

Building a Career in Nonprofit Cleveland

Focus on the Nonprofit Identity

An independent paper
based largely on the findings of the
Young Nonprofit Professionals
Network (YNPN) Cleveland's
November 2010 survey

of young nonprofit professionals
and nonprofit management students

in the Cleveland, Ohio area

Cleveland, Ohio is home to a well-educated and committed corps of nonprofit professionals in their 20s and 30s.

They are dedicated to the organizations they serve, but many have found that in order to advance their careers they must consider leaving Cleveland and, in some cases, the nonprofit sector as a whole.

If Cleveland's nonprofit community leads the way in taking steps to define, support and promote nonprofit work as a viable career choice for its young professionals, they may be more likely to stay in the region.

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A Note from the Authors

82. That's the percentage of young nonprofit professionals who answered "yes" when asked whether they have ever considered leaving Cleveland to advance their careers. Is it the economy? The weather? Is it some other factor outside of our control? Possibly. But the challenge remains: Cleveland nonprofits need to go the extra mile to ensure that young professionals are not lured away by bigger cities or bigger paychecks. YNPN Cleveland looks forward to meeting this challenge head on.

When the survey working group first met in late 2010, we weren't sure what our findings would reveal about YNPN Cleveland members and other young nonprofit professionals. Some of the data took us by surprise, some we predicted. Some of the underlying themes we anticipated, others became clear only after focus group participants highlighted them. The themes we identified and the solutions provided here are not definitive answers to the challenges we face as a sector in Cleveland. Even the survey had its limitations. We hope our readers will respect these conditions and see this report as a conversation starter rather than the final word.

The solutions and themes shared here do not mark the end of YNPN Cleveland's work. Our survey respondents are willing to work hard to improve their organizations and the lives of those they serve in Cleveland. Let's do all we can to make sure it stays that way.

Sincerely,

YNPN Cleveland Survey Working Group, July 2011

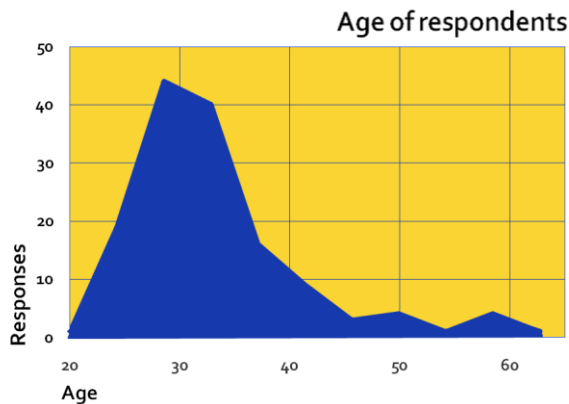
Katie Artzner, Matt Carter, Jamie Jones, Kari Mirkin, and Jana Nassif
with researchers Esther Alcaina de la Iglesia, Barbra Lewis, and Amanda Shaffer

To access the original survey instrument and the complete survey results, visit ynpn.org/cleveland/about-2/reports/.

The Survey: Who, When and Why

YNPN Cleveland completed its first member survey shortly after the chapter’s establishment in 2009, with a goal of learning how it could best serve the local nonprofit community. Over time, it became clear that a more thorough study would be invaluable in planning future YNPN Cleveland initiatives and advocating for its members in the nonprofit community.

In the fall of 2010, YNPN Cleveland leadership and a newly formed survey working group teamed up with Quantitative Analysis students at Case Western Reserve



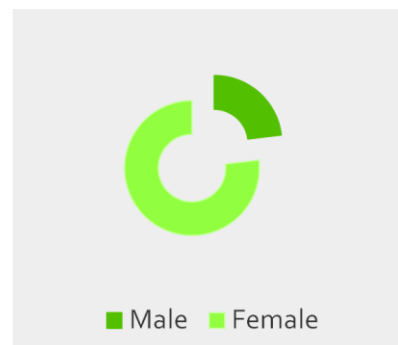
University’s Mandel Center for Nonprofit Organizations. Together they created a survey, *Building a Career in Nonprofit Cleveland*, that focused on the career goals and professional needs of the survey’s target audience: YNPN Cleveland members with less than ten years’ experience in the nonprofit field and nonprofit management graduate students who are employed or have yet to enter the workforce. In November, the student

YNPN Cleveland is part of a national network of independent chapters, the first of which was established in 1997. Today, over 20,000 individuals nationwide are affiliated with YNPN’s 47 chapters; YNPN Cleveland alone has over 900 members. All of these chapters share a mission of supporting the professional development of the next generation of nonprofit leaders. Locally, YNPN Cleveland carries out this mission by hosting workshops, social events and volunteer projects that address the interests and concerns of its diverse and talented membership.

team set up a web-based survey to collect the data.

