Description of Field

There are nearly 1.6 million nonprofit (voluntary, community-based, functional, or charitable) institutions in the United States alone. Nonprofit institutions play an important role in community life and form an integral part of the economic, political, and social spheres of the country. The nonprofit organization’s primary goal is to advance, advocate, or pursue a cause central to the organization’s existence and mission. These missions can range from women’s rights in the United States to overseas relief and development assistance. Workdays in nonprofit organizations are often long, with financial compensation not always matching effort or responsibility. Furthermore, many nonprofits face a continual crisis of resources.

The size, diversity, and activity of nonprofit organizations have grown dramatically over the past decade as a result of government efforts to privatize services and programs. This sector employs approximately 13.5 million people, expends $668 billion in annual personnel costs, and provides 5.5 percent of the nation’s GDP or $751 billion in output. (Independent Sector, http://independentsector.org)

Career Paths and Entry Salaries

The nonprofit sector offers multiple employment options for master’s degree graduates. Examples of job titles for those entering the nonprofit management field include: assistant director of fundraising, program analyst, program director, program officer, marketing/research associate, director, community outreach coordinator, finance director, director of information systems, and director of public relations. It is even possible to be hired as an executive director of a small organization. Entry-level salaries range from the low to mid $30,000s to the high $40,000s, depending on the size of the organizational budget, the number of staff members, and the diversity of qualifications.

Following the entry level, one may assume positions of increasing responsibility in functional areas, program or service delivery, and/or general management. Primary job functions can include working with a board of directors, public and community groups, fundraising, media, clients, and other nonprofit organizations. Career advancement depends on the size and mission of each nonprofit, as well as one’s dedication to the organization. There are unlimited opportunities to jump from the nonprofit sector to the private and public/government sectors because of the continuous interaction of institutions in these areas. Potential career outcomes include senior executive director, program manager, government affairs, and equivalent positions in the private and public sectors.
Nonprofit employment by sector includes: 41.9% for health services, 21.9% for education/research, 18.3% for social and legal services, 11.8% for religious organizations, 3.9% for civic, social, and fraternal organizations, 1.9% for arts and culture, and 0.3% for foundations (The Foundation Center, http://foundationcenter.org/).

**Qualifications Necessary to Enter the Field**

Master’s degree in public administration, public affairs, international affairs, business administration, or a specialized degree in nonprofit management.

Strong interest in the issues related to the mission of the particular nonprofit organization.

Professional or volunteer experience with related nonprofit organizations.

Excellent oral and written communication skills.

Experience in motivating, training, and supervising others.

Ability to work creatively with limited human and financial resources.

For international nonprofit organizations, overseas experience and proficiency in a foreign language.

**Sample Group of Employers**

Academy for Educational Development - [http://www.aed.org](http://www.aed.org)

American Red Cross - [http://www.redcross.org](http://www.redcross.org)

CARE - [http://www.care.org](http://www.care.org)

Center for Justice and International Law (CEJIL) - [http://www.cejil.org](http://www.cejil.org)

Easter Seals - [www.easter-seals.org](http://www.easter-seals.org)

Ford Foundation - [www.fordfound.org](http://www.fordfound.org)

For Inspiration and Recognition of Science and Technology (FIRST) - [http://www.usfirst.org](http://www.usfirst.org)

International Rescue Committee - [http://www.rescue.org](http://www.rescue.org)

Meridian International Center - [http://www.meridian.org](http://www.meridian.org)

NAFSA – Association of International Educators - [http://www.nafsa.org](http://www.nafsa.org)


Soros Foundation - [http://www.soros.org](http://www.soros.org)

The United Way - [http://national.unitedway.org](http://national.unitedway.org)
Demand & Opportunities

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

Future Challenges of the Profession

The nonprofit sector is a major structural and economic force in the United States and abroad. Nonprofit organizations continue to face challenges of mission definition, governance, funding and financial viability, tax status, operations, program management and program delivery, effectiveness, and accountability. In this volatile economy, new challenges are increased commercial pressures and competition from the private sector, as well as pushback on advocacy activities and scrutiny of funding. Changing demographics and technological advances also play a role in the impact and efficacy of nonprofit programs and services.

Resources for Additional Information

Associations

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

Internet Resources

Alliance for Nonprofit Management - http://www.allianceonline.org/
Community Career Center - http://nonprofitjobs.org
Feminist Majority Foundation - http://feminist.org/911/jobs/joblisting.asp
Foundation Center - http://fdncenter.org
Idealist.org - http://www.ideal.org
National Center on Nonprofit Enterprise - http://www.nationalcne.org/
Network for Good - http://www1.networkforgood.org/
Non-Profit Career Network - http://www.nonprofitcareer.com
Non-Profit Oyster - http://www.nonprofitoyster.com
Opportunity Knocks - http://www.opportunityknocks.org/
Professionals for Nonprofits – www.nonprofitstaffing.com

Publications


CAREER OPPORTUNITIES IN CONSULTING: MANAGEMENT, STRATEGIC & DEVELOPMENT FOR NON-PROFIT ORGANIZATIONS

Description of the Field
Management consultants are professionals who are trained to solve problems, devise strategies, and improve the general health of their clients no matter what the industry. Management consultants help clients solve specific problems that are usually focused on the short-term, while strategy consultants research and develop strategies for attaining the long-term
goals of the company. Companies hire consultants not only for their problem solving abilities, but also for their objectivity.

