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Leadership

Developing the Developers

**Fisher-Bernstein Institute
for Jewish Philanthropy and
Leadership**

At the Maurice and
Marilyn Cohen Center for
Modern Jewish Studies

Amy L. Sales
Nicole Samuel

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Institute for Jewish Philanthropy
and Leadership**

The Fisher-Bernstein Institute for Jewish Philanthropy and Leadership was established at Brandeis University in 1997 by a gift from the late Max M. Fisher. Through research and educational programming, the institute addresses pressing questions related to fundraising, philanthropy, and leadership in the American Jewish community.

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Developing the Developers

Amy L. Sales and Nicole Samuel

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Introduction

Development professionals are key and unique to the nonprofit sector. They carry responsibility for a significant portion of their organization's income, and they play an essential connecting role in the larger philanthropic system. Indeed, the fulfillment of societal purposes depends on fundraisers linking donors and philanthropies with agencies and activists (Payton, Russo, & Tempel, 1991).

This premise is no less true in the Jewish community. The strength of the Jewish communal enterprise depends in part on its financial health, which, in turn, increasingly depends on the expertise of fundraisers and financial resource development (FRD) professionals. Jewish teaching praises this role. It is said that “those who lead the many to righteousness (*tzedakah*) will be like the stars forever and ever” (Daniel 12:3).

Evidence strongly suggests, however, that the fundraising profession—with its high rates of burnout, turnover, and new hires—is one of the most troubled arenas in the Jewish community. Stories abound of federations, agencies, organizations, and synagogues that are unable

to fill development positions or that hire ill-prepared candidates to play the role of development professional. Some organizations report that they cannot even find a headhunter to help with their search so sparse is the field of potential candidates and so high the competition for talent.

Developing the Developers is concerned with the sources of these difficulties and actions that might remedy the situation. One of its goals is to document and analyze the fundraiser shortage, both in the Jewish community and in the nonprofit sector more broadly. A second goal is to understand the strategic thinking of those who have recognized the problem and begun to tackle it.

Method

The study is based on an extensive literature review and on interviews with over 120 individuals knowledgeable about the field.

It began in 2005 with telephone interviews with a select group of experts, who validated the existence of the fundraiser problem, generated hypotheses about its causes, and identified

sources of information for testing these hypotheses. This stage also included an analysis of transcriptions of conversations with FRD professionals who were interviewed as part of the Jewish sector workforce study, the most recent and comprehensive look at recruitment and retention issues in the Jewish community (Kelner, Rabkin, Saxe, & Sheingold, 2005).¹ In addition, a thorough search was conducted of book catalogues and article databases, including all those concerned with fundraising, nonprofit management, and philanthropy as well as those devoted to healthcare, arts, and higher education administration. The search includes all material published between January 1990 and January 2007.

The second stage (April-May 2005) was an intensive job search. Twenty-one on-line sources (metropolitan newspapers, *The Chronicle of Philanthropy*, and employment websites) were perused on a regular basis for any job listing in the Jewish sector that included fundraising in its description. The search yielded 107 openings. Interviews with the person listing the job yielded detailed information about 83 of the positions as well as information about the comparative difficulty of hiring for development positions and about development personnel career trajectories.

The final stage, the search for solutions, entailed interviews with 40 top professionals, all stakeholders with a vested interest in the future of the development profession. Interviewees were selected from diverse areas and included Jewish federation, agency, and organization executives; executives in general nonprofit organizations; and

the heads of university programs that train fundraisers for nonprofit work. Interviewees were asked how they were thinking about the shortage of qualified development professionals and what action, if any, they were contemplating or were taking.

In the aggregate, the results of our inquiry describe the fundraiser problem and explain its intractability. The study also points to steps that could be taken to strengthen the development profession within the Jewish community and potentially alleviate some of the current need. The first section of this report, *Problem Definition*, examines factors on the supply and demand sides of the equation and considers the quality of work life issues that affect the recruitment and retention of development professionals. The second section, *Search for Solutions*, explains the difficulty of solving the problem but also presents noteworthy strategic interventions and possibilities for future action within the Jewish sector.

Problem Definition

The dearth of development professionals—both generally and in the Jewish sector—is best understood as a supply-and-demand problem, with pressure coming from both sides. Recent years have seen an increase in the demand for professional staff as well as persistent shortcomings in the quality and quantity of the candidate pool. Beyond these supply and demand factors is the question of the quality of work life for development professionals.

Demand Side Factors

Four key factors have exacerbated the demand side of the equation: the growing number of nonprofits, increased need for dollars, increased reliance on professionals, and high rates of turnover. There is every reason to believe that these factors will continue to affect the demand for development professionals through the next decade.

Growing Number of Nonprofits

The economic boom of the 1990s led to the growth of new charities and the commensurate demand for more development professionals. Between 1993 and 2002, the number of nonprofits in the United States increased nearly 58%, a growth rate double that of the for-profit business sector (Grossnickle & Aldrich, 2004; Herbst, 2005; Independent Sector, 2007). Charitable nonprofits in the United States are now estimated to number over 1.35 million, plus approximately 350,000 congregations (AAFRC Trust for Philanthropy, 2006; Independent Sector, 2007). These organizations form an increasingly important economic sector. They account for 10% of the U.S. economy, employ almost 10% of the workforce, and utilize more than 100 million volunteers (Nonprofit Academic Centers Council [NACC], 2004). The total combined assets of public charities and private foundations are estimated at \$3 trillion (Independent Sector, 2007). Given the American penchant for creating community organizations in

response to needs, the number of nonprofits is not likely to decrease any time soon (“Fundraising Competition Increases,” 2005).

In addition, sub-sectors that previously did not employ fundraisers have now moved to do so. For example, just over one-fourth of the nation’s 15,000 school districts have hired professional fundraisers or established private fundraising foundations.

Fueled by these trends, competition for fundraisers is intense among nonprofits in the United States. In addition, competition increasingly comes from overseas. In the education sub-sector, for one, British colleges and universities are “poaching” development talent from the United States to support their own fledgling fundraising efforts (Strout, 2005). As other countries follow the pattern of American nonprofits, the global demand for fundraisers will likely grow.

In the Jewish sector. The Jewish sector, too, has seen growth in the number of communal organizations and a commensurate increase in competition for fundraising expertise. An estimate of the scope of the national infrastructure is possible using the organization directory produced each year by the *American Jewish Year Book*. A comparison of lists from the early 1990s and the early 2000s shows about a 7% growth rate. Such information is not available for local Jewish nonprofits, although growth in the number of local organizations is certain.

Several factors account for the emergence of new organizations in the Jewish sector, particularly at the local level. For one, there have been shifts in Jewish behaviors that have resulted in the building

of new institutions. Notably among these is the increase in the number of Jewish families sending their children to day school. Between the 1960s and the 1990s, the day school population tripled (Wertheimer, 1999) and it has continued to grow in the new decade. In the 2003–04 school year, for example, there were over 200,000 students enrolled in Jewish day schools, an 11% increase over five years earlier. Along with the increase in population has been significant growth of and investment in schools. Most reports put the number of day schools at 800 or more, a substantial increase over earlier years (Schick, 2005).

As well, new niche organizations are springing up, many the product of a young generation of Jews finding their own way into Jewish life. 21/64 (2006) has assembled a list of “the more exciting new expressions of Jewish life in America.” Vetted by colleagues and foundation professionals and evaluated along the criteria of innovation, impact, leadership, and organizational effectiveness, the list contains 50 organizations—most small, many local, and all with diverse missions and agendas. Thirty-nine of these organizations were founded after 1995.

The appearance of new organizations is also a result of shifts in the Jewish population. Starting in the 1950s and continuing through the 1990s, Jews moved out centrifugally from densely Jewish neighborhoods in the metropolitan center to the suburbs and exurbs (e.g., Fowler, 1977; Israel, 1997; Saxe et al., 2006). Nationwide there is movement away from mature Jewish population centers to emerging Jewish communities of first and second homeowners, mainly in the West and South (United Jewish Communities [UJC], 2003,

2004). Institutional infrastructure with professional management—including FRD—follows such population migrations.

Increased Need for Dollars

Organizational growth, rising operational costs, and cuts in government funding mean that nonprofits have to raise increasing amounts of money. This situation places enormous stress on the system. In higher education, to take just one sub-sector, taxpayer support for public colleges is diminishing; billion-dollar capital campaigns are becoming more prevalent; and the competition for philanthropic dollars is at an all-time high (Strout, 2005).