In addition to the more than 700 individuals in the network at that time, the survey was also made available to 100 students at the Mandel Center and 63 students enrolled in John Carroll University’s nonprofit administration program. A total of 143 responses were collected before the survey’s close on November 5.

Of these respondents, 110 were female and 33 were male. Respondents had an average age

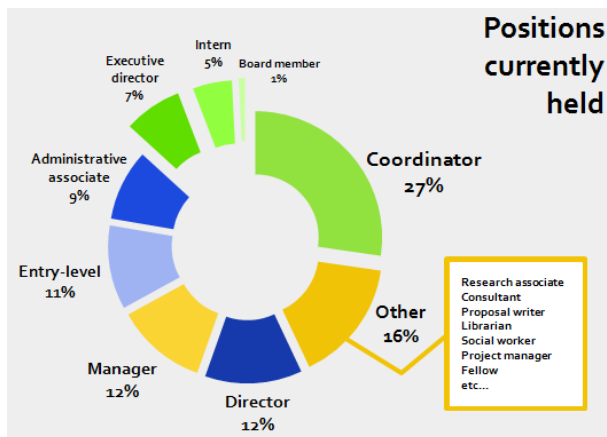


of 31, and most respondents reported that they have been employed at a nonprofit organization for no longer than 5 years.

After reviewing the survey findings, two focus group sessions attended by 12 young professionals were held in February 2011, generating a significant amount of new data to supplement the original findings, much of which is represented throughout this report in graphic form.

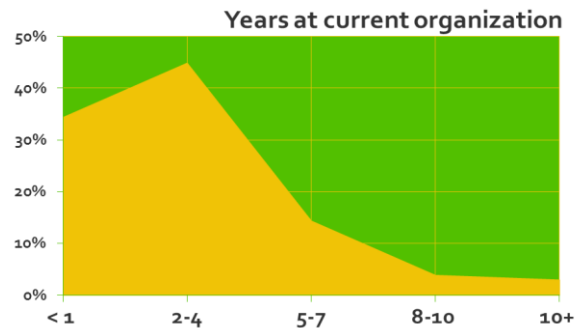
As we pored over the results, a singular theme emerged from the recorded and verbal responses given by these young professionals, even those who have attained an education specifically in the field: *Cleveland's nonprofit sector is having an identity crisis.*

While there is an abundance of talented, dedicated young professionals in the sector, many of these individuals might be surprised to learn that they are indeed nonprofit professionals. Others know that they work for



a nonprofit, but aren't exactly sure what that means. We surmised that people working in retail, in finance, or some other industry would likely realize it and would know what qualities place their employers in each respective category, as well as what employers look for when seeking new talent.

We also agreed that if more people understood the benefits of working for a nonprofit, the sector could attract the best and brightest workers on the market, while also



taking steps toward ensuring that more of its existing workforce is happily retained.

Survey takers provided many ideas to address the issues surrounding job satisfaction, and our focus group participants added even more. Each of the solutions, we found, was a matter of redefining the nonprofit career, promoting the nonprofit career to jobseekers early and often, or supporting current professionals in their new careers.

We thus came up with the following theory: **If Cleveland's nonprofit community leads the way in taking steps to define, support and promote nonprofit work as a viable career choice for its young professionals, they may be more likely to stay in the region.**

There are steps we can take – highlighted in bold throughout this report – to make sure individuals feel they are working in a self-aware and supportive community, not just an isolated cubicle.

Defining the Nonprofit Career

What is the nonprofit job?

Though they may not realize it, a professor at a private university, a nurse at almost any hospital, and a social worker at a crisis-care nursery are all technically nonprofit professionals.

Because so many nonprofit professionals wear so many hats, it can be difficult to convey what a nonprofit job title encompasses, making career advancement across organizations difficult, especially among professional and support staff. One nonprofit’s program assistant is another nonprofit’s project coordinator.

