

2016

Nonprofit Employment Practices Survey™ Results



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ABOUT

THE 2016 NONPROFIT EMPLOYMENT PRACTICES SURVEY

The 2016 Nonprofit Employment Practices Survey™ is intended to provide a snapshot of current employment practices and discuss the economic trends and implications of employment practices in the nonprofit sector. This report, which has been produced annually by **Nonprofit HR** since **2007**, includes responses from **443** nonprofits in the U.S. and Canada that serve as a representative sample of the makeup of the sector.

In this year's survey, as in years past, researchers collected information on nonprofit **staffing, recruitment, and retention** practices. The survey included a mix of multiple choice, rating scale, and short-answer questions to gain context on the **current practices** of nonprofit organizations and the **employment trends** they see in the nonprofit sector.

Nonprofit HR received assistance from several organizations to help distribute the 2016 Nonprofit Employment Practices Survey. The survey was administered in partnership with **GuideStar** and this report was prepared with assistance from the **Improve Group**.

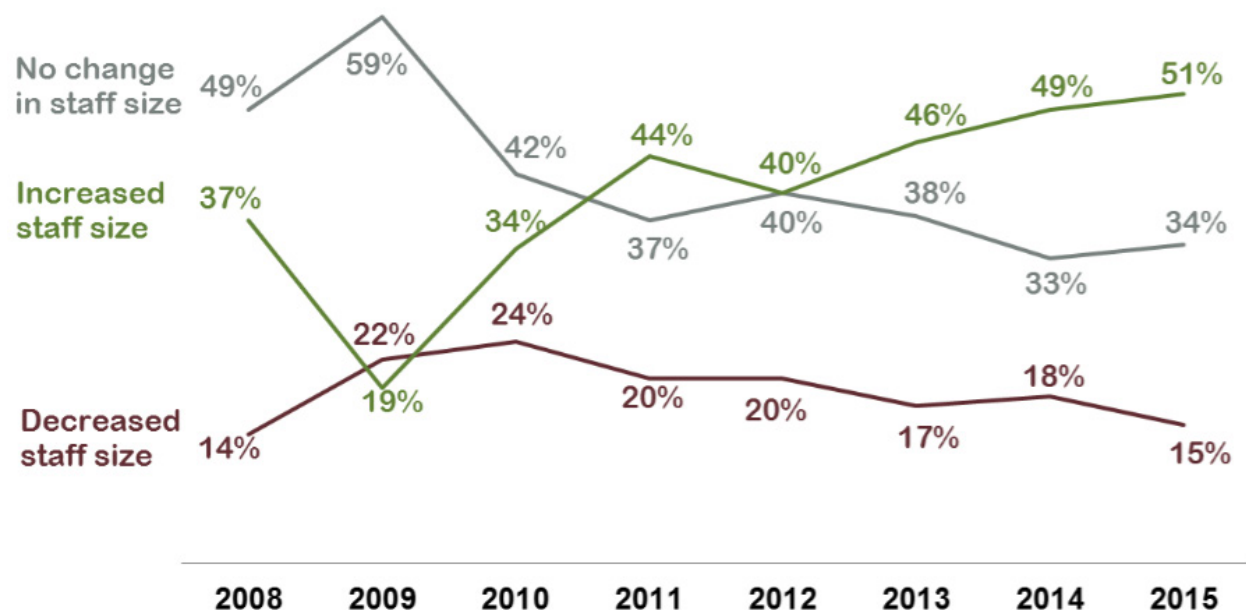
We thank all of the respondents for their participation in this study. A list of participating organizations can be found at the end of this report.

THE NONPROFIT SECTOR CONTINUES TO EXPERIENCE GROWTH WHILE THE PRIVATE SECTOR REMAINS STABLE.

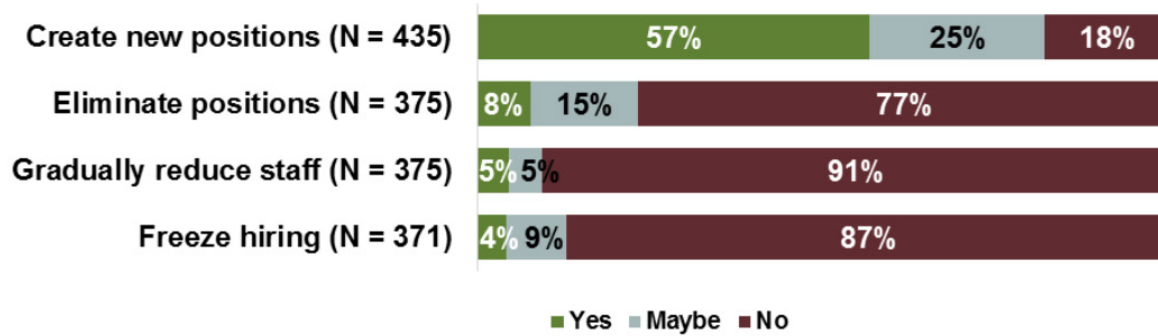
The nonprofit sector has a significant impact on the overall economy, contributing an estimated \$905.9 billion to the US economy in 2013, or 5.4 percent of the country's gross domestic product. The sector has experienced growth over recent years: approximately 1.41 million nonprofits were registered with the Internal Revenue Service as of 2013, an increase of 2.8 percent from a decade prior. With an adjustment for inflation, the sector's revenues grew 3 percent from \$2.19 trillion in 2012 to \$2.26 trillion in 2013. And total charitable giving is finally bouncing back from the effects of the recession, rising for the fifth consecutive year to an estimated \$358.38 billion in 2014. After adjusting for inflation, this is the first year to [exceed the pre-recession peak](#). With facts and figures that reference millions, billions and trillions, it's clear that the nonprofit sector is one of substantial size and strength.