Government monies account for close to one-third of charitable revenues. However, based on federal budget proposals and other estimates of federal spending, government grants to charities are predicted to decline by more than 11% in the next five years. Federal spending on social programs that reduce the demand on charities is also likely to decline significantly. These declines will leave nonprofit organizations with increased demand for services and with reduced revenues. Those that currently receive substantial federal monies (e.g., public schools, health clinics, parks, museums) will need to seek more financial support from private sources (Abramson, Salamon, & Russell, 2006).

In order to remain competitive, many organizations are changing their fundraising approach, relying less on mass solicitations through direct mail or telemarketing campaigns and more on targeted approaches to specific audiences. In order to implement these more targeted strategies, some

are hiring more fundraisers. For example, in 2003 the American Cancer Society hired more than 50 new staff members to be responsible for obtaining gifts of \$100,000 or more (Hall, Kerkman, Moore, Wallace, & Wolverton, 2004). This is just one example of how the need to raise more money increases pressure on the demand side of the equation.

In the Jewish sector. The Jewish sector is subject to these same pressures. Jewish social service agencies depend on government grants in the same way that any other such agencies do and suffer the same shortfalls with cuts in government spending.

One possible countervailing trend is faith-based initiatives. These, however, have not as yet made much difference. In 2003, the only year for which information has been made available, grants totaling barely \$60 million were made to Jewish organizations in 16 states and the District of Columbia. Most of these were for early childhood, family, children, and vocational services.² Some in the Jewish community are opposed to these grants, seeing them as a threat to church-state separation. It is therefore not clear how much the Jewish sector will use them to ease the fundraising burden (Berger, 2005).

Beginning early in the 20th century, local Jewish communities created Jewish federations, a centralized system for raising funds and for allocating monies to constituent social welfare, advocacy, educational, and cultural institutions. Recent times have seen a shift in federation funding, away from core operating support toward targeted grant giving (“New Priorities for UJA-Federation,” 2005). As a result, federations

have more flexibility to fund priority areas and emerging needs, but many agencies that previously did not need an in-house development function now find themselves looking to hire a professional fundraiser.

At the same time, Jewish federations have been redesigning their approach to fundraising, shifting emphasis from the traditional annual campaign to endowment funds. At the present time, federations and community foundations raise approximately \$1 billion in revenue over and above the annual campaign. To capitalize on this shift, federations will need to move toward a more integrated FRD approach and hire professionals able to work with a variety of income streams and instruments (UJC, 2004).

Increased Reliance on Professionals

In the 1970s, nonprofits began to recognize the need for specialized expertise. Accordingly, they increasingly professionalized and embraced business methods and professional management (Bloland & Tempel, 2004). Fundraising followed suit. Given the technical complexity of FRD management, this trend is not likely to reverse.

Data suggest that at least half of the nonprofit organizations in the United States now rely on professional staff to raise money. A survey of over 1,500 American nonprofit groups concluded that, over the past 20 years, development professionals have become a significant part of the nonprofit workforce and of the top management of many nonprofit organizations (Hager, Rooney, & Pollak, 2002).³ Of the nonprofits studied, 55% have dedicated development staff (whether fulltime, part-time, or hired consultant); 45% do not.

Fundraising staff were previously found only in the largest organizations, but today they are found in nonprofit organizations of all sizes and in all sub-sectors (education, human services, health, public benefit, and the arts).

Nonprofits with no development staff carry out their fundraising by means of external entities and/or internal operations. External entities, from which over half of these organizations receive contributions, include federated campaigns, parent organizations, “friends of” organizations, or professional fundraising firms (Hager, et al., 2002). This arrangement, it should be noted, does not eliminate the need for fundraising professionals but merely shifts the locus from one organization to another. Internal operations include the efforts of executive directors, volunteers, and board members. Despite the current best practices axiom that fundraising is everyone’s job, Hager et al. found that only 3% of the executive directors spend the majority of their time on fundraising. About 53% spend less than half of their time on fundraising, and 44% spend no time on fundraising.

Three-quarters of the organizations in the Hager et al. study use volunteers for fundraising. Results of the volunteer effort vary considerably, from the 27% of nonprofits in which volunteers are responsible for none of the funds raised by the organization to the 11% in which they are responsible for all of the funds raised. Given these results, it is clear that for most organizations, the mobilization of volunteers does not eliminate the need for professional fundraisers.

On average, organizations with professional development staff are more likely to have the

executive director, volunteers, and/or board members involved actively in fundraising (Hager, et al., 2002). Perhaps professional staff serve to marshal the human resources of the organization behind the fundraising effort. Or possibly the mere hiring of professional staff sends the message that fundraising is important to the organization. Either explanation could add impetus to the hiring of development staff and contribute to increases in demand.

In the Jewish sector. More Jewish organizations are coming to realize that their future potential is limited by a singular reliance on allocations from federation and/or dues and tuition from members. As a result, there is increasing competition for development professionals among Jewish community centers, day schools, synagogues, and Hillels—to name just some of the institutions that have recently entered the fundraising arena (Edell, 2002). Hillel: The Foundation for Jewish Campus Life, is a case in point. For the first 70 years of its existence, Hillel had no development director. In the early 1990s, the organization was spun off from B'nai B'rith, its host organization and long-time supporter. Faced with the need to raise the majority of its funding on its own, the new Hillel made its first fulltime hire—a national director of fundraising. This individual, in turn, began to train Hillel's 250 affiliates in the ways of fundraising, and many of these local units now have development professionals on staff (Rosen, 2006).

Turnover

The fourth factor contributing to the demand for fundraisers is turnover. The growth of the field and the increasing opportunities available in new

organizations have created a high demand for experienced professionals (Tempel & Duronio, 1997). High demand has, in turn, led to sustained, high turnover rates. The most recently calculated average rate is 27% (Association of Fundraising Professionals [AFP], 2006).

The latest AFP survey asked respondents about their future intentions. About 56% said they plan to stay in their present position indefinitely; 15% would like to move into a higher management position. Another 12% would like to move to a different fundraising organization, and 3% want to leave fundraising for a different field (AFP, 2006).⁴

The AFP survey sample has low reliability, and it is not possible to extrapolate from it to the field more generally. At best, its findings suggest that attrition in the field overall is low although individual organizations are likely to experience high turnover as a result of advancement and migration. Although it is not known how many are new positions (indicating expansion) and how many are replacement positions (indicating turnover), a search of *The Chronicle of Philanthropy* postings in June 2005 found that almost 100 organizations in the New York area alone were looking to fill various positions in fundraising (Herbst, 2005).

Turnover rates appear not to be driven by career dissatisfaction. The 2006 AFP survey showed 45% to be “very satisfied” with their fundraising career and another 39% to be “somewhat satisfied.” Only a few said it was “just okay” or expressed some level of dissatisfaction (10% and 6% respectively). Top reasons given for leaving a job were the pull of higher salary (37%) or career advancement opportunities (24%) or the push of frustration

with the work environment (27%) (AFP, 2006). Also cited were lack of recognition (16%) and unrealistic expectations (14%). These findings are corroborated by the compensation and benefits survey of the Council for Advancement and Support of Education (CASE). The CASE study found that development professionals in the education sub-sector most often leave their positions pulled by opportunities for career advancement and higher quality of life and pushed by inefficient staff and lack of appreciation (Strout, 2005).

Demand for fundraisers will also be fueled by the retirement of a large number of fundraisers over the next decade or so as the first baby boomers begin to turn 60 (Joslyn, 2002; Moore, 2005). Most recent survey data show that 25% of AFP members are 55 or older, and another 30% are between 45 and 55 years of age (AFP, 2006). Paul C. Light, Senior Fellow at the Brookings Institution, warns that subsequent generations—smaller in number and in higher demand as workers—will not necessarily turn immediately to nonprofit work (Joslyn, 2002). His prediction adds further urgency to the need to redress the shortage of qualified fundraisers.

In the Jewish sector. The overall job satisfaction of fundraisers in the Jewish sector is consistent with that of fundraisers more generally. About 45% of those surveyed for the Jewish sector workforce study said they were “very satisfied” with their jobs. An almost equal number said they were “somewhat” satisfied (Kelner et al., 2005).