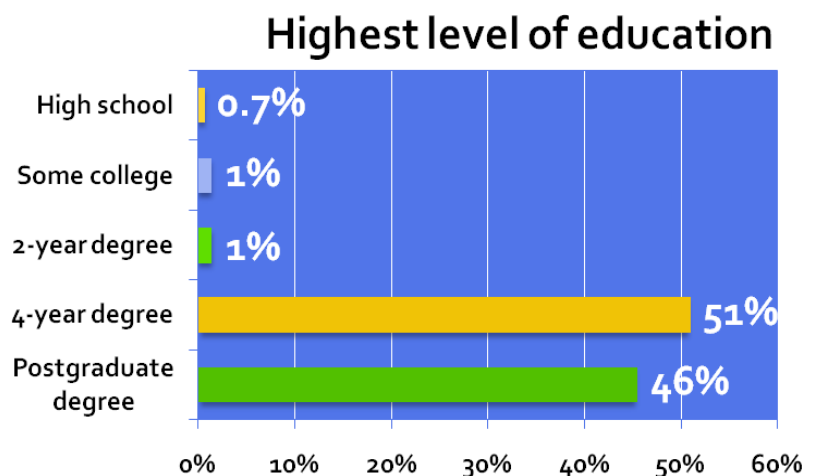
Our survey found that diversity of responsibility is one of the main draws of the nonprofit career. Burnout, perhaps the result of too many responsibilities, though, is cited as a major drawback.

As such, nonprofit professionals should be sure to highlight specific job responsibilities on their resumes, regardless of official job titles.

Nonprofit employers could help clarify things by developing a shared taxonomy encompassing skills, career paths, and job titles in the sector. If nonprofit employers team up to create this taxonomy, the city would lead the way in reshaping the definition of a nonprofit job. It would also help garner respect from the business sector and increase young professionals’ pride in their jobs as more and more people are able to understand what their nonprofit work is all about.

Bridging the education/experience gap

Nonprofit professionals who are now in their 30s and 40s represent the first generation of individuals to deliberately pursue careers as “nonprofit professionals (notwithstanding traditional professional settings such as medicine, education, and religion). While advanced degrees in general nonprofit administration are increasingly common, many more professionals have come to the nonprofit sector by chance,



DEFINING

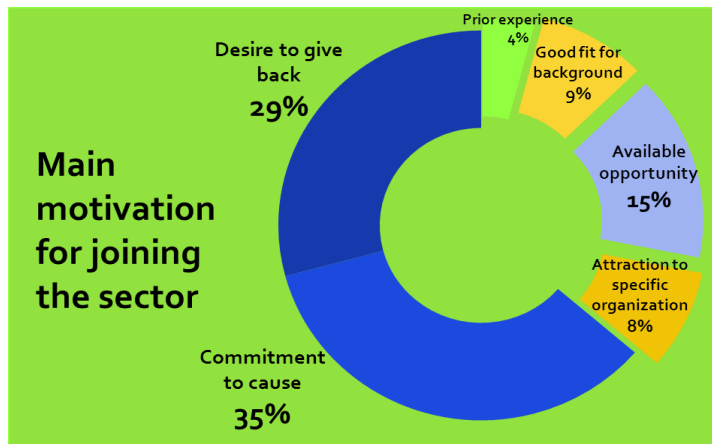
gaining experience along the way after having chosen a nonprofit career because of commitment to a cause, or simply because it happened to be the job that was available at the time.

Survey respondents as a whole were highly educated (97% have a 4-year degree or post-graduate degree), but they largely lacked significant on-the-job experience: more than three quarters (76%) of survey respondents have worked in the nonprofit sector for less than five years, and 79% have worked in their current jobs for less than 4 years. In the focus groups, participants with advanced degrees shared their impressions that non-degreed



coworkers and managers with more experience do not always take their ideas and suggestions seriously. It is essential for employers to recognize this tension where it exists and adjust organizational workflow accordingly to ensure they are taking advantage of the talents, skills, and education of all employees.

Regardless of how workers happened upon their current position – either deliberately or by chance – a heartfelt commitment to a cause was survey respondents’ most commonly cited motivation for joining and staying in nonprofits, and this kind of dedication to mission might be one of the sector’s strongest assets.



Employers that have workers with varying educational/experiential backgrounds should make arrangements for formal, in-house mentoring opportunities to encourage an atmosphere of collaboration and mutual respect.

When properly exploited, the combined efforts of the highly experienced and the highly educated can drive new ideas, improve program outcomes, and encourage a sense of community. **Young professionals can work informally to bridge the gap by actively identifying and seeking out those in their field whose work ethics and achievements they admire, and establishing a mentoring relationship.**

DEFINING

In addition, **educational institutions that provide degrees in nonprofit studies should incorporate more experience-based learning to help bridge the gap between education and experience.**