Typically, consultants conduct research, analyze data, prepare reports, and present findings; less frequently a management consultant will become involved in the actual implementation of the plan. Profits are derived from fees to clients, which consequently break down into "billable hours." In general, the work environment is fast-paced, stimulating, and involves long hours. Workweeks of between fifty to seventy-five hours are not unusual.

Management consultants tend to work in teams of three to four individuals with one person assuming the leadership role. Travel is another important aspect of a management consultant's professional life, as spending time with clients on the premises is an essential part of the consultant's responsibilities. If you are working on a management case, you may spend three to four days at the client’s site. It is not unusual for a consultant to fly out every Sunday night and fly home every Friday night until the project is finished.

**Career Paths**
While different firms have different titles for the same positions, entry-level positions traditionally include:

- **Analysts/Research Associates:** These positions are typically filled by undergraduates.
- **Associates/Senior Associates:** These positions can be filled by M.A., M.B.A., Ph.D. and J.D. graduates.

The type and amount of work depend on the kind of project the consultants are working on. The three main types of cases are **strategy, management** (which includes operations and business organization), and **systems design**.

It is possible for a management consultant to devote an entire career to one company. Beginning at the associate level, an individual can work up to manager, managing director, vice president to partner and/or principal. Some management consultants will focus on one industry, while others will work with a wide array of clients from various sectors.

More typically, after a few years with one consulting company, a management consultant may choose to leave the firm and work for one of his or her clients. In this situation, the management consultant will often assume a strategic planning role for the organization. The possibilities, however, are not limited to this one function.

**Qualifications Necessary to Enter the Field**
Most consulting firms tend to hire people with advanced degrees, such as law, business, and other specialty areas or with some specialized experience. Academic excellence, leadership and team skills developed from extracurricular activities, and private sector experience derived from internships are important in the consideration process. Besides outstanding
academic records, firms want people who are problem solvers, creative thinkers, good communicators, and who have a keen understanding of and interest in business. The following qualities are essential for consultants:

Excellent oral and written communication skills
Strong analytical abilities (including quantitative methods)
Attention to detail and deadlines
Proven leadership capabilities
High energy and enthusiasm
Ability to work in teams
Excitement about consulting
Success on the “airplane test” — would a colleague want to sit next to you on a long overseas flight?
Interpersonal skills

Application and Interview Procedures
The recruitment staff in the top management consultant firms play a major role in the application process. Interested candidates should inquire about each firm's deadlines and forward resumes and cover letters accordingly. The traditional time-line starts with information sessions in the early fall and interviews beginning as early as October and concluding as late as April. Apply to a consulting firm earlier rather than later in the academic year, and always keep in mind that personal, professional, and alumni contacts can be very helpful when trying to get hired by a management consulting firm.

Depending on which firm a candidate is applying to, two to three rounds of interviews will be held. The first interviews are with one or two members of the recruitment team. Recruitment teams are comprised of line staff from varying levels that rotate on and off recruitment duty. One interview will usually be a "fit" interview and the other a "case" interview.

The "fit" interview is generally a discussion about the candidate's background and experience. This part of the interview process offers the applicant an opportunity to demonstrate important characteristics such as leadership, innovation, and creativity through the stories and examples that he or she decides to discuss.

The "case" interview is highly structured. The applicant will be presented with a business problem and asked to provide a strategy and possible solution in 20-25 minutes. The interviewer is looking to see how the applicant analyzes a problem and how he or she attempts to solve the problem. The interviewer is not looking for technical expertise -- this is truly an evaluation of the applicant’s thought process and ability to analyze. Mock case interviews are strongly encouraged for Master’s degree candidates.
The interviewee should be prepared to demonstrate quantitative skills and highlight leadership skills, all while being a team player. Communication and interpersonal skills are paramount. Is the interviewee engaging and enthusiastic? Does he or she have the poise and sophistication to impress and persuade a client? The interviewers will be asking themselves whether or not they would feel comfortable having you present in front of a client.

**The Case Question**

The most important part of the interview is the case question. Consultants must be able to effectively synthesize large quantities of foreign data, structure an approach to a given client issue, and hypothesize logically and creatively. The case question is designed to test a candidate’s ability to think logically, to determine tolerance for ambiguity and data overload, to observe his/her thought process, to assess poise and communication skills under pressure, and – ultimately – to determine if the candidate would be a good addition to the consulting firm.

For more information on case studies, candidates should read:


- **Case in Point: Complete Case Interview Preparation (2009)**, by Burgee Press.