This year's survey reflects continued growth in the nonprofit sector over the past year and moving forward. The percentage of nonprofits that reported increasing staff size rose by 2 percentage points, from 49 percent in 2014 to 51 percent in 2015 ([figure 1](#)). Meanwhile, those that reported decreasing staff size shrunk by 3 percentage points, from 18 percent to 15 percent, the lowest percentage reported in the past six years ([figure 1](#)). Moving into 2016, over half of nonprofits (57 percent) expect to create new positions, an increase of 7 percentage points from last year ([figure 2](#)). In comparison, only 36 percent of private companies plan to increase staff size in 2016, the [same percentage as last year](#). Survey results also indicate a general stability in turnover among nonprofits with total turnover rate remaining the same as last year (19 percent) ([figure 3](#)).

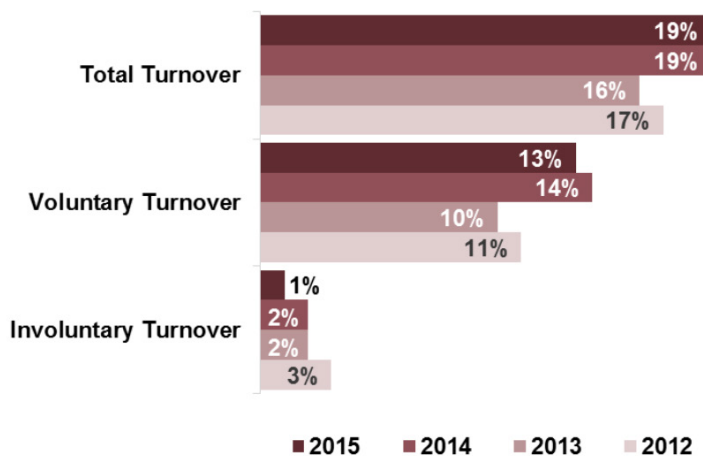
Nonprofit sector is continuing to see a trend of increasing staff size, figure 1



Over half of nonprofits are expecting to create new positions in 2016, figure 2



The turnover rate in the nonprofit sector remains steady from last year, figure 3



OPPORTUNITIES EXIST FOR NONPROFITS THAT HAVE RESOURCES TO INVEST IN TALENT.

Growth is not limited to the large- and medium-sized organizations. According to this year's survey, nonprofits of all sizes are expecting to grow in 2016: over half of nonprofits in each size category plan to create new positions (figure 4). The greatest opportunities exist for those nonprofits that are maximizing their resources and committing to an investment in talent. High-performing talent contributes value to an organization in many ways—productivity, efficient execution, effective relationship-building, analytical abilities, and so much more. By investing in quality talent, nonprofits have the potential to exponentially increase their returns in these areas and their impact on the communities that they serve.

A [2015 report](#) published by The Boston Consulting Group found that “companies with strong leadership and talent management practices increase their revenues 2.2 times faster and their profits 1.5 times faster than companies with weak practices.” And while nonprofits do not define their success in terms of “profits,” having the ability to realize a positive bottom line can facilitate and even accelerate mission achievement, which ultimately is the goal of every nonprofit organization.

Nonprofits of all sizes are planning on creating new positions in 2016, figure 4



Note: Size of nonprofit is based on its annual operating budget. Small organizations report a budget of \$0 to \$5 million; medium organizations \$5.1 to \$15 million, and large organizations \$15.1 million and above.