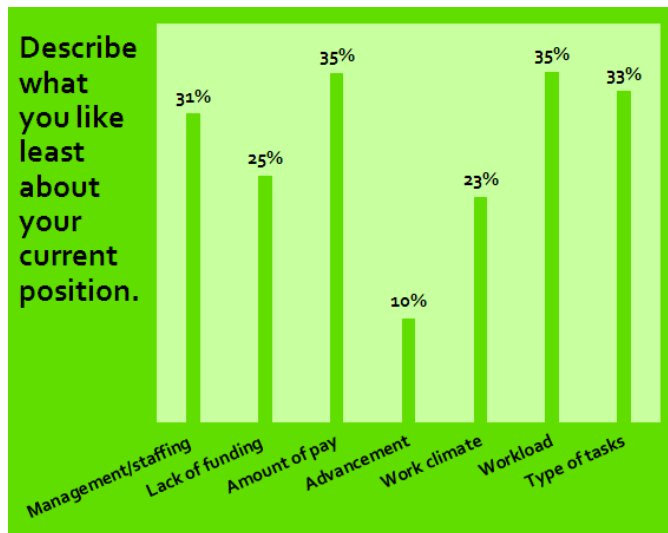
The ‘Swiss army knife’ of careers?

With the possible exception of the largest organizations, nonprofit jobs at all levels usually require a diverse set of responsibilities, calling for an equally diverse set of skills. Happily, many nonprofit employees are imbued with an entrepreneurial spirit and enjoy the varying job duties: one of the survey’s most often-cited benefits of a nonprofit job was the variety of responsibilities and work-related experiences.

Heavy workload, the likely result of having so many responsibilities (along with low pay), was one the top 2 most commonly-cited disadvantages of the nonprofit job for young professionals. **By considering placing limits on the range of responsibilities, nonprofit employers may somewhat alleviate job burnout, giving young professionals a better sense of the direct impact their positions have on mission objectives, and allowing them to take more pride in their unique role.** One survey respondent listed the following job title: “Company member, administrative assistant, and project manager” for an arts organization. It is hard to imagine such a job title being used in the business or government sectors.

“I love the chance to do different things every day, the flexibility, the fast pace of the work, and the chance to mold my position to my interests.”

- Survey respondent



Supporting the Nonprofit Career

Climbing the ladder

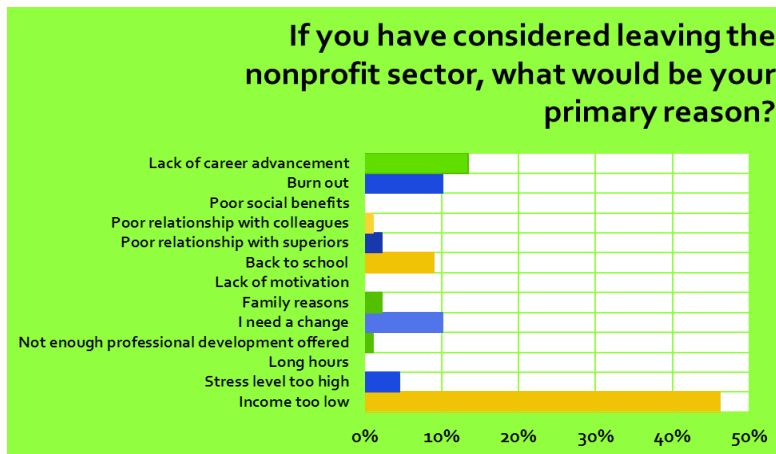
Clearly, nonprofit organizations cannot be expected to create a new position each time a promotion is warranted. The size alone of some nonprofits can hamper chances of internal promotion. After all, it's hard to climb the corporate ladder given a staff of 5 people or less! Lack of career advancement was cited as the

"Lack of advancement opportunities, duplication in job duties leaves me feeling undervalued."

- Survey respondent

second-largest factor in survey respondents' considerations for leaving the nonprofit sector. However, **if promotion isn't in the cards, management could seek to reward excellent employees at all levels by including them in more mission-related decision making and programming.** After all, it's the mission of the organization that attracted most employees in the first place.

At the same time, managers should take care to avoid simply piling on extra work. Indeed, focus group participants agreed that for many employers, increased workload equates to increased responsibility.



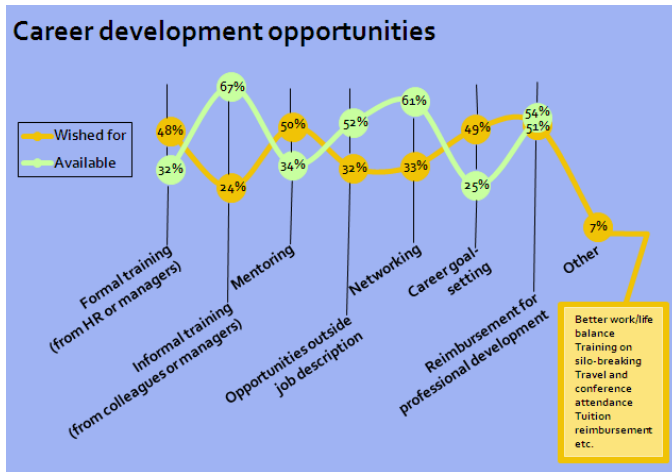
Focus group participants also pointed out that the stress of lower- and mid-level positions may lead young professionals to foster an unrealistic view of the daily responsibilities of the

executive director. One focus group participant summed it up simply: "seeing your future as unreachable is scary and intimidating."