The study found high turnover rates among FRD professionals:

- 40% had been in their current position one year or less, the highest rate of new hires of any job category in the Jewish sector.
- 56% had thought about leaving their jobs during the past two years, the highest intention to turn over of any job category. Of these, almost half had actively looked for another position.
- One-third of the active lookers considered work in another organization, mostly outside of the Jewish sector.
- Almost half of those working in FRD had been approached by other Jewish organizations with job offers in the past two years.

In terms of workload and burnout, 25% of the fundraisers surveyed strongly agreed that they sometimes feel they are getting burned out on the job, and another 33% somewhat agreed. This rate is higher than that of any other job category in the Jewish sector.

At the same time, fundraisers in the Jewish sector see great opportunity outside of their current organization and find little that holds them to their current situation (Table 1). Indeed, only one in five feels that the organization merits his/her loyalty.

Our own search in the Jewish sector, conducted in April and May of 2005, found 107 job openings nationwide. Of the 83 positions for which detailed information was obtained, three-quarters were replacement positions, and one-fourth were new positions in the organization. Turnover, reorganization, and expansion had created openings across the country and up and down the hierarchy (Table 2). About 85% of the employees

Table 1: What Holds FRD Professionals to their Positions/Organizations	Yes or Agree
Foresee advancement opportunities at other local Jewish organizations (+)	56%
Foresee advancement opportunities at non-local Jewish organizations	50%
Foresee promotion opportunities at current workplace (+)	38%
Too few career options outside the Jewish community to consider leaving	24%
Too few options outside current organization to consider leaving	8%
Enthusiastic about Jewish community work	51%
Feel responsibility to continue Jewish community work	39%
Current organization deserves loyalty (-)	20%
Would be very happy to spend rest of career at current organization	14%
(+) one of the highest rates among all job categories in the Jewish sector.	
(-) one of the lowest rates among all job categories in the Jewish sector.	

Table 2: Job Openings in the Jewish Sector (April-May 2005)	
<i>Region (n=107)</i>	
New York	21%
Northeast (excluding NY)	17%
South	31%
West and Southwest	27%
<i>Level in the Organization (n=46)</i>	
top position	22%
report directly to #1 person	28%
report to #2 person	24%
report to #3 or #4 person	26%

who were vacating positions were leaving the organization. Of these, about half were staying in the fundraising field; the other half were not. About one-third were staying in the Jewish sector in one capacity or another; two-thirds were not. We thus see both high rates of migration (leaving the organization for another) and high rates of attrition (leaving fundraising and/or Jewish communal work).

In terms of baby boomer retirements on the horizon, findings in the Jewish sector are brighter than those in the nonprofit sector in general. The mean age for development professionals in the Jewish sector is just over 40 years of age. It is, in fact, the youngest of any of the job categories studied (Kelner et al., 2005).

Supply Side Factors

Four factors affect the supply side of the employment equation: professional status, pathways in, education, and certification. All of these are linked to the fact that fundraising is a relatively young profession in what one writer referred to as its “awkward teenage years” (Strout, 2005).

Professional Status

Some say fundraising is a full-blown profession (Bloland, 2002). Others refer to it as an emerging profession (Bloland & Bornstein, 1991; Carbone, 1990; Duronio & Tempel, 1997). And still others say that it is not possible to know (Dean, 1995). Most recently, Bloland and Tempel (2004) finessed the issue by concluding that the concept is an ideal and, as such, no field ever fulfills all of the requirements of a profession. In any event, professionalizing is seen as a desideratum that will raise the status of the field and thereby increase its allure and help reverse personnel shortages.

Fundraising has faced particular difficulties in raising its status. Like any profession, it rests on respectability and trustworthiness. Fundraisers cannot raise money if the public does not trust them to be honest and to uphold a code of ethics. Yet asking for money, the essence of the field, has long been viewed as “dirty work.” Moreover, professions gain some of their respectability from the organizations in which they are located (e.g., an elite university or cultural institution). Fundraising faces an additional respectability challenge when it is located in a nonprofit that lacks the visibility, resources, and prestige of such institutions (Bloland & Tempel, 2004).

Professions have certain structures: theory and knowledge base, training, professional association, code of ethics, control over credentialing and practice, and so on. The importance placed on these elements fluctuates over time and it is, therefore, difficult to specify which deserve the field’s immediate attention in its attempts to professionalize (Bloland & Tempel, 2004).

In the Jewish sector. Fundraisers in the Jewish sector face a “double-whammy”—the low regard for fundraising plus the low regard for Jewish communal work, which has long been perceived as low status, particularly in the eyes of the laity (Edell, 2002; Kelner, Rabkin, Saxe, & Sheingold, 2004).

Pathways In

Until the 1980s, there were no formal educational programs directly geared to those seeking careers in fundraising. Entry into the development field was most commonly through work in another career, volunteer work, or happenstance, and not through intentional career decision and planning (Duronio & Tempel, 1997; Levy, 2004). Duronio and Tempel’s (1997) seminal study found few fundraisers (15%) who had worked only in fundraising. In other words, fundraising was a career that few chose coming out of college or graduate school.

Despite the emergence of educational programs, the low percentage still holds. The 2006 AFP survey found that 11% of fundraisers had come into the profession directly from school, with no intervening work or career. The others came from varied backgrounds, most often public

relations/marketing (17%), business (15%), and education (13%) (AFP, 2006). Fundraisers are thus not necessarily groomed for the job in the way that people in other professions are. They do not universally receive their initial preparation through an academic program, and there is no common course of study in preparation for their work.

In the Jewish sector. Pathways into fundraising in the Jewish sector have a distinctive quality. In order to end up in such a position, the prospective employee has to make three decisions: to work in the nonprofit sector, to work in development, and to work in the Jewish sector. There can easily be slippage at any of these decisions points.

Table 3 shows the main pathways by which people become FRD professionals in the Jewish sector (Kelner et al., 2005). Similar to the general findings reported above, the most common route is via another job or career.

One out of three development professionals did not see their first job in the Jewish sector to be “Jewish work.” Rather, they viewed it as work that “just happened” to be in a Jewish organization (Kelner et al., 2005). For the other two-thirds, however, work in the Jewish community was an intentional choice that was linked to their Jewish identities.

Many young people who are attracted into the field have participated extensively in Jewish activities, have already worked in the community during their high school years, and/or have been inspired by mentors in the community (Belzer, 2005; S.M. Cohen, 1995; Goodman, 2000; Raff, 2004; Rosov, 2003). Belzer, for example, surveyed young adults who were born between 1961 and 1981 and now work in Jewish organizations.⁵ She found that half actively chose Jewish jobs and half “fell into” them. Although they view their work somewhat differently, both groups have strong Jewish identities and previous Jewish involvement. Our reanalysis of preliminary data from the Jewish sector workforce study similarly found that almost all of the FRD professionals were drawn to Jewish communal service because of a personal Jewish experience or connection.

Our study of Jewish life on college campuses found that 6% of Jewish college students have considered a career in a Jewish organization such as a federation or a Jewish community center. The vast majority of these students (88%) participate, to one degree or another, in formal Jewish life on campus (Sales & Saxe, 2005).⁶ We do not know the percentage who have considered careers in fundraising although, logically, it is a fraction of the 6%.

Table 3: Pathways into FRD Work in the Jewish Sector

48%	came from professional experience in another setting (or, for a few, from homemaking).
24%	entered through part-time or summer work in high school and college (e.g., as camp counselor, religious school teacher, or youth group advisor) and continued ever since. A very small number had internships.
24%	came without any prior work experience.
4%	worked in the Jewish community; left to work outside of the Jewish sector; and have now returned to Jewish work.

Finally, it should be noted that 11% of the FRD professionals identified by the Jewish sector workforce study are not Jewish and, indeed, Kelner et al. (2005) raise the question of how much Judaic content is desirable in development work. They ask whether the emphasis of fundraising is on securing financial resources (a generic mission) or on building community (a specifically Jewish mission). Qualifications for the job and size of the applicant pool will depend on the answer.

Education

The development field has been slow to create a “professional pipeline” from which to draw talent (Chobot, 2004; Strout, 2005). Until recently, the only mechanisms for imparting requisite fundraising skills were on-the-job training and mentoring (Castelli, 1995; Marion, 1997).

A national study of fundraisers, conducted several years ago, found that three-quarters had learned fundraising on the job; fewer than 10% had learned through formal education. The fundraisers surveyed placed formal education near the bottom of the list of best ways for others to learn to be fundraisers, but they ranked it #1 in terms of improvements needed in the field. “Formal education” included the promotion of degree programs; education for executives, board members, and volunteers; and improved quality of and access to professional development and training programs (Duronio & Tempel, 1997).