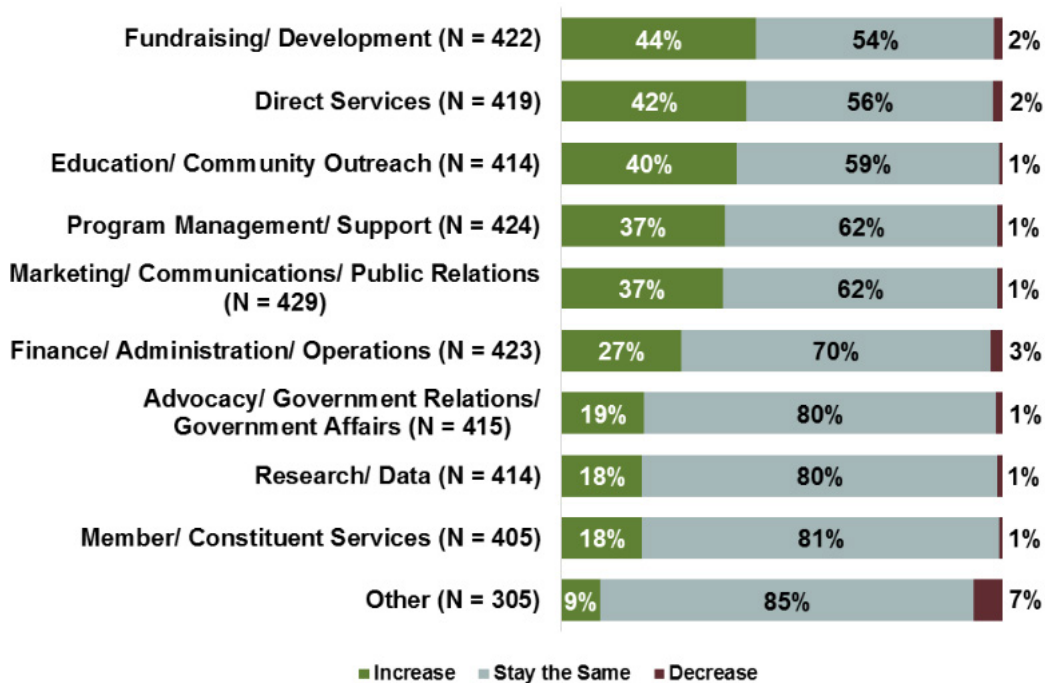
ANTICIPATED JOB GROWTH IN MULTIPLE AREAS

Over one-third of nonprofits believe the following five areas will experience the most job growth in the coming year: fundraising/development; direct services; education/community outreach; program management/support; and marketing/communications/public relations ([figure 5](#)).

This year, education/community outreach moved into the top three areas of anticipated job growth, as 40 percent of organizations see it as a growth area (compared to 30 percent in 2015). As educational fundraisers predict that charitable giving in this area [will continue to increase in 2016](#), education-related nonprofit positions will continue to be a source of opportunities for job seekers and organizations.

Fundraising moved from the third-highest area of anticipated growth to the top spot (33 percent in 2015 results vs. 44 percent this year). This jump indicates that nonprofits are more optimistic about the improving economy and charitable giving climate, and therefore plan to focus on fundraising efforts in the coming year. Nonprofits that have met fundraising goals in recent years attribute this success to a [number of factors](#), including a positive change in donors choosing to make charitable gifts, more organized internal efforts (assigned staff, focused plans, communications, budgeting) and the improving economy.

Top three growth areas will be fundraising, direct services, and education, figure 5



IN ORDER TO MEET THE DEMANDS OF JOB GROWTH, NONPROFITS NEED TO INCREASE INVESTMENT IN AND IMPROVE APPROACHES TO RECRUITMENT AND RETENTION.

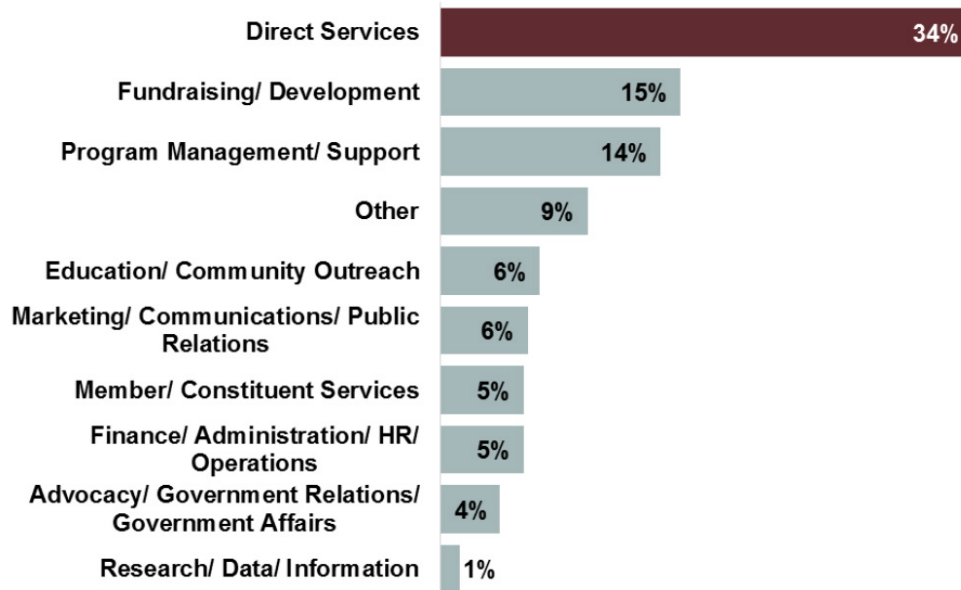
Nonprofits continue to face numerous staffing challenges, which make it difficult to compete with the private sector.

Being able to pay a competitive wage has been the number one staffing challenge for the past five years (**figures 7 and 8**) among nonprofit employers. Though budgeting constraints mean some nonprofits have a hard time competing with the private sector, many organizations [can access data](#) on the compensation other nonprofits in a similar geographic area are offering, including salary and benefits information, in order to remain competitive within the nonprofit sector.