Show me the money (and some skills)

Whether or not it is accurate, nonprofit professionals who took our survey largely believe they could make more money in a similar position at a for-profit company. And although most nonprofit professionals work in this field for reasons other than compensation, a reasonable and comparable salary is still an important consideration.

Nonprofit employees tend to wear many hats. A portion of their job responsibilities may be in an area in which they have little or no experience. Given the lack of advancement opportunities at many organizations, or unavoidable barriers when it comes to salary increases, nonprofits may need to switch the focus to other benefits that increase job satisfaction and retention. Professional development opportunities, mentoring, goal setting, and formal skills training



were all viewed favorably by more than half of the survey respondents, and each represents a cost-effective way of enriching the job experience. **If an employer cannot increase salary, but can commit some dollars to its employees' development, reimbursement for training, travel expenses and conference fees represents an attractive alternative.**

Articles published in *Crain's Cleveland Business*, and reiterated by the focus group participants, point out that professional development opportunities are viewed favorably by employees and might also lead to a higher likelihood of retention than those who were not encouraged or offered chances to participate in such opportunities.

"I would love to be able to take some time away from work for professional development opportunities without having to use up my vacation days."

- Survey respondent

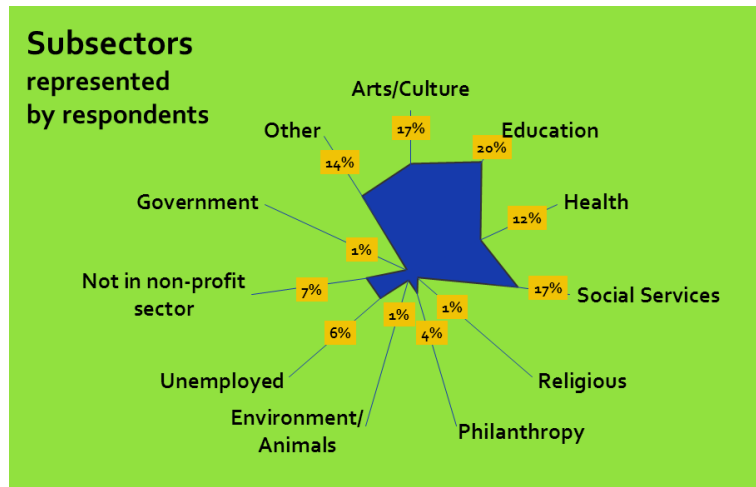
Even if tuition reimbursement or professional development funds for these individuals is out of the question, **something as simple as a flexible work schedule can make all the difference for current employees wishing to pursue educational opportunities outside of work.**

Promoting the Nonprofit Career

Nonprofit - that means you don't get paid, right? (Promoting outside of the nonprofit sector)

For those not involved in nonprofit operations, the term “nonprofit” usually conjures up images of soup kitchens, homeless shelters, and volunteer work, not multi-million dollar hospital facilities, world-renowned orchestras, or complex fundraising strategies. When asked, many people will probably not be able to accurately define “nonprofit”, and this lack of awareness plays a role in the nonprofit sector’s identity crisis.

A general misunderstanding about the breadth of Cleveland’s own nonprofit sector is a contributing factor in our region. Even some survey respondents, including several in the healthcare and education fields, failed to correctly identify *themselves* as nonprofit employees. It is hard to take pride in a nonprofit career that you do not fully recognize as nonprofit. To encourage people to pursue and embrace a nonprofit career, they have to know what a nonprofit career actually entails.



With mission as the bottom line, work in nonprofits represents a distinct career path for those entering the sector. The more the general public are made aware of what comprises the sector – who works in it, what they do, and why – the better for attracting new talent. **Educational institutions have the opportunity to play an especially significant role in promotion by including the study of nonprofits as part of their general education curriculum. Libraries can help by building more substantial nonprofit collections to supplement their business collections. Well-respected nonprofits with financial means and large networks should also consider ways to promote the sector as a whole.** It is never too early or too late to introduce the concept of “nonprofit”.

PROMOTING

Teachers, professors, college counselors, and career advisors can all assist in promotional efforts by marketing nonprofit career choices to students at any educational level – high school, college, graduate school, or post-graduate and continuing education. Even if they choose not to work in the field, these individuals will at least have a better understanding of the economic environment in which nonprofits operate and may consider volunteering or becoming a donor.