- **Solve a Case**: McKinsey and Company tips - [http://www.mckinsey.com/careers/how_do_i_apply/how_to_do_well_in_the_interview.aspx](http://www.mckinsey.com/careers/how_do_i_apply/how_to_do_well_in_the_interview.aspx)

**Sample Group of Employers**

- Booz Allen & Hamilton - [http://www.boozallen.com](http://www.boozallen.com)
- Boston Consulting Group - [http://www.bcg.com](http://www.bcg.com)
- J.P. Canon Associates - [http://www.jpecanon.com](http://www.jpecanon.com)
Future Challenges of the Profession
The management consulting industry’s challenges reflect the challenges that are facing today’s leading businesses. Both big and small businesses are looking for new ways to increase profits and decrease costs. When a client company's budget shrinks, the relative cost of a management consultant rises; it is therefore essential for a successful firm or consultant to add noticeable value to their client’s operations and bottom line. The consulting industry has continued to thrive over the past decade, regardless of the cyclical nature of the economy. The growth of the industry will be driven not just by client demand, but also by the number of talented persons who decide to work in consulting. (Carland & Farber). Also, as the market becomes increasingly international, the ability to approach problems from a global perspective will be useful. Specialized skills such as foreign language fluency and technical knowledge are increasingly important. Furthermore, it is essential to build contacts by contacting alumni from your school who are working with firms in which you are interested in order to build your networking infrastructure.

Resources for Additional Information

Associations
Association of Management Consulting Firms - http://www.amcf.org/amcf/
Public Relations Society of America - http://www.prsa.org
International Council of Management Consulting Institutes (ICMCI) - http://www.icmci.org/

Internet Resources
Vault “Consulting” - www.vault.com
Wall Street “Career Journal” online - http://www.careerjournal.com
Publications


CAREER OPPORTUNITIES IN HUMAN RESOURCES

Description of the Field

Attracting the most qualified employees and matching them to the jobs for which they are best suited is important for the success of any organization. However, many enterprises are too large to permit close contact between top management and employees. Human resources and training managers and specialists provide this link. In the past, these workers have been associated with performing the administrative functions of an organization, such as handling employee benefits.
questions or recruiting, interviewing, and hiring new personnel in accordance with the policies and requirements that have been established in conjunction with top management. Today's human resources workers manage these various tasks and, increasingly, consult top executives regarding strategic planning. They have moved from behind-the-scenes staff work to leading the company in suggesting and changing policies. Senior management is recognizing the importance of the human resources department to their bottom line (Occupational Outlook Handbook, http://www.bls.gov/oco/ocos021.htm).

In an effort to improve morale and productivity and limit job turnover, human resource specialists also help their firms effectively use employee skills, provide training opportunities to enhance those skills, and boost employee satisfaction with their jobs and working conditions. Although some positions in the human resources field require only limited contact with people outside the office, dealing with people is an essential part of the job. Typical positions in this field include:

**Human Resources Generalist**

The responsibilities of human resources generalists can vary widely, depending on their employers' needs. In a small organization, a human resources generalist may handle all aspects of human resources work, therefore requiring a broad range of knowledge. While in a large corporation, the top human resources executive usually develops and coordinates personnel programs and policies. These policies are generally implemented by a director or manager of human resources and, in some cases, a director of industrial relations.

**Director of Human Resources**

The director of human resources may oversee several departments, each headed by an experienced manager who most likely specializes in one personnel activity such as employment, compensation, benefits, training and development, or employee relations.

**Training and Development Managers**

Training and development managers and specialists conduct and supervise training and development programs for employees. Increasingly, management recognizes that training offers a way of developing skills, enhancing productivity and quality of work, and building loyalty to the firm. Training is widely accepted as a method of improving employee morale, but this is only one of the reasons for its growing importance. Other factors include the complexity of the work environment, the rapid pace of organizational and technological change, and the growing number of jobs in fields that constantly generate new knowledge. In addition, advances in learning theory have provided insights into how adults learn and how training can use such insights more effectively.

**Training Specialists**

Training specialists plan, organize, and direct a wide range of training activities. Trainers conduct orientation sessions and arrange on-the-job training for new employees. They help rank-and-file workers maintain and improve their job skills and possibly prepare development programs among employees in lower level positions. These programs are designed to
develop both current and potential executives to replace those retiring. Trainers also lead programs to assist employees with transitions due to mergers and acquisitions, as well as technological changes. In government-supported training programs, training specialists function as case managers. They first assess the training needs of clients and then guide them through the most appropriate training method. After training, clients may either be referred to employer relations representatives or receive job placement assistance.

Planning and program development is an important part of the training specialist's job. In order to identify and assess training needs within the firm, trainers may confer with managers and supervisors or conduct surveys. They also periodically evaluate training effectiveness.

Depending on the size, goals, and nature of the organization, trainers may differ considerably in their responsibilities and in the methods they use. Training methods include on-the-job training; schools in which shop conditions are duplicated for trainees prior to putting them on the shop floor; apprenticeship training; classroom training; and electronic learning, which may involve interactive Internet-based training, multimedia programs, distance learning, satellite training, videos and other computer-aided instructional technologies, simulators, conferences, and workshops for jobs requiring greater skill.