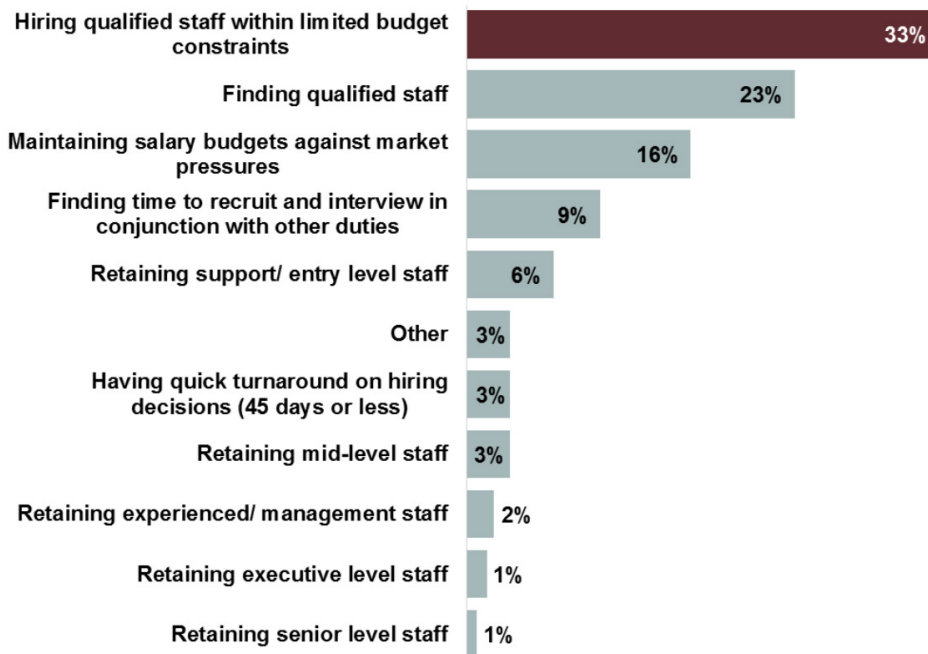
Since 2014, the second biggest challenge for nonprofit employers has been finding qualified staff. This indicates a shift from an employers' market to a jobseekers' market, as qualified candidates have more options in where they choose to work and are able to be more selective. With the emergence of social enterprises and growth of B Corps, an increasing number of revenue-generating entities are blending purpose and profit, which translates into jobseekers having even more opportunities to engage in mission-driven work than ever before. Four years ago, there [were only 100 certified B Corps](#). Today, [that number has grown to more than 1,600 B Corps worldwide](#), covering 42 countries and 120 industries.

Direct services is the functional area for which nonprofits have the most difficulty retaining staff (**figure 6**). The second most difficult is fundraising/development, which highlights the potential for future trouble as this is an area where the most growth is expected.

Nonprofits report direct services as the most difficult area to retain employees, figure 6



Staffing challenges faced by nonprofits in 2016, figure 7

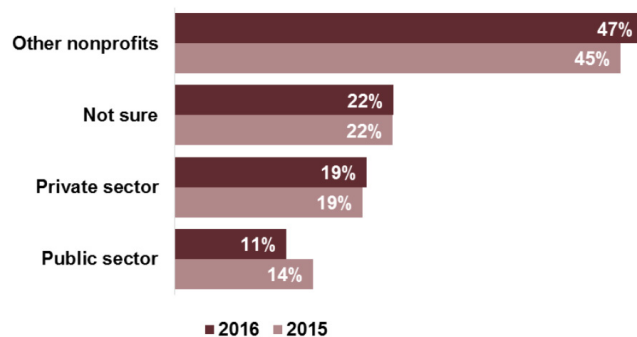


Top three staffing challenges faced by nonprofits, trend over time, figure 8

	2012	2013	2014	2015	2016
#1	Hiring qualified staff within limited budget constraints	Hiring qualified staff within limited budget constraints	Hiring qualified staff within limited budget constraints	Hiring qualified staff within limited budget constraints	Hiring qualified staff within limited budget constraints
#2	Maintaining salary budgets against market pressures	Finding time to recruit/interview in conjunction with other duties	Finding qualified staff	Finding qualified staff	Finding qualified staff
#3	Finding time to recruit/interview in conjunction with other duties	Maintaining salary budgets against market pressures	Finding time to recruit/interview in conjunction with other duties	Maintaining salary budgets against market pressures	Maintaining salary budgets against market pressures

While nonprofits continue to struggle to find qualified staff, as well as work with tight budgets for hiring and salaries, they also face challenges with retention. The positive news for the sector is that when employees leave their nonprofit positions, about half will stay within the sector (47 percent). More importantly, nonprofits that meaningfully invest in talent will be better positioned to attract those qualified jobseekers who bring significant nonprofit experience and a passion for mission-driven work to the table.

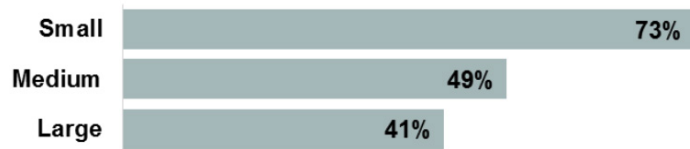
When employees voluntarily leave their positions, about half stay in the nonprofit sector, figure 9



MANY NONPROFITS ARE NOT POSITIONED TO RECRUIT IN A COMPETITIVE JOB MARKET.