Cleveland's nonprofit heritage

A recent series by Plain Dealer reporter Margaret Bernstein highlighted the long and illustrious history of Cleveland's nonprofit sector, whose roots stretch back to the 1830s. This history includes the establishment of the nation's first community foundation, The Cleveland Foundation, in 1914. Engaged philanthropy remains a proud hallmark of the Cleveland metropolitan area, now home to 1,391 private, corporate, and community foundations. In 2008, over \$171 million flowed into Cleveland's nonprofit sector through private institutional grants.

According to the National Center for Charitable Statistics, over 5,000 public charities with just over \$32 billion in reported assets conduct their programs in Cuyahoga County. Charity Navigator's 2010 study of 30 U.S. metropolitan areas ranked Cleveland's nonprofit market #9 in total contributions, #3 in total revenue and #1 in total assets.

With many of Northeast Ohio's colleges and universities offering certificates and degree programs in nonprofit management, the Cleveland area is awash not only with nonprofits, but with a population of dedicated and educated professionals engaged in nonprofit work as well.

Sources, accessed 5/9/2011:

- National Center for Charitable Statistics, Custom Table Wizard. <http://nccsdataweb.urban.org/NCCS/V1Pub/index.php>.
- Charity Navigator 2010 Metro Market Study. <http://nccsdataweb.urban.org/NCCS/V1Pub/index.php>.
- Margaret Bernstein's Plain Dealer series on philanthropy. http://blog.cleveland.com/philanthropy/2010/12/how_gifts_great_and_small_have.html.
- *Aggregate Financial Information for Foundations in the Cleveland, OH, Metropolitan Area, circa 2008*, The Foundation Center. http://foundationcenter.org/findfunders/statistics/pdf/01_found_fin_data/2008/msa/clemsao8.pdf.
- *Metro Area Funding by Foundations*, The Foundation Center. <http://glasspockets.org/facts/metromap.html>.

But students are certainly not the only targets of the nonprofit promotion campaign. The sector could do more to promote itself among the general population and, more specifically, current jobseekers. As an example, **a presence at job fairs, with a clear indication of the employer's nonprofit status posted for all to see, can help to improve awareness of**

the nonprofit career path. Even small nonprofits that may not necessarily have an open position at the time can promote nonprofit work by explaining the benefits and unique aspects of the nonprofit sector, including the mission as bottom line and the educational achievements of current

60% of survey respondents were able to identify opportunities for networking in the community, and 30% wanted to see more of this type of interaction.

nonprofit workers – doing mission-driven work does not equate to lower qualifications or a lower degree of professionalism. Job seekers will begin to realize that taking a nonprofit job makes you part of a community with shared values, not just one isolated organization.

Another way to address lack of awareness in the working world is for young nonprofit professionals to collaborate with professional associations in the for-profit sector.

It is not uncommon for working professionals to consider “switching” sectors later in their careers, and any established connection these individuals have



with current nonprofit employees will make their transition simpler. Through networking with their for-profit and governmental counterparts, young nonprofit professionals (really, those of any age) can increase knowledge of the scope of the nonprofit sector and the wealth of skills and disciplines its employees represent.

Promoting within the nonprofit sector

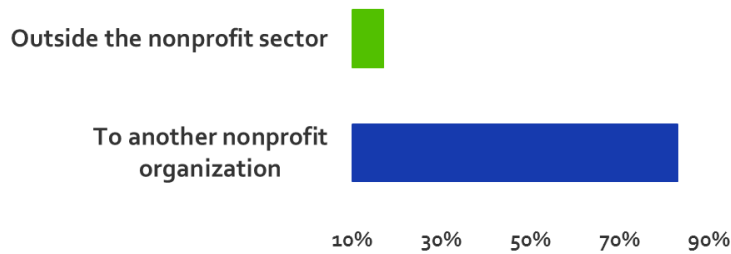
There is no doubt that Cleveland nonprofit organizations can benefit from an increase in internal promotion. The focus group sessions revealed that more organizations need to familiarize all current and potential employees with the basics of nonprofit structure. By taking pride in the sector and making an effort to advance knowledge among its workers, employers can ensure that current nonprofit workers feel a stronger connection to their organization.

Connection is only part of the battle; Cleveland faces a significant challenge in retaining the nonprofit job corps it currently has. 82% of the survey respondents (almost all of which are currently employed by Cleveland nonprofits) have considered leaving Cleveland.

83% would remain in the nonprofit sector, but would take their career outside of Cleveland.