Career Paths

The duties given to entry-level workers will vary depending on whether they have a degree in human resource management, have completed an internship, or have some other type of human resources-related experience. Entry-level workers often enter formal or on-the-job training programs in which they learn how to classify jobs, interview applicants, or administer employee benefits. They then are assigned to specific areas in the personnel department to gain experience. A possible career path may see one then advance to a managerial position, overseeing a major element of the personnel program-compensation or training.

Demand

Human resources, training, and labor relations managers and specialists held about 904,900 jobs in 2008. The following table shows the distribution of jobs by occupational specialty:

<table>
<thead>
<tr>
<th>Occupational Specialty</th>
<th>Number of Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training and development specialists</td>
<td>216,600</td>
</tr>
<tr>
<td>Employment, recruitment, and placement specialists</td>
<td>207,900</td>
</tr>
<tr>
<td>Human resources, training, and labor relations specialists, all others</td>
<td>224,600</td>
</tr>
<tr>
<td>Human resources managers</td>
<td>63,100</td>
</tr>
<tr>
<td>Compensation, benefits, and job analysis specialists</td>
<td>121,900</td>
</tr>
</tbody>
</table>

Human resources, training, and labor relations managers and specialists were employed in virtually every industry. About 12,900 specialists were self-employed, working as consultants to public and private employers.
The private sector accounted for more than 8 out of 10 salaried jobs, including 11 percent in administrative and support services; 9 percent in professional, scientific, and technical services; 9 percent in manufacturing; 9 percent in health care and social assistance; and 9 percent in finance and insurance firms.

**Qualifications Necessary to Enter the Field**

The human resources field demands a wide range of personal qualities and skills. The diversity of the workforce requires that they work with or supervise people with various cultural backgrounds, levels of education, and experience. They must be able to cope with conflicting points of view, function under pressure, and demonstrate discretion, integrity, fairness, and a persuasive, congenial personality. In addition, human resources and training managers and specialists must speak and write effectively.

Because of the diversity of duties and level of responsibility, the educational backgrounds of human resources and training managers and specialists vary considerably. In filling entry-level jobs, employers usually seek college graduates. A master's degree in human resources, labor relations, or in business administration with a concentration in human resources management is highly recommended for those seeking general and top management positions.

**Sample Group of Employers**

**Private Sector**


BP - [http://www.bp.com/](http://www.bp.com/)

Mercer - [http://www.mercer.com](http://www.mercer.com)


Oracle - [http://www.oracle.com/](http://www.oracle.com/)

Pricewaterhouse Coopers - [http://www.pwc.com/](http://www.pwc.com/)

**Nonprofit Organizations**


Future Challenges of the Profession

The abundant supply of qualified college graduates and experienced workers should create strong competition for jobs. Overall employment of human resources and training managers and specialists is expected to grow at about the same pace as the average for all occupations through 2010. In addition to openings due to growth, many job openings will arise from the need to replace workers who transfer to other occupations or leave the labor force.

Resources for Additional Information

Associations

American Management Association - http://www.amanet.org/
American Society for Training and Development - http://www.astd.org
American Staffing Association - http://www.americanstaffing.net
International Association for Human Resources Information Management - http://www.ihrim.org/

Internet Resources

DiversityInc - http://www.diversityinc.com/
Jobs4HR.com - http://www.jobs4hr.com/
Workforce Management - http://www.workforce.com/

Publications


CAREER OPPORTUNITIES IN FOUNDATIONS

Description of the Field

A foundation is a non-governmental entity that is established as a non-profit corporation or a charitable trust, with a principal purpose of making grants to unrelated organizations, institutions, or individuals for scientific, educational, cultural, religious, or other charitable purposes.

This (broad) definition of foundation encompasses two foundation types: private foundations and grant-making public charities. A private foundation derives its money from a family, an individual, or a corporation. An example of a private foundation is the Ford Foundation. In contrast, a grant-making public charity (sometimes referred to as a "public foundation") derives its support from diverse sources, which may include foundations, individuals, and government agencies (Foundation Center).

According to the Foundation Center the United States is the largest source of foundations giving. In 2009, there were nearly 75,595 grant-making foundations in the United States; this was a 61 percent increase from 10 years earlier. Foundation giving was $42.9 billion in 2009, with around 88 percent of foundations giving contributing to development causes worldwide. Growth in ‘private aid’ is seen at all levels, from “mega-charities” such as the Gates, Ford, MacArthur, Rockefeller, and Hewlett foundations, to hundreds of smaller foundations.