According to this year's findings, many nonprofits do not have a formal recruitment strategy or recruitment budget (**figures 10 and 11**). Small organizations—those with an annual operating budget under \$5 million—are especially lacking in this area: As many as 73 percent of small organizations do not have a formal recruitment strategy (**figure 10**) and 91 percent do not have a formal recruitment budget (**figure 11**).

Percentage reporting they do not have a formal recruitment strategy, by organization size, figure 10



Percentage reporting they do not have a formal recruitment budget, by organization size, figure 11



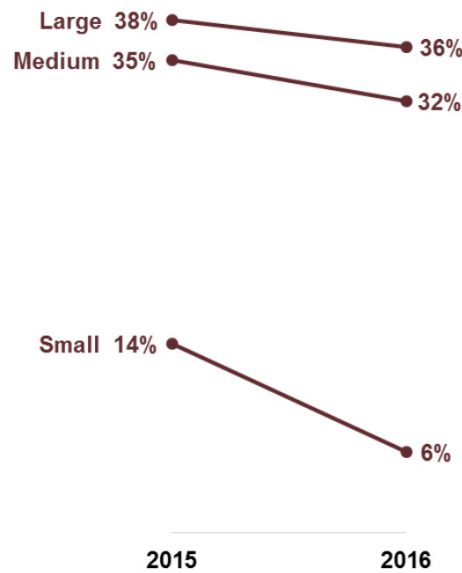
The percentage of nonprofits that report having a formal recruitment budget decreased across all organization sizes from 2015 to 2016, with the most significant decrease among small nonprofits ([figure 12](#)). There is a notable correlation between the lack of budget and not having a formal recruitment strategy that can be attributed to a general overall lack of resources often found in small organizations.

More broadly, organizations are struggling to find, attract and retain qualified staff as well as facing high turnover. Without a recruitment strategy and budget, it will be difficult for organizations of any size to overcome these challenges, especially as the job market continues to improve.

Additionally, only 16 percent of nonprofits report having an employment branding strategy ([figure 13](#)), despite the fact that 83 percent of global recruiting officers point to employer branding as a critical tool in [hiring top talent](#). Nonprofits continue to lag behind the private sector in both their understanding of employment branding and their adoption of employment branding strategies. Again, this will only become more problematic as the economy continues to grow increasingly favorable for jobseekers and employers continue to establish and strengthen their competitive positions through planned, ongoing outreach to potential applicants. Nonprofits must get smart about crafting an employment branding strategy that showcases the reputation, mission and culture of their organizations, helping to attract selective job candidates and ensure a better “culture fit” [for new hires](#).

Equally concerning is the fact that despite facing a range of staffing challenges, a majority of nonprofits are not planning on making changes to the way they source or retain talent ([figure 14](#)). This lack of change in approach will hold back organizations as they continue to work the same way they always have. In order to experience positive growth and continue to attract talent to the sector, nonprofits need to embrace innovation and invest the necessary resources—time, money and energy—to overcome these challenges.

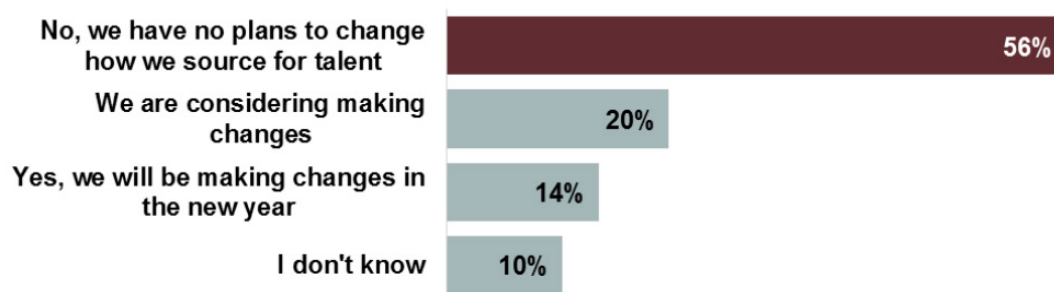
Percentage reporting they have a formal recruitment budget, by organization size and year, figure 12



Percentage of nonprofits reporting they have an employment branding process, figure 13



Majority of nonprofits are not planning on making changes to the way they source for talent, figure 14



MANY NONPROFITS ARE NOT POSITIONED TO RETAIN TALENT AND WILL NEED TO USE NEW STRATEGIES TO SURVIVE IN A COMPETITIVE JOB MARKET.

Formal Retention Strategy

Although retention/turnover is a top employment challenge, a majority of nonprofits (84 percent) do not have a formal retention strategy ([figure 15](#)). Year over year, the sector is not making any meaningful progress in this area: last year, only 15 percent of nonprofits reported having a formal retention strategy, compared to 16 percent in 2016.