Although the survey and focus groups identified that professionals are struggling with pay, burnout and lack of advancement, often the mission and causes the organizations support keep professionals in the sector, even if they are keeping one eye out for positions outside the sector.

If you considered leaving Cleveland, where would you ideally take your career?



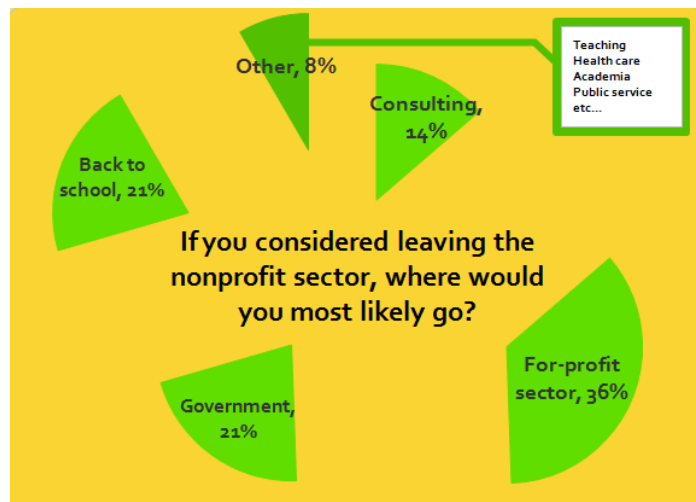
Organizations can capitalize on this commitment to the cause by creating a sense of community at work and interacting and collaborating with other nonprofits when possible. Leadership development programs, such as those conducted by the Cleveland Leadership Center, are widely praised as excellent ways to accelerate one’s understanding of,

and potential in, the community at large. Perhaps a program specifically targeted for nonprofit professionals could be created that would focus on expanding interaction with the sector.

Nonprofit employers, nonprofit management degree programs, and foundations could consider developing a rotational internship program that installs graduating students and nonprofit workers with under 5 years’ experience in the sector, allowing them to experience assignments throughout the city’s many nonprofit subsectors. This

kind of experiential, collaborative effort would allow those just entering the workforce to get a sense of the depth of the local nonprofit sector, while helping to increase capacity at selected organizations.

Nonprofit professionals, too, can activate their own engagement in the collaborative process by volunteering for junior or associate boards with nonprofits whose missions appeal to them.



Geography

Cleveland and its discontents

As is true with other job satisfaction surveys, geographic location has the potential to color the tone of some responses, particularly when satisfaction or discontent is being expressed. Our survey found that while living in Cleveland may be a factor in some of the respondents' expressions of dissatisfaction with their job prospects, other young professionals noted that Cleveland can be a fun and exciting place with a relatively low cost of living.

It should be noted that besides low compensation, job burnout was a common complaint of survey respondents, and burnout is likely a problem no matter where one lives, as evidenced by the results of a 2008 national member survey conducted by YNPN, *Stepping Up or Stepping Out: A Report on the Readiness of Next Generation Nonprofit Leaders*.

The results of the Cleveland survey indicate that if nonprofits work to somehow address pay and burnout issues, current nonprofit professionals might be more likely to stay in the region. In other words, Cleveland may not be the problem, but it can be part of the solution.

Once the professionalization of Cleveland's nonprofit sector is recognized and advertised, and if employers can provide compensation or development opportunities in line with the positions available within their organizations, talented individuals across all disciplines and geographies will consider jobs in the sector.

Although this survey found that the primary motivator for those engaged in this city's nonprofit sector was mission, the idea of working for a nonprofit need not sound as though one is choosing an alternative career path over that of the qualified professional seeking advancement and compensatory pay.

Isn't it just the economy?

The answer is...maybe. With the down economy in Cleveland stretching back, some argue, several years before the 2008 national economic crisis, the perception of career opportunities in Cleveland may be disproportionately negative.

Even as the overall economy recuperates, the possibility of an upwardly mobile career may still be perceived as an unlikely scenario, unless one moves out of the area. Future studies of young professionals in the Cleveland area and other regions would likely yield different data, perhaps in the number of people happily employed or the perception of salary differences.

Conclusion

Countless articles and books have been written about the upcoming leadership transition in the nonprofit sector, the professionalization of the nonprofit career, and several of the other topics discussed in this report. While all of the research and reading may help us identify the challenges and opportunities

"I think nonprofits need to collaborate and communicate to promote sustainability and networking in Cleveland. It's so important to not work against organizations, but work along side each other. At the end of the day we are all doing the same thing. Trying to improve lives and help people out!"