Transnational nongovernmental organizations such as CARE, Oxfam, Medecins Sans Frontieres, and Save the Children, each with annual budgets exceeding $500 million, distribute more development aid than the entire United Nations system.
## Top 10 US Foundations

<table>
<thead>
<tr>
<th>Foundation</th>
<th>2004 Disbursements to International Causes, $</th>
<th>Grants</th>
<th>Focus Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bill &amp; Melinda Gates</td>
<td>1,233,160,002</td>
<td>134</td>
<td>Health, technology</td>
</tr>
<tr>
<td>Ford Foundation</td>
<td>258,502,043</td>
<td>1328</td>
<td>Democracy, poverty, community development, education, peace</td>
</tr>
<tr>
<td>Gordon and Betty Moore Foundation</td>
<td>83,184,068</td>
<td>79</td>
<td>Conservation</td>
</tr>
<tr>
<td>John D. and Catherine T. MacArthur Foundation</td>
<td>73,138,000</td>
<td>223</td>
<td>Sustainable development, human rights, peace, health</td>
</tr>
<tr>
<td>Rockefeller Foundation</td>
<td>72,906,649</td>
<td>329</td>
<td>Poverty</td>
</tr>
<tr>
<td>William and Flora Hewlett Foundation</td>
<td>56,595,034</td>
<td>165</td>
<td>Education, population, environment</td>
</tr>
<tr>
<td>W. K. Kellogg Foundation</td>
<td>56,315,269</td>
<td>122</td>
<td>Poverty</td>
</tr>
<tr>
<td>Freeman Foundation</td>
<td>53,456,718</td>
<td>223</td>
<td>Exchange and education</td>
</tr>
<tr>
<td>Carnegie Corporation of New York</td>
<td>42,415,000</td>
<td>113</td>
<td>Peace, education</td>
</tr>
<tr>
<td>Starr Foundation</td>
<td>41,392,820</td>
<td>101</td>
<td>Healthcare, democracy</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>1,970,465,603</strong></td>
<td><strong>2817</strong></td>
<td></td>
</tr>
</tbody>
</table>

Career Paths in Foundations

Career Paths and Entry Salaries

Career paths in foundations might not be as standardized as those in other fields; however, over the past decade the majority of the (large) foundations has undergone significant restructuring to systematize their programs and portfolios, rationalize their career paths to make career options in foundations more attractive to international professionals and, particularly to mid-career professionals who might be interesting in a career change.

Qualifications needed to enter the field may vary depending on the position and/or position level that is advertised. In general, people who go into foundation work must be able to write clearly and succinctly. They should be comfortable with making qualitative judgments, have a global perspective on ideas and issues, be creative thinkers, and master critical analysis. Other qualifications include field experience, fluency in foreign languages, and a graduate degree (either at Masters or Ph.D. level).

For those who intend to enter the career foundation path at the beginning of their careers, and/or prior to having acquired significant work experience, they should consider the option of starting as a program associate, and eventually making a switch to either the Management career track or the Technical Specialist career track. Small foundations might have a more fluid organizational structure, and the career paths of their employees might be equally fluid, with less well-defined boundaries between career tracks and/or job descriptions/titles and/or tasks.

Management Track

The ‘management track’ refers to career opportunities in foundations pertaining to the management of the foundations’ portfolios programs. Suitable candidates for these positions have had several relevant jobs (generally between three and five), and have changed their occupational area at least once before entering the foundation field.

The management track is generally split into various sub-tracks:

CEO Level - Director/Executive Director Level - jobs involve leading the planning and operational aspects of the foundations, including oversight of strategic and financial planning and reporting, portfolio management, process improvement and supervision, and attending board meetings. Qualifications for these positions generally include: ability to build, develop, and implement large-scale, complex grant making and programs from the ground-up; strong analytic skills and the ability to think strategically and programmatically; demonstrated ability to work with flexibility, efficiency, and diplomacy both individually and as part of a complex team effort.

Program Officers Level - jobs involve duties that may resemble those of the directors’ level; however, these duties are part of the day-to-day operations conducted to run the foundations. Requirements for these type of positions generally include: 6-8 years of professional experience in program development, design, and management, consulting, strategic development or other related field; self-starter and flexibility to work in fast-paced and changing environment, and ability to travel.
Communications Officer/Strategist – jobs involve helping drive the social media and online marketing strategy for foundation, generally with an emphasis on substantial increased engagement within the social media sphere. Qualifications for these types of jobs include: experience in, and understanding of the media business, including digital and traditional media; ability to establish and sustain relationships with media leaders, ability to identify and explore the latest developments and innovations in the media space; ability to work on multiple projects simultaneously in a demanding and fast-paced environment.

Business Development Track

Foundations, and in particular large ones, have a dedicated a career track that focus exclusively on fund-raising and business development. Candidates for these types of jobs should be familiar with identifying critical priorities for foundation work with individual companies or across individual or multiple stakeholders, providing advice and guidance to grantees, and ability to build long-term relationships to ensure the financial sustainability of foundations programs and initiatives.

Technical/Specialist Track

Positions in the technical/specialist track vary depending on the sector and specialty for which foundations are advertising openings. Professional experience acquired before the application to a particular foundation job needs to be immediately relevant to the technical field to which the candidate is applying.