A number of fundraising degree programs have been established in the past decade and, over time, are likely to affect pathways into the field. It is estimated that over 240 institutions now offer credit programs in nonprofit management or

fundraising. In addition, close to 100 colleges and universities offer graduate-level degree programs in these fields, a five-fold increase over the past decade (Marion, 1997; Mirabella & Wish, 2001; Moore, 2005; NACC, 2004). The various graduate degrees offered include MBA, MPA, and MSW, in addition to master’s degrees in policy studies, philanthropy and development, organizational management, and fundraising management. An analysis of courses taught in 88 of these programs indicates that 13% of all courses in the curricula are focused on fundraising, marketing and public relations. Another 4% concern philanthropy and the third sector (Mirabella & Wish, 2001).

The number of academic programs offering credentials specific to fundraising is significantly more limited. Our search, which focused exclusively on fundraiser training, identified 31 programs: five offer a degree in philanthropy and development; nine offer a joint or dual degree in Jewish communal service and nonprofit management (with at least one course in fundraising); and seventeen offer a certificate in fundraising.

In order to help professionals sort through the plethora of offerings, the Association of Fundraising Professionals recently launched its Career Planner tool. The tool includes a self-assessment test for identifying professional development needs, a database of educational offerings that could help fulfill these needs, and a planning tool for monitoring progress toward career goals.

It is difficult to assess the relative merit of these options: (1) no advanced education, (2) a master’s

degree with some coursework in fundraising, (3) a degree in fundraising, (4) a certificate in fundraising, or (5) a degree in fundraising and Jewish work. To date, no research has evaluated the impact of different types of training on career choices, performance, and achievement. Academic program designers argue that there is a specialized body of knowledge that needs to be transmitted and that the advanced degree programs will contribute positively to the maturing of the field and to its status. Although the agency executives that we interviewed might believe that higher education is generally important for development professionals, they do not believe that higher education in fundraising is necessary. Indeed, several of them scoffed at the idea. The major identifiable beneficiary of the fundraising degree appears not to be the organization but the individual, who can get a higher level position or command a higher salary with his/her degree.

In the Jewish sector. FRD professionals are college educated, as are most other workers in the Jewish community. But, compared with workers in other job categories, they are among the least likely to hold advanced degrees (Kelner et al., 2005).

In our study of job postings in spring 2005, we gathered information on 37 development positions in Jewish organizations that had recently been filled. Of the new hires, three had advanced training in fundraising and/or non-profit management. The other 34 came from diverse backgrounds with little or no connection to the professional management of charitable and fundraising organizations.

Our reanalysis of exploratory data from the Jewish sector workforce study found near consensus that business administration and marketing are the most valuable degrees for Jewish communal work (as compared with a master's degree in social work or in Jewish communal service). In addition to the knowledge base it provides, some believe that these degrees garner more respect in the community.

Many feel that a degree in Jewish communal service is not necessary as knowledge of the Jewish community is readily obtained on the job. They do, however, consider on-the-job training invaluable. All of the FRD interviewees in the exploratory study reported that lessons they learned from a supervisor, mentor, or predecessor were critical to their success. Importantly, none mentioned continuing education as a valuable personal or professional experience.

Certification

Professionalizing of the field and, to some extent, the growth of educational opportunities have also been furthered by the creation of a certification process. This process was originally needed to justify fundraising as a profession and to forestall the possibility of licensure requirements being instituted by states (Chobot, 2004).

Fundraising certification has been in existence since the mid-1980s. The current system dates from 1996, when the Association of Healthcare Philanthropy (AHP) and the NSFRE (now AFP) merged their programs. Some 4,500 fundraisers hold either baseline or advanced certification⁷ (Chobot, 2004), a fraction of the tens of thousands of professionals in the field.

The value of these credentials is debatable. On the one hand, many fundraising executives do not believe certification is necessary for a successful fundraising career (Whelan, 2003). Bloland and Tempel (2004) suggest that executives do not value certification more because the process emphasizes the technical side of fundraising (i.e., experience, classes, examination, career achievements) and slights the social side (ethical behavior, commitment to the institution's mission, concern for stakeholders' and society's interests, etc.). Moreover, employers are slow to recognize or require certification in their hiring practices. And there is no evidence that donors have more confidence in or comfort with professionals who are certified than those who are not (Bloland & Tempel, 2004; Castelli, 1995; Chobot, 2004). Some conclude that credentialing is not useful and that its impact is minimal (Carbone, 1997). There are no data to either support or deny these claims.

On the other hand, data do show a correlation between certification and salary levels. On average, those with no certification are paid \$75,000 a year versus \$85,000 for those with a basic certification, and \$111,000 for those with advanced certification (Brown, Healey, Maehara, & Williams, 2005). It appears that certification may lend some advantage to those who hold it by signaling a higher level of professionalism and commitment (Bloland & Tempel, 2004; Chobot, 2004). Other studies do not corroborate this finding. Mesch and Rooney (in press) found that fundraising-related certification may make a difference at the chief development officer level but has no significant effect on salaries in the fundraising field overall.⁸

It is important to note that certification is not licensure. The implication of this difference is that fundraising does not have a prescribed course of study, approved programs, or government oversight. Rather, the credentialing body is free to set its own criteria for the skills, training, and experience required for certification. The Association of Fundraising Professionals recently conducted a comprehensive fundraising practice analysis. Based on its results, they created a curriculum framework that provides a structure for the study of fundraiser roles and responsibilities (AFP, 2004).

Quality of Work Life

Quality of work life has long had currency in the for-profit sector but has received scant attention in the nonprofit world with its mission-driven organizations. Data are clear, however, that although the mission of the organization is important to nonprofit employees, it hardly eliminates their concerns with the quality of their work lives. In this section we consider three aspects: compensation, satisfaction, and gender issues.

Compensation

Compensation dynamics are difficult to discern. On the one hand, organizations may be motivated to raise salary levels because compensation is the main enticement they have for attracting professional talent. On the other hand, the public views the fundraiser's salary as overhead, taken off the top of charitable dollars. Pressure to maintain the public trust may motivate organizations to hold fundraiser salaries within

reasonable and justifiable ranges (Mesch & Rooney, 2006). Research suggests that the former dynamic predominates, as compensation packages have been pushed upward by increased competition for qualified employees (Grossnicke & Aldrich, 2004; Herbst, 2005).

A demonstrable link exists between pay and performance in the development field, particularly at higher levels in the organization. The more money the organization raises, the more its top fundraisers earn. A 10% increase in funds raised by the organization is significantly associated with over a half percentage increment in salary for the executive and deputy fundraising directors (Mesch & Rooney, 2006).

Other recent findings are summarized below:

- According to the AFP compensation survey, between 2003 and 2004 the median salary for fundraisers rose more than 15%.⁹ The median salary for chief development officers rose 13%, and the median salary for his/her direct report rose 20% (AFP, 2005). The following year, these income figures declined by over 15% (AFP, 2006). These findings suggest either great fluidity in the market or problems with the survey samples.
- Compensation is correlated with the size of the organization so it is difficult to interpret overall median salaries. For example, the median salary for top development professionals ranges from about \$34,000 in small charities (annual budgets less than \$250,000) to \$158,000 in large charities (annual budgets in excess of \$50 million) (data from 2005 GuideStar Nonprofit Compensation Report, cited in Blum, April 25, 2005).¹⁰
- Compensation is correlated with years of experience in the profession (Mesch & Rooney, 2006). On average, those with less than ten years of experience earn in the \$50,000 range and those with 10 to 14 years of experience earn in the \$60,000 range. The most dramatic jump in salary comes with 20 years of experience when the average salary is over \$90,000 (AFP, 2006).
- On average, young fundraisers earn significantly less than their older colleagues, in part because they have less experience but also because they tend to work at small charities. Those aged 25 to 34 earn about \$20,000 less a year than the overall average for the field (AFP, 2006).
- Of the 14 nonprofit sub-sectors, fundraisers in federated appeals, public affairs, social service, and religion—areas into which most Jewish organizations fall—receive the lowest average salaries (AFP, 2006).