- Survey respondent

ahead, they are only useful if we choose to adopt these lessons and, by acting on them, make them our own. As more and more people move out of their professional roles and into retirement, the successful transition of the next generation of inspired, motivated and energetic leaders will be essential. Having the best-of-the-best in line to take over will ensure the lasting vitality of Cleveland's nonprofit sector.

Defining and promoting the nonprofit career is as important to the young professional as it is to well-experienced nonprofit employees, and the suggestions in this report about strengthening Cleveland's nonprofit community will benefit all. **Supporting** the nonprofit career, however, is a task charged mainly to employers, especially those in Cleveland whose younger employees are very likely to consider leaving their current posts unless more compelling reasons to stay are available. YNPN Cleveland wants to be one of those reasons, but what really matters is that each individual advocate for and seek out opportunities for personal and professional growth no matter his or her job title. Further, if you have given someone that job title, make sure it is meaningful.

To the young professional whose employer is unlikely or unwilling to entertain some of the suggestions included here, it is up to you to map out your own career path. Find someone you look up to and ask them what has mattered most in his or her career. Join professional associations like YNPN Cleveland and expand your personal network of nonprofit colleagues. Use your evenings and weekends to study nonprofit trends and other topics specific to your field. Finally, take pride in your decision to pursue a career in, and help shape the future of, one of the America's most vibrant nonprofit communities.

Acknowledgements

There are many people YNPN Cleveland would like to thank for making this report possible. First, Dr. Robert Fischer and the team of graduate students at Case Western Reserve University's Mandel Center for Nonprofit Organizations that created the survey and collected the data. Esther Alcaina de la Iglesia, Barbra Lewis, and Amanda Shaffer were admirably patient as we emailed edits and made last minute requests, and we thank them for putting together such a thorough analysis.

We would also like to extend our thanks to Case Western Reserve University, John Carroll University, and Trinity Commons for providing meeting space for our focus group sessions, whose participants provided invaluable insight. The participants were: Eileen Brown, JeJuana Brown, Tracy Francescone, Colleen Hill, Chris Jenkins, Lisa Judge, John Lynch, Ramona Ramos, Jennifer Schlosser, Allison Tillinger Schmid, David Waldman, and Sharon Zaidenras. We would also like to thank our friends and family members for their helpful feedback and support.

Finally, to the nearly 150 individuals who took our survey, thanks for your time and input, and stay tuned for more from YNPN Cleveland. We're happy to know you.

July 2011

This report was written and published by YNPN Cleveland's Survey Working Group.
Comments or inquiries? Contact us at ynpncleveland@gmail.com.

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Further Reading

Building a Career in Nonprofit Cleveland, YNPN Cleveland's online survey, was conducted October 27-November 5, 2010. The survey instrument can be downloaded here: <http://ynpn.org/cleveland/about-2/reports/>. **Full results from the survey**, including unpublished additional charts, can also be accessed on this page.

Taxonomies for defining nonprofit skills may be new territory for nonprofit employers, but in 2007 the Nonprofit Academic Centers Council adopted universal guidelines similar in spirit to one of this paper's suggestions. *Chronicle of Philanthropy* wrote about it here <http://philanthropy.com/article/Universities-Agree-to/62749/>.

The growing phenomenon of general nonprofit studies and nonprofit management programs is covered in Heather Joslyn's January 8, 2004 article: "Young People Fuel Demand for Nonprofit Study" from *Chronicle of Philanthropy* <http://philanthropy.com/article/Young-People-Fuel-Demand-for/62104/>.

The possible tensions described between "accidentals" and "deliberates" (degreed vs. non-degreed professionals) is touched upon in an Opportunity Knocks analysis of a *Nonprofit Quarterly* article, "How Do Nonprofit Employers Weigh a Candidate's Degree in Nonprofit Management When Hiring?" <http://content.opportunityknocks.org/2008/03/19/how-do-nonprofit-employers-weigh-a-candidates-degree-in-nonprofit-management-when-hiring/>.

The link between non-salary benefits and employee job satisfaction has been discussed on several occasions in *Crain's Cleveland Business*, such as their May 14, 2007 article, "Time Out For Training" <http://www.crainscleveland.com/apps/pbcs.dll/article?AID=/20070514/SUB/70510002/1076/TOC&Profile=1076>. A more recent (March 14, 2011) *Crain's* article covered specifically support for higher education: "Tuition Reimbursement Levels Drop Locally" <http://www.crainscleveland.com/apps/pbcs.dll/article?AID=/20110314/FREE/303149948/1074/TOC&template=printart>.

More research from the national Young Nonprofit Professionals Network, including their 2008 *Stepping Up or Stepping Out* report, can be accessed here http://ynpn.org/our-voice/research/attachment/stepping_up/.