Salaries

Salaries in the foundations field vary widely depending on job levels, titles, and type and size of the foundations. Publicly available information regarding salary structures and scales remain scarce; however, over the past five, years large foundations – i.e. the Bill and Melinda Gates Foundation, the Aga Khan Development Network, and the Ford Foundation --, have made an effort to increase transparency regarding their, and in general the foundation sector, salary scales and structures.

Foundations provide fringe benefits in addition to the base salary; fringe benefits vary depending on the size of the foundation, and eligibility for them is dependent on the employment status. Fringe benefits for local hires are based on the local labor laws of that country. International staff are eligible for the basic benefits related to Medical/Dental and Life Insurance, International SOS Insurance, assignment travel, home leave, and vacation days etc.

(Anecdotal evidence available suggests that), entry-level salaries for candidates with a graduate degree, and one to three years of experience, range between US$ 70,000 - 100,000 gross plus benefits, almost regardless of where the position is located. (Ref to existing information from the Clinton Global Initiative, the Gates Foundation, and the Rockefeller Foundation).

Demand
Professional opportunities in the foundation field are not limited; however, these opportunities are not always and/or generally openly advertised, and often tied to funding availability; recruitment practices tend to remain opaque, with many foundations preferring to hire referred-only candidates. These constraints make entering and/or transferring into the foundations field relatively complex and laborious. Knowing someone on the staff or board, completing an internship or project with a foundation, or connecting with a mentor (including professors and alumni) who may serve as a consultant to the foundation or on the board, are all helpful ways in which to break into the field.

Volunteers or community activists who have been grantees of the foundation may become known to the foundation staff, while connections made through fund raising, consulting, or serving on a committee that reviews proposals can also provide a way into the foundation world.

Sample Group of Employers

Aga Khan Development Network - http://www.akdn.org/
Annie E. Casey Foundation - http://www.aecf.org/
Clinton Foundation - http://www.clintonfoundation.org/
Commonwealth Fund - http://www.commonwealthfund.org/
Ford Foundation - http://www.fordfoundation.org/
Freeman Foundation - http://www.freemanfoundation.org/
Bill and Melinda Gates Foundation - http://www.gatesfoundation.org/
George Gund Foundation - http://www.gundfdn.org/
Google Foundation - http://www.google.org/
Kellogg Foundation - http://www.wkff.org
Kettering Foundation - http://www.wkff.org/
Henry Luce Foundation - http://www.hluce.org
Mo Ibrahim Foundation - http://www.moibrahimfoundation.org/en
John D. and Catherine T. MacArthur Foundation - www.macfound.org/
Andrew W. Mellon Foundation - http://www.mellon.org/
Gordon and Betty Moore Foundation - http://www.moore.org/
Mott Foundation - http://www.mott.org/
Rockefeller Brothers Fund - http://www.rbf.org/
Rockefeller Foundation - http://www.rockefellerfoundation.org/
Alfred P. Sloan Foundation - http://www.sloan.org/
Starr Foundation - http://www.starrfoundation.org/
The Century Foundation - http://www.tcf.org/
Tony Blair Faith Foundation - http://www.tonyblairfaithfoundation.org

Future Challenges of the Profession

As foundations are asked to take on many of the tasks formerly assumed by federal, state, and local governments, they are likely to struggle with the greater demands on their resources. This is particularly true for the field of development, where the nature of development assistance is changing rapidly, with new delivery mechanisms and new players becoming important parts of the aid system. Official funding is increasingly being channeled through specialized agencies and/or not-for profit organizations dedicated to particular targets, instead of through traditional agencies. A raft of new players has emerged from the private sector, which include foundations, NGOs and other nonprofits, as well as individual philanthropists. As a result, foundations may need to consider creative ventures and risk-taking in cooperation or partnership with other foundations, government, and nonprofit organizations.

In addition, the focus of private donors must shift to programs that can be replicated and enlarged. Traditional donors have long claimed that they can ‘scale up’ programs more effectively than private-aid suppliers, but this is because they have been entrusted with far more resources. The availability of resources would be less of a constraint for private-aid givers if they could demonstrate their ability to reduce poverty and improve public services for the poor. Often, private aid programs mix several objectives – providing fair wages, minimizing environmental impacts, changing mindsets – in a way that reflects the preferences (and zeal) of their founders. This may be admirable, but it often produces short-term projects. The history of private global philanthropy is filled with plenty of ‘success stories’ with little follow-up.
Finally, private donors need to intensify efforts to better gauge their own effectiveness. Information, coordination, and planning are becoming harder as more players deliver aid. In well-functioning markets, trade associations and other bodies monitor market conditions, set standards, and define regulations that force a certain degree of transparency. Private-aid givers need to do more to provide good statistical data on their activities so as to permit others to identify key gaps and overlaps. That is the minimum level of accountability they owe the countries in which they operate, and the poor they claim to serve.