Satisfaction

Aside from measures of overall job satisfaction reported above, we were unable to locate data on quality of work life for development professionals in nonprofits generally. Common wisdom maintains that professionals are attracted to and are more likely to remain with organizations that have a worthwhile mission, a good reputation, effective leadership, a strategic plan or vision for the future, and a track record of success. They are attracted to and more likely to stay in jobs that offer respect, autonomy, authority, input into decisions, reasonable expectations, and adequate job resources (Humphries, 2005; Looney & Looney, 2005; Moore, 2004). These factors, it is believed, can override the limitations of the small

organization that is unable to provide career paths, competitive salaries, or appealing compensation packages (Looney & Looney, 2005).

In the Jewish sector. We do, however, have data for development professionals in the Jewish sector (Kelner, et al., 2005). As seen in Table 4, these workers generally give high ratings to relationships at work, mid-range ratings to respect and recognition, and low ratings to supervision and chances for advancement. This latter item is of particular concern. Quality of work life is negatively affected when employees in the development office do not see an interest in developing their skills or promoting from within, and when there is not active succession planning by the organization.

The survey did not ask specifically about lay-professional relations. However, exploratory interviews with development professionals suggest that a meaningful, clearly defined relationship with lay leaders is a major factor in job satisfaction.

Gender Issues

The majority of workers in the nonprofit sector are female. There are a number of hypotheses for why this is the case. These include the presence of gender discrimination in other fields, women's proclivity toward service professions, and women's choice of jobs that are more compatible with family responsibilities (Burbridge, 1994; Steinberg & Jacobs, 1994). The explanation may also reside in historical trends. Women have a long tradition of working in philanthropy, beginning with their impressive volunteerism in the 19th century (Goins & McDonald, 1998). In the 1960s and 1970s, they entered the workforce in large numbers. This is the same time that the nonprofit world started to undergo rapid growth, so, it is perhaps not surprising that many women made their way into this sector (Preston, 1994; Reskin & Roos, 1990). By 1990, women accounted for at least two-thirds of nonprofit employees and perhaps as many as three-fourths (Burbridge, 1994; Preston, 1994).

Table 4: Satisfaction of Jewish Sector FRD Professionals

	Very Satisfied
relations with co-workers	74%
relations with supervisors	63%
benefits (+)	53%
respect from community members (-)	49%
amount of recognition receive for work	42%
opportunity for advancement	34%
job supervision (-)	31%
salary	24%
(+) indicates that the rate is one of the highest among all job categories (-) indicates that the rate is one of the lowest among all job categories	

Women did not just enter the nonprofit sector, but they also advanced to its top positions. For example, women currently lead 26% of the nation's colleges and over 50% of philanthropic foundations (S.M. Cohen, Bronznick, Goldenhar, Israel, & Kelner, 2004).

Like the nonprofit sector in which it is embedded, the fundraising profession is disproportionately female. The majority of fundraisers are women (Duronio & Tempel, 1997; Taylor, 1998), and women comprise the majority of members in the top three fundraising professional organizations (Conry, 1998). Some have expressed concern that this feminization of fundraising will negatively affect the field, depressing salaries, prestige, and status (Conry, 1991).

Despite their numbers, women do not share men's access to advancement opportunities, leadership positions, high salaries, or their access to major prospects (Conry, 1998; Duronio & Tempel, 1997; Mixer, 1994; Taylor, 1998; Tempel & Duronio, 1997). Men occupy more than two-thirds of high-ranking development positions (Blum, 2005). Women are more likely than men to hold entry-level or less prestigious positions. According to a local study, the hindrances to women's advancement are believed to be senior leadership's disregard for women's advancement, stereotypes and preconceived notions of women's abilities and roles, women's commitment to personal or family responsibilities, and the exclusion of women from informal networks (Sampson & Moore, 2005).

Amongst AFP members, there is a noticeable difference in the compensation of men and women. In 2004 the average salary for women was \$23,000

less than that paid to their male colleagues (AFP, 2005); the following year the differential was \$13,000 (AFP, 2006). Given that other studies have similar findings (e.g., Mesch & Rooney, in press; Sampson & Moore, 2005) and that AFP annual survey numbers tend to fluctuate with the sample, it is unlikely that the change in AFP results signals the ending of gender inequity in compensation.

According to the 2005 GuideStar Nonprofit Compensation Report, female charity executives, including development officers, have won big increases in pay but still earn far less than men in similar jobs. The differential is seen in every top position and in charities of every size. Salary is correlated with size of charity: The larger the organization's budget, the higher the median salary paid to people in its top positions. Women are far less likely to work at the larger organizations and, therefore, to command these larger salaries. But women earn less even at the smallest charities, where female employees outnumber male employees in most positions. The pay differential for the top development officers exceeds that of all other executive job categories (Blum, 2005). Mesch and Rooney (2006) found that female chief development officers are paid approximately 12% less than their male counterparts, even after controlling for size and type of organization, education and experience, and other organizational and personal factors.

Despite the apparent gender discrimination, fundraising continues to attract women, drawn to the relatively high salary potential and to the opportunity to work for a cause they believe has value (Conry, 1998).

In the Jewish sector. Women are an even greater percentage of the development professionals in the Jewish sector than they are in the general nonprofit sector. According to the Jewish sector workforce study, 80% of the development workers in Jewish organizations are female. This figure is not peculiar to fundraising but rather is consistent with the high percentage of females in all job categories in the Jewish sector (except clergy) (Kelner et al., 2005).

Gender bias in Jewish organizations has been and continues to be widespread. Studies find that the majority of women who work in the community have experienced some level of gender discrimination in pay, professional advancement, and/or treatment at work. Despite the rhetoric of being “family-centered,” many Jewish organizations promote a workaholic culture that particularly affects women, who continue to have primary responsibility for childcare and household tasks (T. Cohen, Hammer, & Shapiro, 2005).¹¹ A study of Jewish communal professionals in Southern California found that the vast majority believe that family responsibility inhibits women’s careers more than men’s (89%) and that career advancement in the Jewish community is harder for women than for men (66%). The study notes, as well, that implementing solutions to these problems is not a management priority (Progressive Jewish Alliance, 2001).¹²

Women’s salaries significantly trail men’s salaries in senior management and executive positions throughout the Jewish sector (Jewish Communal Professionals of Chicago, 2005; Rod, 2004). Amongst fundraisers, women earn, on average, \$13,800 less per year than do men. This figure is consistent with the AFP figures and is the lowest

of any of the job categories in the Jewish sector (Kelner et al., 2005).

The “glass ceiling” is widely evident in the Jewish world and is particularly noticeable in the federation system. Women hold none of the top executive positions in the metropolitan Jewish federations. They hold 16% of the top positions in the large-intermediate communities, 28% of the top positions in the next largest cities, and 47% in the smallest cities. In other words, the representation of women is negatively correlated with professional power and job prestige (S.M. Cohen et al., 2004).¹³

In recent years, women in development have advanced in greater numbers. In some federations, the roles of campaign director, FRD director, major gifts and endowment director are now divided equally between men and women. Nonetheless, the research suggests that women’s advancement may be hindered by male professionals and volunteer leaders who question the capacity of women to raise major annual gifts in one-on-one solicitations, the predominant federation fundraising mechanism (S.M. Cohen et al., 2004). A number of assumptions underlie these views; namely, that men alone (and not women alone or husbands and wives jointly) are the primary decision-makers in major gifts, that male donors are biased, that the relationship between fundraiser and male contributor is a gendered one, that the relationship-building interactions take place in gendered spaces such as the golf course and locker room (Kelner, et al., 2004).

After reviewing the literature on gender in the Jewish sector, Kelner et al. (2004) conclude that we are left with a paradox: The field seems unable to value and promote women, yet it continues to disproportionately attract women into its ranks.

Search For Solutions

Our analysis of factors related to supply, demand, and quality of work life confirms a shortage of fundraisers in the nonprofit sector in general and in the Jewish sector in particular. Moreover, it indicates that the shortage is only likely to grow in the next decade. Some of the causal factors, such as the growing number of nonprofits or the impending retirement of the baby boomers, are not amenable to outside intervention. Other factors suggest possible leverage points, for example, expanding educational and training opportunities for fundraisers or raising the quality of work life. This section first presents difficulties that solutions must surmount. It then presents models from three organizations that are addressing the problem. It concludes with possible action steps for strengthening the fundraising profession within the Jewish community.

Difficulties

Resolution of the fundraiser problem will not come easily for several reasons:

The problem is a complex one that will not be remedied by a singular solution.

Development professionals are needed in highly diverse capacities and settings. These are defined by community size, organization type (human services, advocacy, educational, cultural, etc.), job type (grant writer, director of major gifts, FRD expert, etc.) and level (entry through top executive). People come into the field at different points in their careers and through different routes. They may enter, for example, directly out of college, during a mid-career transition, or as a result of a lateral move within an organization.

