
J	Employment
K	Food, Agriculture & Nutrition
L	Housing & Shelter
M	Public Safety, Disaster Preparedness & Relief
N	Recreation & Sports
O	Youth Development
P	Human Services
Q	International, Foreign Affairs & National Security
R	Civil Rights, Social Action & Advocacy
S	Community Improvement & Capacity Building
T	Philanthropy, Voluntarism & Grantmaking Foundations
U	Science & Technology
V	Social Science
W	Public & Societal Benefit
X	Religion Related
Y	Mutual & Membership Benefit
Z	Unknown/Unclassified

Data Source: National Center of Charitable Statistics (nccs.urban.org/classification/national-taxonomy-exempt-entities)

APPENDIX B: METHODOLOGY

Since its founding in 2005, The Nonprofit Institute (NPI) at the University of San Diego has produced regular research reports documenting the size, scope, major activities, and economic impact of the nonprofit sector in San Diego County and California. The San Diego Workforce Partnership (SDWP) commissioned NPI to conduct the research for this study *Nonprofit Sector: Employment Trends and Career Opportunities*. Working collaboratively with SDWP, the NPI research team collected and analyzed a variety of primary and secondary data sources to produce the final report.

Primary Data Sources

Interviews

In-person interviews were conducted with 31 nonprofit organizations in San Diego County. The interviews were focused on questions related to employee recruitment, retention, and training as well as barriers to employment. Participant organizations were selected to best represent the San Diego County nonprofit sector and included nonprofits with missions focused on arts and culture, social services, environment, animal welfare, education, and philanthropy. Hospitals and higher education institutions such as private colleges and universities were not included in this part of the study given their unique organizational structure. Individuals interviewed for the study were either the Executive Director, Chief Operating Officer, Human Resources Director, or other senior human resource personnel. Additionally, two professional recruiters who specialize in nonprofit job placement and executive transition were also interviewed. Twenty-seven of the interviews were conducted in person and three were conducted by phone. The interviews lasted between 30 and 45 minutes each.

Organizations that participated in the interviews include:

1. 2-1-1 San Diego
2. Arts for Learning San Diego
3. Blair Search Partners
4. Bob Beatty & Co.
5. Center for Community Solutions
6. Center for Sustainable Energy
7. CYT (Christian Youth Theatre)
8. Coronado Schools Foundation
9. Dreams for Change
10. ECS (Episcopal Community Services)
11. Employment and Community Options
12. Fleet Science Center
13. Girl Scouts San Diego
14. Goodwill San Diego County
15. I Love a Clean San Diego
16. International Community Foundation
17. Jacobs & Cushman San Diego Food Bank
18. Jewish Family Services of San Diego
19. MAAC (Metropolitan Area Advisory Committee)
20. Mama's Kitchen
21. North County Lifeline
22. Pat Libby Consulting

23. Rancho Santa Fe Foundation
24. Ronald McDonald House Charities of San Diego, Inc.
25. The San Diego Foundation
26. San Diego Humane Society
27. San Diego Zoo Global
28. SAY (Social Advocates for Youth) San Diego
29. The Salvation Army Sierra Del Mar Division
30. United Cerebral Palsy of San Diego
31. United Way of San Diego County

Interview Protocol

Each interview began with an introduction of the project, its purpose and how the results would be reported. The next portion of the protocol provided the participant with information about the types of questions that would be asked and allowed time for any questions about the project before the interview commenced. A total of 27 questions were asked within the four areas as mentioned previously.

Online Survey

Initial findings from the interviews guided the development of an online survey. A full copy of the survey instrument is available on request.

Online Survey Content

The survey consisted of 39 questions that included 108 self-report items categorized according to current and future workforce needs related to recruitment, retention, training and barriers. Additional questions focused on in-demand jobs, skills and demographic information in order to describe the sample. Questions were created based on previous assessment tools developed by NPI, nonprofit practitioners and the academic literature focused on nonprofit employment research. Respondents were provided with a variety of response options including multiple choice, yes/no, open-end, and Likert-type scales (e.g. strongly disagree to strongly agree).

Online Survey Limitations

Note that while the survey results are valuable and the first of their kind in the San Diego region, they are based only on the organizations that participated and do not capture the entire population of nonprofit organizations throughout San Diego County. Furthermore, the results are based on self-reported feedback, and some questions were subjective in nature and open to interpretation.

Online Survey Distribution

NPI distributed the survey electronically using Survey Monkey, an online survey software. The survey was in the field for approximately two weeks during May and June of 2017. The survey was sent to nonprofit organizations as identified by NPI and forwarded on to other networks through NPI's partner organizations. Survey instructions asked that a senior leader of the organization complete the survey on behalf of their organization. To determine survey eligibility, nonprofit organizations were asked if they were located in San Diego County or if they had two or more full time or part time paid employees. Organizations who failed to meet these criteria were automatically exited from the survey. The chance to win one of three free admissions to the San Diego Nonprofit Institute's Annual Governance Symposium (\$100 value each) was offered as incentive for completing the survey. A total of 617 surveys were submitted with 231 unduplicated surveys useable for analysis.

Secondary Data Sources

Nonprofit Employment Data

Sources of nonprofit employment data for San Diego County California were the California Employment Development Department (EDD) Bureau of Labor Statistics Quarterly Census of Employment and Wages (QCEW), developed through a cooperative program between the states and the U.S. Bureau of Labor Statistics; and the Internal Revenue Service (IRS) Exempt Organization Division "Business Master File" listings of 501(c) exempt organizations (BMF).

A total of 15,300 501(c)(3) public charities and private foundations (i.e. nonprofit organizations) registered in San Diego County were identified from a series of 46 monthly IRS BMF extracts (between August 2010 and April 2017) and categorized by nonprofit sub-sector according to NTEE classification codes (see Appendix A). From this sample, the EDD provided employment data summarized by employer size (number of paid employees) and by NTEE sub-sector for more than 2,500 organizations that reported quarterly wage information between 2011 1st quarter through 2015 4th quarter (most recent period available as of June 2017). Every level of summary EDD data used in this report represents at least 3 or more employer organizations, and no single employer may represent 80 percent or more of total employment within each summary level.

Nonprofit Financial and Major Employer Data

Sources of circa fiscal year 2016 revenue and asset financial and Form W-3 "Transmittal of Wage and Tax Statement" information used in this report were IRS Statistics of Income (SOI) "Revenue Transaction File" (RTF) extracts of Form 990, 990-EZ, and 990-PF returns processed during 2014–2016; and IRS electronic (E-File) Form 990 return extracts, tax form years 2015–2016.

State of Nonprofits Quarterly Index

In 2007, the University of San Diego's Nonprofit Institute launched its signature State of Nonprofits Quarterly Index. The only index of its kind, the SONP quarterly index tracks seven major indicators of economic health in the nonprofit sector including volunteering, giving, a demand for services, public confidence in local nonprofits and nonprofit job posting. The quarterly findings are rolled up and presented in annual reports.

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