Resources for Additional Information

**Associations**


*The Foundation Center,* 79 Fifth Ave. 16th Street, New York NY 10003. Phone: (212) 620-4230 or (800) 424-9836. Web address: [http://fdncenter.org](http://fdncenter.org)

**Internet Resources**


HandsNet - [http://www.handsnet.org](http://www.handsnet.org)


Idealist Nonprofit - [http://www.idealistic.org](http://www.idealistic.org)

National Council of Nonprofit Organizations

Nonprofit Oyster

Nonprofit Professionals Advisory Group

NonProfit-jobs.org

Opportunity Knocks

Orion Grassroots Network
Publications


The Nonprofit Times

Philanthropy News Network


CAREER OPPORTUNITIES IN COMMUNICATIONS & PUBLIC RELATIONS

Description of Field

Public Relations (PR) today is a highly sophisticated discipline that entails the management of an organization's communication with all of its stakeholders, in support of organizational goals and objectives.

Public relations specialists build, maintain, and promote the reputation and image of individuals, organizations, products, issues, and events. PR specialists identify problems and make efforts to improve relations between a client and its public, in part by studying the attitudes and opinions of various communities or markets.

Public relations assignments differ from an advertising assignment in that the PR firm utilizes free opportunities for media exposure, disseminating or creating newsworthy publicity of interest to radio, television, and the press instead of producing ads or commercials and purchasing media time or space. While some clients have both public relations and advertising strategies in place, non-profit organizations rely heavily on PR specialists to promote their issues and events because they often have limited advertising budgets. For example, Amnesty International is an organization that reaches a large number of people through a combination of news releases to the media, direct mail, and lobbying activities.
The prominence of the Internet as a primary source of information about an organization or enterprise requires that PR and communications specialists be tech savvy and knowledgeable about the myriad uses of the web as a tool for communicating with the public and reaching targeted audiences.

**Career Paths and Entry Salaries**

Typical entry into the field is through internships at PR agencies or PR departments within corporations. This experience is highly valuable in landing a position in public relations after graduation, since experience counts heavily in this industry. In addition to internship experience, anyone interested in full-time employment in PR must have strong writing and editing skills for an array of formats.

Campus activities promoting university-wide events and helping with fund raising campaigns may well win you points, since entry level jobs often utilize similar skills. These activities include writing for the campus newspaper, organizing mailings, planning events, preparing news releases, assembling press kits, drafting articles and talking points.

**Demand**

Employment in the industry is projected to grow 22% between 2004 and 2014. However, even with this projection for faster than average growth, competition for entry-level jobs will be stiff as the field draws an abundance of applicants.

**Qualifications Necessary to Enter the Field**

The qualities needed to be successful in PR work include the ability to work in a news room environment, to react promptly when faced with sudden changes in events, to speak comfortably with upper level management and media personalities, and a willingness to stay after normal hours in order to meet tight deadlines. PR specialists are expected to have strong presentation, writing, and editing skills. Experience working in digital and social media is a necessity, while data analysis, spreadsheet knowledge and an understanding of visual design are highly valued. Creativity, initiative, critical thinking skills and the ability to communicate effectively are essential. Language fluency (including speaking comfortably both in formal and casual situations, but also in a foreign language) is increasingly required.

**Sample Group of Employers**

Wherever there is a newspaper, television or radio station, private enterprise, government office, or non-profit organization, there will be ample opportunities for public relations. Larger cities have a higher demand for PR specialists; New York, Chicago, Los Angeles, Detroit, and Washington DC abound with PR activities. A few recognizable names in PR include:
Hill and Knowlton - www.hillandknowlton.com/
Ketchum - http://www.ketchum.com/
Manning Selvage and Lee - http://www.mslpr.com/
Ogilvy - http://www.ogilvypr.com
Schwartz Communications - http://www.schwartzcomm.com/
Bliss, Gouverneur, and Associates - http://www.blisspr.com/
CRT/Tanaka - http://www.crt-tanaka.com/
Cooper Katz and Company - http://www.cooperkatz.com/
Gibbs & Soell - http://www.gibbs-soell.com/
Horn Group - http://www.horngroup.com/
Lippe Taylor - http://www.sustainabilitypractice.net/about.html
Padilla Speer Beardsley - http://www.psbpr.com/
Publicis USA - http://www.publicis-usa.com/
The Rogers Group - http://www.rogerspr.com/
Grayling - http://www.grayling.com/
Stanton Communications - http://www.stantoncomm.com/
Brodeur - http://www.brodeur.com/
Resources for Additional Information

**Associations**

Public Relations Society of America (PRSA) - [http://www.prsa.org](http://www.prsa.org)

Sales and Marketing Executives International - [http://www.smei.org](http://www.smei.org)

Association for Women in Communication - [http://www.womcom.org](http://www.womcom.org)

International Association of Business Communicators - [http://www.iabc.com](http://www.iabc.com)


Public Relations Student Society Of America (PRSSA) - [www.prssa.org](http://www.prssa.org)


**Internet Resources**

Careers in Public Relations (PRSA) - [http://www.prsa.org/ Resources/profession/](http://www.prsa.org/Resources/profession/)

Council of Public Relations Firms: Career Center - [www.prfirms.org/career/default.asp](http://www.prfirms.org/career/default.asp)