Combining these factors produces a myriad of situations, each requiring a somewhat different intervention. Take just one example from our reanalysis of interviews from the Jewish sector workforce study. College graduates are attracted to development jobs in the Jewish community by the opportunity for fast advancement. Veteran professionals are often attracted by the promise of community and the chance to live by the Jewish calendar. Recent college graduates are able to use their jobs to gain the experience they need to advance. The veteran workers, in contrast, find little opportunity or encouragement for professional

development. Recruitment and retention issues for these two groups differ markedly.

The problem is widespread throughout the nonprofit world but is exacerbated in the Jewish sector by the nature of Jewish communal work.

Staffing challenges are pervasive in many job categories in the Jewish community and, as a result, the general field of Jewish communal service is not a reliable source of talent for development work. Moreover, jobs in the Jewish sector require Jewish knowledge. It has been argued that Jewish development professionals need to excel not only in raising funds but also in raising Jewish consciousness (Kimelman, 1983). This requirement may deter some from considering Jewish work (Marker, 2003), and it can make it difficult for Jewish organizations to recruit mid-career professionals who may have strong professional skills but minimal Jewish literacy (Kelner et al., 2004).

Of the 72 hiring organizations we interviewed in our study, only 14 found the applicant pool for their development jobs to have been highly qualified. Explanations vary. Most could not find candidates with relevant experience and skills, and a few could not find candidates with Jewish backgrounds or experience in the Jewish community. In a few instances the qualities found to be lacking were personal ones—maturity, polish, personality, charisma. Successful candidates were those that had “the complete package”—fundraising experience and skills, Jewish background and knowledge, and winning personalities.

Other obstacles that emerged in our inquiry that may be peculiar to the Jewish sector are difficulties in lay-professional relationships in the Jewish nonprofits and strikingly low levels of organization loyalty among development professionals.

Many of the qualities sought in a fundraiser are personal traits that, unlike technical skills, cannot be taught.

Panas (1988) searched for the skills, talents, and attributes that make for a successful fundraiser and, after a lengthy distillation process, arrived at a list of 30 criteria. Most of these are personality traits such as integrity, energy, concern for people.¹⁴ The human resources staff interviewed in our study were asked what qualities they sought in development staff. The resultant list, also about 30 criteria, similarly focused on personality. Only a few of the items on the list were skills that could be acquired through training (e.g., computer and writing skills).

At best, organizations can select for these personal qualities using various interview techniques or metrics to determine whether or not candidates possess them in sufficient quantity. Crawford Connect, the executive recruitment and consulting practice for Canada’s nonprofit community, has developed measurable indicators of skills, behaviors, and knowledge needed for effective job performance. The practice uses a web-based self-assessment tool to match candidates’ strengths to hiring organizations’ culture and job requirements. Such tools can improve the selection process, but they are unlikely to grow the applicant pool.

Strategies

Our search for solutions to the fundraiser problem uncovered little vision or action in the field. Of 40 interviewees and their respective organizations, only three have a comprehensive approach to the problem. A few others are making limited efforts to improve their development capacities. By and large, directors of professional education programs and executives in the field are not engaged in long-term strategic planning related to development. Some admit that they are too bogged down in managing the day-to-day to take the long view; others are only now coming to understand the problem; and still others seem unequipped to deal strategically with the problem. At the same time, they all recognize that solving the problem is a serious matter.

The general literature is filled with advice for nonprofits on attracting and retaining talent. Advice extends from how to write enticing job advertisements, to how to evaluate a candidate's fit with the organization's culture, to how to increase retention and minimize turnover and its costs (Blum, 2006; Freeman, 2005; Looney & Looney, 2005). Our concern, however, was not with how each organization might meet its professional needs but rather how the Jewish enterprise in its totality might address the professional shortage. The search for solutions yielded three instructive models: the National Catholic Development Conference (a faith-based professional association), the Center on Philanthropy at Indiana University (an academic educational and research center), and UJA-Federation of New York (a fundraising organization).

National Catholic Development Conference (NCDC)

The NCDC's core members are Catholic and non-Catholic nonprofit organizations engaged in raising funds for religious, educational, or other charitable activities. The association has built an extensive apparatus that includes a monthly publication, an electronic newsletter, a library, regional meetings, electronic learning opportunities via telephone and Internet, mentoring, special interest groups (conceived as think tanks on advanced topics in fundraising), and conferences.

One way the association encourages standards in the Catholic fundraising world is by sponsoring the CFRE certification program. Certification requires professionals continuously to update and educate themselves (thereby creating a need for the association's educational programs and conferences), to work in the field (thereby providing an incentive to stay in the field), and to do service in the field (thereby encouraging participants to be mentors, give classes, or present at conferences). Motivated by certification, people turn to the NCDC for its educational programs and give back through their service obligation.

The association is concerned not only with the technical aspects of fundraising but also with its spiritual side. Through its publications and conferences, it promotes the concept of fundraising as a ministry and sacred trust.

In addition to growing its own membership, the association has three items on its agenda for the future.

Advocacy: The association will continue to monitor shifts in public funding and their impact on Catholic agencies, and it will engage in advocacy work at the state and federal levels.

Next generation: Aware of the imminent retirement of veteran fundraisers in the Catholic sector, it is working on bringing the next generation into the field. It will affiliate with schools of public policy and public service to create a campus program that will provide students with membership in the NCDC, bring students to conferences, offer students college credit for some NCDC programs, establish an ongoing relationship with counseling services in the schools in order to promote work in the nonprofit sector as a career option, and provide students with internships (for college credit and potentially for pay) in NCDC member organizations.

Career-long affiliation: To attract and hold young professionals, NCDC will create a special organization for them. They will have designated meetings at conferences to discuss issues of concern to them and social events to forge connections within their cohort. At the same time, NCDC will continue to develop its services, activities, and support networks for mid-level career people and veterans, and to involve senior members as mentors of the younger generation.

Center on Philanthropy

The Center on Philanthropy at Indiana University is the preeminent academic and research center devoted to this topic. It is addressing the future through educational initiatives at the elementary, secondary, college, and professional level.

Elementary and secondary school: The Center is working with Learning to Give to incorporate units on philanthropy and voluntarism into elementary and secondary school curricula. The educational material was piloted in Michigan, and plans are underway for its infusion into the curriculum of schools nationwide.

College: The Center is developing a symposium on education for civil society. The purpose is to examine education at the college and graduate levels in order to determine what is needed to prepare policy leaders and professionals in the nonprofit sector.

Professional education: The Center collaborates with AFP on training programs. It also promotes continuing education through grantors. Funders who want to build the capacity of the organizations they support make attendance at the Center's Fundraising School a condition of their grants, and they cover the cost of tuition. In addition, through its research and public service arm, the Lake Family Institute on Faith & Giving, the Center provides venues for exploring the relationship between faith and giving. The Institute's activities include research, seminars, courses, public lectures, distinguished visitors programs, and publications.

UJA-Federation of New York

UJA-Federation of New York is the largest of the American Jewish federations, with a billion dollar asset base, a large development operation, and annual revenues in the \$200 million range. Monies are allocated to a wide range of communal organizations and agencies in New York, Israel, and around the world.

With the support and leadership of the top executive, the Federation has made a serious commitment to changing its culture. It has worked to bridge the divide between fundraising and planning/allocations and to integrate more fully the volunteers and professionals who work in the organization. In addition, it is taking several steps related to staff recruitment and retention.

Continuing education: Professional development opportunities are provided to staff members who warrant grooming and retaining. Education is provided through a partnership with Columbia University's School of Business and through the Muehlstein Institute for Jewish Professional Leadership. Fellows in the Muehlstein program participate in classes taught by New York University faculty, a mentoring program, discussions with key Jewish communal leaders, and an overseas seminar.

Quality of work life. The Federation surveyed its staff and is working on areas of concern raised by survey findings. It is redesigning compensation based on job performance assessments and marketplace analyses. Understanding that employee appreciation is key to retention, it holds recognition and social events for staff throughout the year.