If finding talent is becoming increasingly difficult, retaining staff is becoming even more important. Nonprofits that create and use a formal retention strategy and engage in meaningful retention practices benefit from decreased turnover and hiring costs, as well as increased employee engagement and job satisfaction. Investing time and effort into having an effective retention strategy will likely produce a significant return in the form of cost savings and productivity. It also boosts employee morale, which [has a positive effect](#) on overall performance, workplace culture and the organization's reputation or "market value."

Even in light of the benefits, many nonprofits do not plan to create a formal retention strategy in the next year ([figure 16](#)). 76 percent are unsure or will not have a retention strategy in 2016, reflecting a lack of intention to invest in retention.

By not having a plan to retain current staff, organizations are left in a vulnerable position. The cost of losing valuable employees and having to hire new talent is both real and high, as recruiting, training, onboarding and other indirect activities require hours of time and [thousands of dollars](#). Though many organizations struggle with finding a budget to put towards retention efforts, they may spend much more in failing to retain staff. There are a number of low-cost solutions that can be put in place, such as employee recognition efforts, flexible working options and professional development opportunities, some of which are considered "luxuries" by struggling or under-resourced organizations.

Majority of nonprofits do not have a formal retention strategy, [figure 15](#)



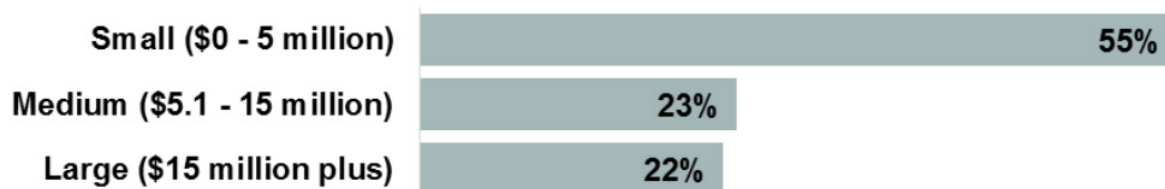
Many nonprofits do not plan to create a formal retention strategy in the next year, [figure 16](#)



STAFF UNDER 30 CONTINUE TO POSE GREATEST STAFFING CHALLENGE

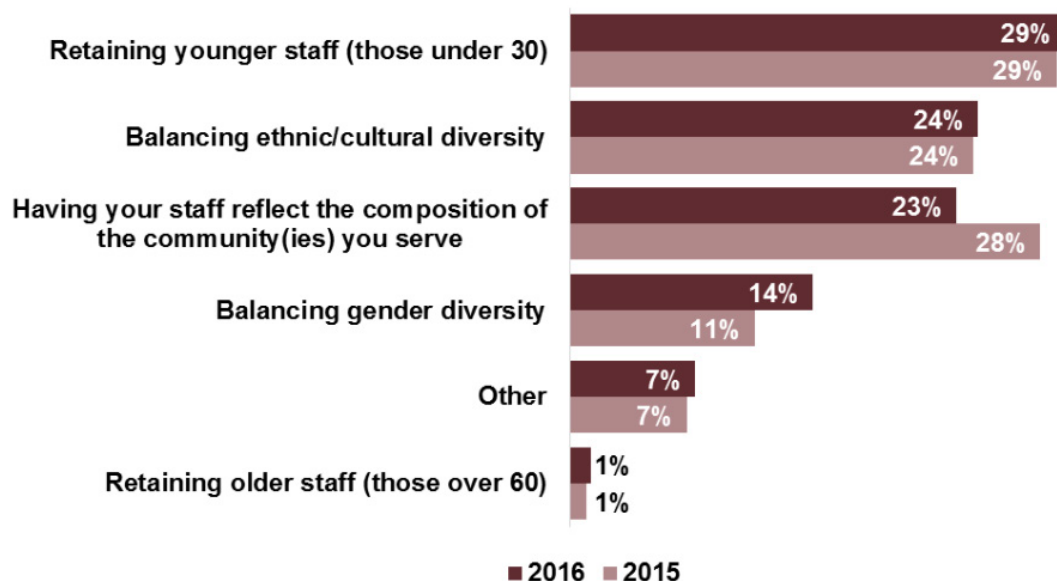
Most nonprofits do not have a formal diversity and inclusion strategy ([figure 17](#)). Yet, in today's changing world, organizations cannot afford to ignore diversity and inclusion. Growing Hispanic and Asian populations, an increase in the under-25 and 45-and-over age groups, and changing marital and living arrangements are all factors in the [changing demographics of our workforce](#). The nation's demographics are evolving and becoming more diverse in terms of race, ethnicity and age, among other characteristics—and nonprofits need to reflect that shift in their talent compositions. A diverse and inclusive workplace encourages fresh ideas, new perspectives and a unique workplace culture, which in turn helps attract and retain talent, deepen impact, drive innovation and contribute to [organizational growth](#).