Jobweb article on PR Careers - [http://www.jobweb.com/Resources/Library/Careers_In/Network_Into_45_01.htm](http://www.jobweb.com/Resources/Library/Careers_In/Network_Into_45_01.htm)

O'Dwyer's PR Firms Database - [http://www.odwyerpr.com/](http://www.odwyerpr.com/)


PRNewser - [http://www.mediabistro.com/prnewser/](http://www.mediabistro.com/prnewser/)

PRSSA JobCenter Resources - [http://www.prssa.org/jobcenter/resources/](http://www.prssa.org/jobcenter/resources/)


CAREER OPPORTUNITIES IN GOVERNMENT RELATIONS, LOBBYING, AND CAMPAIGNING

Description of Field

Government relations, also known as lobbying, consists of individuals and organizations engaged in promoting the interests of their employers or clients to the government. Their activities involve monitoring legislative and executive activities to influence policy, legislation, regulations, or negotiations on behalf of governments, industries, specific companies, interest groups, or constituencies. In Washington, DC, lobbying is regulated by law, calling for the disclosure by lobbyists of organizations or clients that they represent. This is done through the LDA (Lobbying Disclosure Act) and FARA (Foreign Agents Registration Act).

In addition, lobbying may also be carried out by PACs (Political Action Committees) that represent specific constituencies. People may simply represent themselves on stated issues as well. Last, there is a subdivision within the Executive Branch Legislative Offices that represents various departments and agencies of the Executive Branch of the U.S. Government, responsible for influencing the Congressional Branch on legislative affairs.

Career Paths

Most of those seeking careers in lobbying begin with volunteer work on political campaigns for elected public officials, or in legislative staffs on Capitol Hill, State Houses, or governmental agencies. After acquiring such experience, graduates can often move into the mid-level of organizations; without such experience, graduates will typically begin in the research area or in roles that support more senior staff.

Moving in and out of government, sometimes known as the “revolving door,” usually increases a person’s marketability in both the public and private sector. There are few permanently established career paths in lobbying, as these positions are influenced by the ebb and flow of politics and the current opportunities available in the government. One possible career path may include starting a research assistant, with that person eventually become an analyst or manager within a lobbying organization, and then moving to work for the staff of an elected official or government agency.

Typical entry-level job titles include issues analyst, research analyst, and research assistant or associate. Salaries vary based on experience and professional contacts, keeping in mind that private sector companies typically pay more than non-profit and public interest organizations.
Demand

The lobbying industry is highly competitive; without experience or contacts graduates must be willing to start at the entry level. There is a wide range of issues, both international and domestic, that draws people to the field. A foreign government, a company with international trade concerns, or an advocacy group working on human rights may all call for representation by a lobbyist. Vacancies are rarely posted since many positions are filled by networking and referral.

Qualifications Necessary to Enter Field

Government experience is a highly regarded qualification. Strong communications skills, both written and oral, are essential as well. Those seeking to work in government relations must also have a comprehensive understanding of organizational structure and legislative procedures. In addition, excellent people skills, high energy, flexibility, and a willingness to work long hours are also important, as is the ability to compromise.

Students interested in lobbying careers must network and should consider volunteering on political campaigns or interning with a government agency. The contacts developed through volunteer work, internships, and experience in analyzing issues and understanding government processes can be invaluable. A graduate degree in law or in public affairs/public policy is often helpful for advancement in the field.

Sample Group of Employers

According to the Washington Post, the number of registered lobbyists in Washington has more than doubled since 2000 to more than 34,750. Employers consist of public relations consultants, law firms, corporate lobbying agents, public interest organizations, trade and professional associations, political action committees, and political parties. A sample listing follows:

Public Relations Consultants


Law Firms


Patton Boggs LLP - http://www.patonboggs.com/
**Public Interest Organizations**


The Brady Campaign - [http://www.bradycampaign.org/](http://www.bradycampaign.org/)

Public Citizen - [http://www.citizen.org](http://www.citizen.org/)

**Trade & Professional Organizations**


**Political Parties**

Democratic National Committee - [http://www.democrats.org/](http://www.democrats.org/)


**Future Challenges of the Profession**

As issues facing government become more numerous and complicated, lobbyists increasingly become more important and prevalent. While lobbyists serve as advocates for the interests of their employers or clients, they also provide information to elected officials and staff that may be useful in the decision process.

Lobbying in Washington, DC is the most visible, but lobbying at the state level as well as lobbying foreign governments and agencies is growing. It should be noted that currently regulations restrict the lobbying activities of former US government officials.

**Resources for Additional Information**

**Associations**

American League of Lobbyists (ALL) - [http://www.alldc.org](http://www.alldc.org)

**Internet Resources**

Center for Policy Alternatives - http://www.stateaction.org

Center for Lobbying in the Public Interest - http://www.clpi.org/

Political Advocacy Groups http://www.vancouver.wsu.edu/fac/kfountain/ - A directory of United States Lobbyists

Yahoo Directory of Government Lobbying Firms -

Publications