Possibilities

The three models share an important characteristic—*comprehensiveness*. They do not rely on a single strategy, but instead employ multi-pronged approaches: publications and educational materials, meetings, lectures, conferences, seminars, think tanks, symposia, campus programs, certification programs, continuing educational programs, special interest

groups, mentoring, quality of work life surveys, and so on. They do not target a segment of the development profession but rather seek systemic change. The National Catholic Development Conference is engaging and serving fundraisers along the entire career track, from young newcomers to veteran professionals. The Center on Philanthropy is developing consciousness of nonprofit and charitable work throughout society, starting with elementary school and continuing through professional education. UJA-Federation of New York is promoting systematic staff development at the same time that it is taking seriously issues related to quality of work life and organizational culture.

Other aspects of these models are instructive, as well. Of particular note are—

- NCDC's attention to the spirituality of fundraising and the connection between the fundraisers' work and their religion;
- the Center on Philanthropy's work on the link between faith and giving;
- the partnership between NCDC and the CFRE certification program, which benefits the association in multiple ways at the same time that it contributes to the professionalizing of the field;
- the role of top leadership at UJA-Federation of New York in actively promoting organizational change;
- the way in which funders leverage their grantees to study at the Center on Philanthropy, a model which benefits the funders, professionals, organizations, educational program, and the development field overall.

Actions to develop the developers within the Jewish sector should be based on these principles. They should be comprehensive and grounded in Judaism; they should garner the full support of top leadership; and they should seek partnerships and leverage points.

Action Plan for the Jewish Sector

Five areas of need are worthy of consideration; namely, the need for a Jewish development professionals association, continuing education and professional development, mechanisms for cultivating the next generation of communal professionals, quality of work life improvements, and research.

Professional association. Virtually no opportunities exist for fundraisers to come together across sub-sectors in the Jewish community in order to develop an inclusive community of practice and support network. There are nascent networks within sub-sectors of the community (e.g., PEJE's¹⁵ community of practice for development in day schools), but no associations that convene development professionals from across the Jewish communal system. Importantly, both the Catholic and the Lutheran professional associations interviewed for this study find the network of support among their members to be the most valuable piece of their work. They are convinced that retention resides with fundraisers' knowing that they are part of something bigger than themselves and not feeling alone. The potential benefits of such an association for the Jewish sector are multifold: employment and career development, support, education, networking, advocacy, promotion of the profession, planning, and inspiration—all within a Jewish context.

Nonsectarian associations meet the general needs of Jewish fundraisers, but they are not oriented toward Jewish teachings on philanthropy and fundraising or the peculiar aspects of work in the Jewish community. They are unlikely to delve into issues of particular concern in the Jewish sector; for example, diminishment of the notion of fundraising as community building, changes in federation fundraising and allocations, application of various fundraising models to Jewish work, competition between national agencies and local affiliates, lay-professional relations, and so on. And they can do little to nurture an understanding of or passion for Jewish causes and the Jewish story.

Networking across sub-sectors in the Jewish community could increase the likelihood that fundraisers who leave an organization will continue to work within the Jewish community. Jewish study could enrich fundraisers' practice and deepen their commitment to Jewish work.

Continuing education and professional development. Retention is very much on the minds of the executives interviewed for this study, particularly those who have assembled a good team. They know that it takes over a year to get up to full speed in an organization and that turnover can be very costly. Beyond entry level, it is more cost-effective to retain good employees than it is to replace them due to turnover. The data suggest that opportunities for professional growth and development are important to employee job satisfaction and commitment to the organization. Such opportunities signal that the organization cares about employees and their careers and is willing to invest in them. Such investment pays off

in higher job performance, greater commitment to the organization, and reduced rates of turnover. It can also have a positive impact on recruitment as opportunities for personal and professional growth can be enticing to prospective employees.

There is general agreement that Jewish organizations, by and large, have not excelled at providing such opportunities. Current education and training opportunities for development professionals in the Jewish community are limited and largely balkanized within sub-sectors. It is unlikely that individual organizations at the local level can or will create excellent in-house professional development programs for their FRD staff. This situation is not limited to the Jewish community. According to our informants, there is little emphasis on in-house training in most nonprofits with the exception of the very largest and most successful.

Various remedies could be tried:

Partnerships. It may be possible to partner with some of the professional associations that offer advanced training or the hundreds of institutions that offer programs in fundraising and/or nonprofit management. If curricula and materials were developed, these schools might be amenable to adding seminars or coursework to bring the Jewish perspective to the professional education they currently offer.

Master teachers. Many of the fundraising greats in the Jewish community, now of retirement age, could be engaged as master teachers to coach executive directors and chief fundraising officers in Jewish agencies in their region. This approach would meaningfully engage veteran fundraisers

and give less advanced professionals the benefit of the veterans' wisdom and experience.

In-house education. An expert curriculum developer/consultant could help Jewish organizations plan and implement in-house programs of continuing professional development. The program, adjusted to suit the needs of the particular organization, might incorporate, for example, new approaches to fundraising along with information about the organization's mission and work. This approach would enable larger organizations to educate all of their staff about fundraising and to create clearer career paths into and through development.

Next generation. The Jewish community lacks mechanisms for promoting fundraising as a career and for identifying and cultivating talent among young adults. Other parts of the development world are taking steps to reach college students: The NCDC is creating a campus program for Catholic fundraisers. AFP is opening several new collegiate chapters on campuses that offer nonprofit courses (Moore, 2005). Some colleges, themselves, are grooming future alumni for development positions by offering scholarships to students who will work in the development office during their undergraduate years (Strout, 2005). American Humanics, now on 70 campuses, has created an undergraduate certificate program in nonprofit management and fundraising, earned in conjunction with a bachelor's degree.

The Jewish sector should consider similar efforts to increase awareness of the nonprofit sector and to raise the profile of Jewish fundraising as a career option. This work might involve curricula for Jewish day schools; internship programs for college

students; graduate student networks for those interested in nonprofit, charitable, or foundation work; and other ways to link young adults to Jewish organizations and professional associations.

Quality of work life. There are several ways that the organizations themselves might be refashioned to help alleviate the fundraiser problem. Here are just a few examples: In some organizations, we found a complex hiring process that involves multiple layers in the organization and contributes to hiring difficulties. In some organizations, there is a fixed mindset about the type of person who should be hired and a resistance to considering, for example, roles for non-Jews or efforts to develop internal candidates. The Jewish sector workforce study makes clear that quality of work life is negatively affected by the low level of recognition and respect that development professionals feel in their organizations and in the community. The study also shows low satisfaction with supervision on the job. These findings point to ways that organizations might effect internal changes that would benefit the staffing of their development departments.

Research. Like the nonprofit sector overall, the Jewish sector needs better information for assessing the current development capacities of Jewish communal organizations, determining future needs, planning strategies to deal with shortcomings, and evaluating the impact of efforts undertaken.

Our literature search yielded little or no systematic and valid research on the fundraising profession. Where research does exist, it is generally based on limited and biased samples and low response rates, making it difficult to arrive at generalizations about the profession and its needs and impossible to

track trends over time. When it comes to the Jewish community, the sources of information are even more limited. Actual data on the Jewish sector's workforce are rare and data on its development professionals are rarer still. As well, research on the development profession has a short shelf life. The field has been growing and changing at such a rapid pace that data from even a few years ago no longer describe current realities.

Important informational needs remain:

Needs assessment. There have been no published needs assessment studies that document the specifics of the shortage of development professionals in the Jewish sector. Our two-month study is but a start in this direction. Reliable information is needed about how many and what kinds of personnel are lacking, and how many and what kinds of jobs are unfilled annually.

Studies of career paths. It is debatable whether certification or professional training programs affect fundraiser success. Research is needed on the effect, if any, of different training programs and career pathways on fundraiser outcomes (tenure on the job, productivity, etc.).

Quality of work life. Quality of work life is key to recruitment and retention. Quality of work life studies are needed within and across agencies in order to achieve a sufficient sample for examining issues specific to the development profession. Such studies would add measurably to our understanding of the factors contributing to turnover and to hiring difficulties. Conceived of as action research, they could also help organizations plan for improvement.

Evaluation research. New efforts to develop the developers should be evaluated systematically so that the field can learn what does and does not work and why. Of particular interest would be in-depth studies of agencies like Jewish community centers, Hillel foundations, or day schools that are working to build their FRD functions.

These informational needs will be met only if the research has high validity and reliability. As well, studies have to look beyond the Jewish sector and present Jewish challenges and achievements within the context of the broader nonprofit world.