The majority of nonprofits do not have a formal diversity and inclusion strategy, [figure 17](#)



More specifically, retaining staff under 30 continues to be the greatest diversity challenge in the nonprofit sector, as one-third of nonprofits report it as a top issue (29 percent, the same as last year) ([figure 18](#)). This retention issue highlights how important it is for nonprofits to be in tune with the needs and wants of the millennial workforce, and increasingly, with Generation Z as well. Millennials want to do meaningful work, take on leadership roles, engage in professional development and [maintain a work-life balance](#). They thrive in a culture of innovation and collaboration. By keeping these generational values in mind, nonprofits can better attract and retain talent from this age group, which has [now surpassed](#) Gen X as the largest generation in the workforce. Generation Z is just now beginning to enter the workforce, and nonprofits must also pay attention to their emerging preferences and values and develop their retention and engagement strategies accordingly.

Retaining staff younger staff continues to be the greatest diversity challenge for nonprofits, figure 18



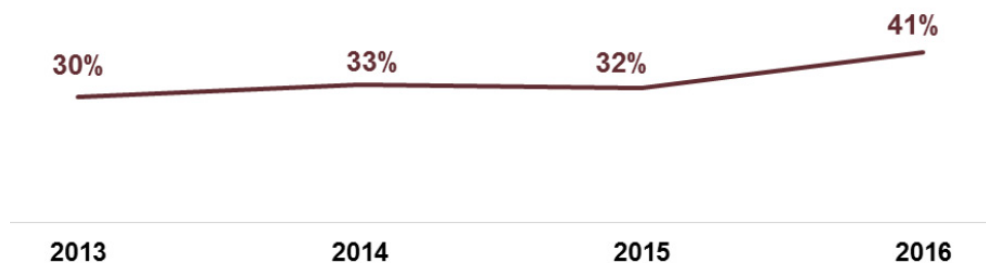
SUCCESSION PLANNING

Succession planning should be a component of any retention strategy. But a majority of nonprofits do not have a formal succession plan (figure 19). That said, this year's survey shows that progress is being made in this area: The percentage of nonprofits that report having a succession plan has been steadily increasing over the last four years—and drastically increased in the past year, from 32 percent in 2015 to 41 percent in 2016 (figure 20). This increase is likely due to an aging workforce as the Baby Boomer generation moves toward retirement, as well as increases in education and discussion on the topic within the sector.

Majority of nonprofits do not have a formal succession plan, figure 19



The percentage of nonprofits creating a succession plan is increasing, figure 20



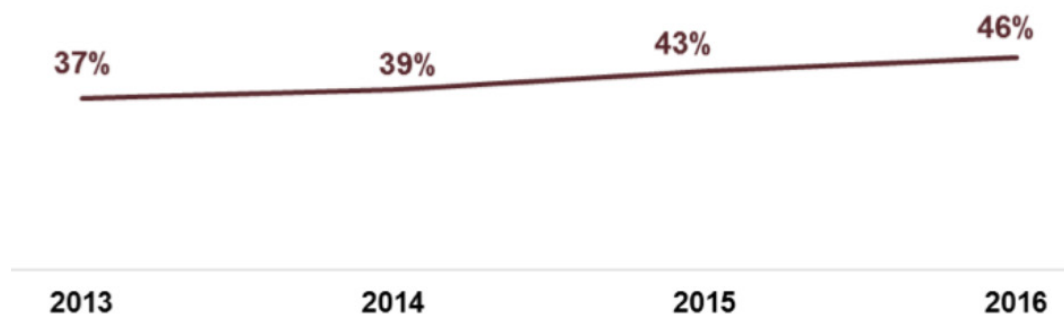
TELECOMMUTING/VIRTUAL WORKING OPPORTUNITIES

Working from home has become increasingly popular over the last several years, with [some estimates](#) pointing to a rise of 79 percent in teleworking between 2005 and 2012.

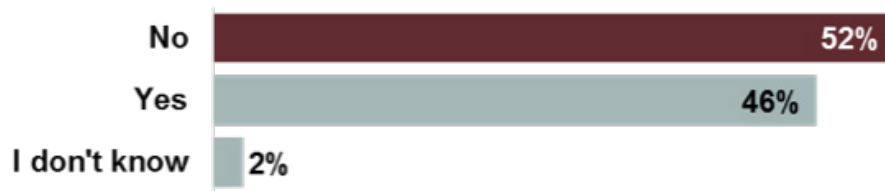
80 to 90 percent of the U.S. workforce [would like to telework](#) at least part time, indicating the wide-reaching appeal of a virtual working environment.

Although the number of nonprofits offering this option has increased over the last few years, less than half currently offer a telecommuting/virtual workforce policy ([figures 21 and 22](#)). Providing a telecommuting/virtual workforce policy is an important component of a nonprofit retention strategy, as well as a way to attract millennial talent who value work-life balance and flexible work arrangements.

There is a growing trend of nonprofits providing a telecommuting/virtual workforce policy, figure 21



Less than half of all nonprofits provide a telecommuting/virtual workforce policy, figure 22



CONCLUSION

In comparison to the stagnant state of the for-profit sector, the nonprofit sector is displaying strength and growth. Employment opportunities are increasing as more organizations recognize the need for quality talent in order to carry out their strategic goals. However, if nonprofits don't invest in recruitment, retention, succession planning and talent in general, they will risk losing out on top candidates and fail to develop the teams they need to advance their missions. For the sector to realize its true potential, nonprofits must begin to put more emphasis on talent, culture and the strategies that strengthen both.