Conclusion

In some regards, the findings from our inquiry are disheartening. They show pervasive difficulties with both recruitment and retention of development professionals. Many of the causal factors appear to be intractable. The growing number of nonprofits, increasing reliance on professionals, and imminent retirement of a generation of expert fundraisers conspire to increase competition for development talent. The rising cost of running nonprofits increases competition for dollars. Low organization loyalty encourages high turnover among development professionals in the Jewish sector.

The field is marked by competitiveness. “Poaching,” we discovered, is common practice in the Jewish community. It is a practice that works well for the organization seeking new talent but not for the organization that makes the initial investment in the recruitment and cultivation of that talent. Each agency pursues its own strategies for securing its funding apparatus. Each organization deals with hiring challenges as they arise. No one is growing the field in its entirety.

Strategic thinking and planning are needed about an issue that has serious implications for the future

health of Jewish organizations. The approach to developing the developers cannot be fragmented but must be comprehensive, covering all sub-sectors, levels, ages, and career stages. It needs to take into account the realities of Jewish philanthropy, its enormous promises and unique challenges. It needs to develop professionals who know how to turn organizations into effective fundraising organizations that use their lay and professional human resources well to support the organization and its mission. It needs to encourage Jewish study so that development work will be grounded in and inspired by Jewish teachings and tradition. Fundraisers, and the community they support, need to appreciate that “those who lead the many to righteousness (*tzedakah*) will be like the stars forever and ever” (Daniel 12:3).

Notes

1. Exploratory interviews were conducted with 14 development professionals in the six communities of the Jewish Sector Workforce Study. Eleven were employed by a federation, one by a Jewish community center, and two by a Jewish advocacy group. Interviewees had worked in the Jewish sector between one month and 18 years and had been in their current jobs from one month to six years (Kelner, et al., 2005).

2. http://www.thememoryhole.org/pol/faith_based_2003.htm.

3. Organizations were selected from the 2000 Core File developed by the National Center for Charitable Statistics. The list was limited to organizations with at least \$100,000 in gross receipts and to charities that operate most like traditional community nonprofit organizations. The sampling frame was stratified by organizational sub-sector, total revenues, and the reporting of fundraising expenses. Total number of respondents represents a 50% response rate (Hager, Rooney, & Pollak, 2002).

4. The study consists of a web-based survey administered in January 2006 to a random sample of 3,000 active association members in the United States and 1,200 in Canada. Respondents were asked to report on their jobs and salaries in 2005. A total of 1,072 responses were received (826 United States and 246 Canada), yielding an approximate response rate of 26% (AFP, 2006). Percentages reported in this paper are from U.S. respondents only.

5. The study is based on interviews with 48 young Jewish women and men who work in full- and part-time jobs with Jewish content in New York, Boston, San Francisco, and Los Angeles (Belzer, 2005).

6. The survey was conducted on 20 campuses selected to represent diverse schools with relatively large Jewish populations. It sampled both Jewish and non-Jewish students and was completed by 2,070 Jewish undergraduates (Sales & Saxe, 2005).

7. Certification includes CFRE (Certified Fund Raising Executive), ACFRE (Advanced Certified Fund Raising Executive), or FAHP (Fellow in the Association for Healthcare Philanthropy).

8. Based on an analysis of data collected from 2,439 fundraising professionals through the annual Association of Fundraising Professionals Compensation and Benefits Survey over a four-year period, from 2002 through 2005 (Mesch & Rooney, in press).
 9. Median salary means that half of the respondents earn more than this amount and half earn less.
 10. The GuideStar study is based on the 2003 informational tax returns of more than 83,000 nonprofit groups.
 11. Results are based on 38 focus groups, attended by a total of 365 women, in eight locations across the United States. A sampling matrix was used to ensure diversity in terms of age, geographic location, level of affiliation, denomination, Jewish ancestry, and sexual orientation. All participants were “Jewish women who care about Jewish women.” In addition to participating in the group discussion, all participants completed a written survey. 37% of the participants currently work as professionals in the Jewish community (T. Cohen, et al., 2005).
 12. Questionnaires were mailed to approximately 400 members of the Jewish Communal Professionals of Southern California. A total of 168 were completed, yielding a response rate of 42%. Half of the respondents work in the federation system; half work at other Jewish nonprofit organizations. Three-fourths of respondents are women (Progressive Jewish Alliance, 2001).
 13. Results are based on 93 personal interviews conducted in 2003 with federation lay and professional leaders throughout North America. Interviews focused on promotion and placement practices of top executives, as well as prevailing attitudes and assumptions about women’s leadership and advancement within the federation system (S.M. Cohen et al., 2004).
 14. Based on questionnaires completed by 3,000 respondents, plus full-day interviews with 50 “great” fundraisers (Panas, 1988).
 15. PEJE is Partnership for Excellence in Jewish Education.
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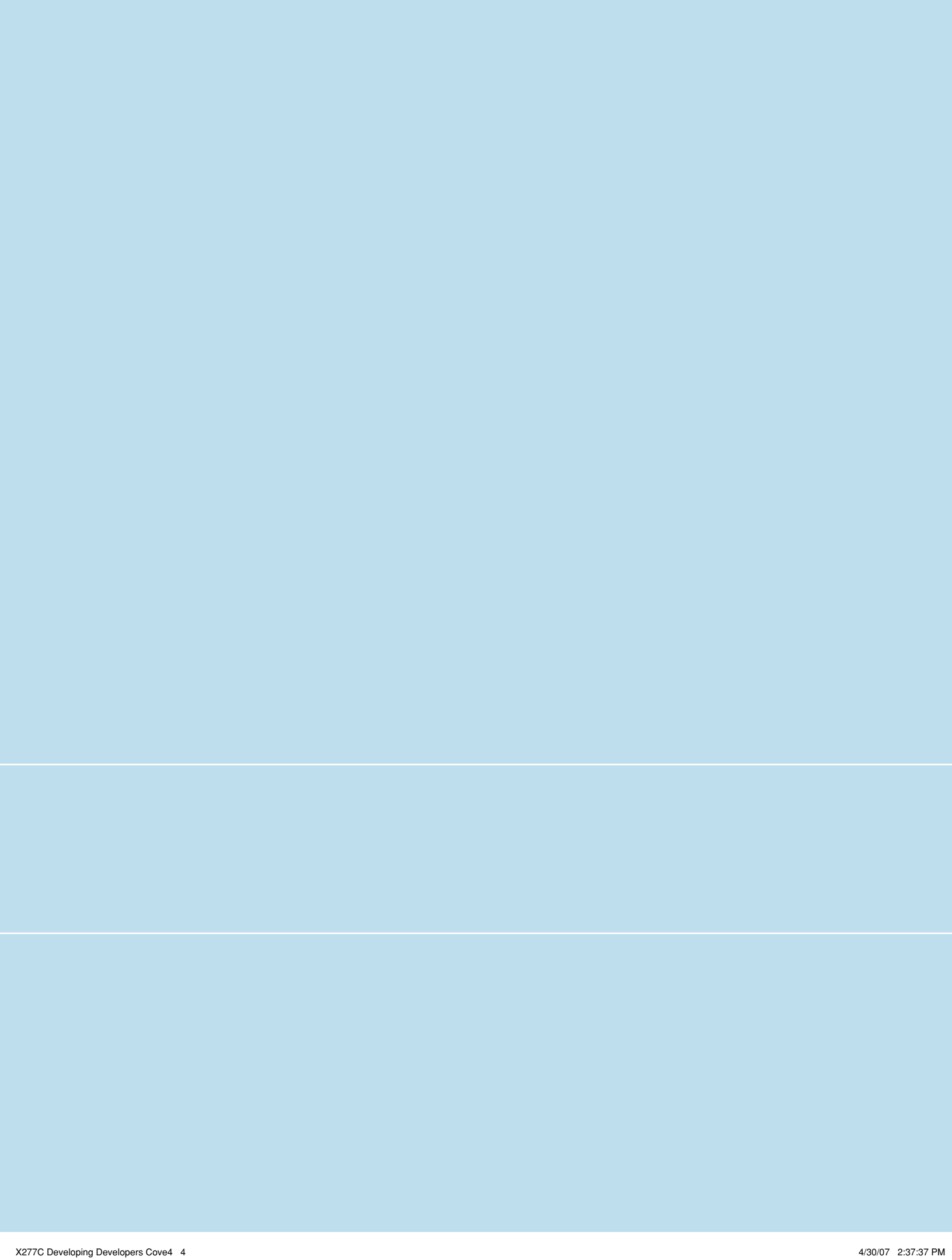
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