ABOUT NONPROFIT HR

As the nation's leading human resources firm that works exclusively with the nonprofit sector, we know that organizations are only as effective as their people. If you want to achieve meaningful results for the communities you serve, attracting, developing, engaging and retaining talented, mission-aligned individuals is absolutely critical.

That's where we come in.

We partner with you to strengthen your nonprofit and advance your mission through human resources consulting, talent acquisition, executive search and education services.

What We Do

HR Consulting

Strengthen your people capacity and achieve your goals through our range of HR consulting services:

- HR Outsourcing
- Policy Audit & Compliance
- Compensation & Benefits
- Performance Management
- Culture & Engagement
- Learning & Development

Talent Acquisition

Work with Nonprofit HR to find and secure the talent you need to maximize your impact, from temporary employees to direct-hires.

Executive Search

Partner with Nonprofit HR on your next executive search and secure the leadership that drive forward your mission, culture and values.

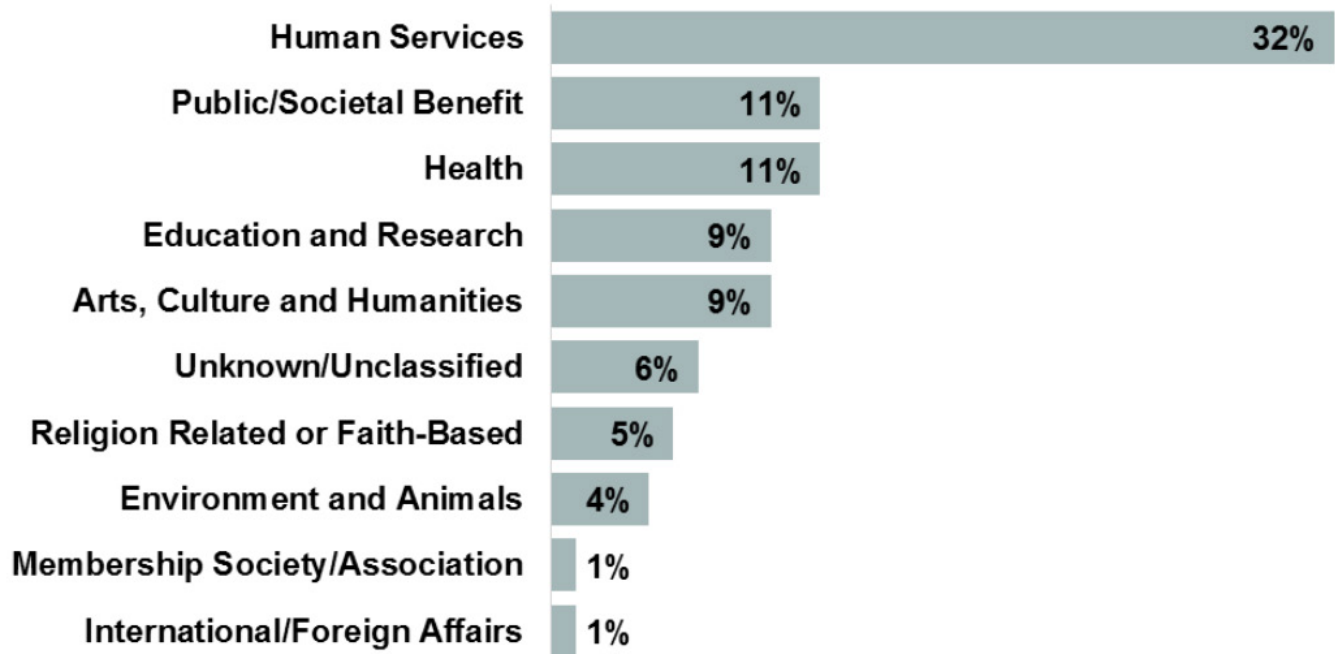
Education and Training

Strengthen your sector-specific human resources capacity through our Summit, surveys, webinars, Interact for Impact events and customizable training programs.

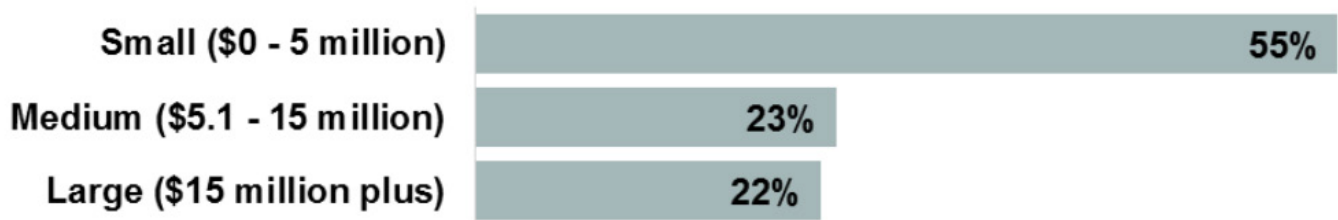
Let's drive change together. Visit nonprofithr.com or contact us at 202-785-2060 or info@nonprofithr.com to get started.

Appendix A: Respondent Characteristics

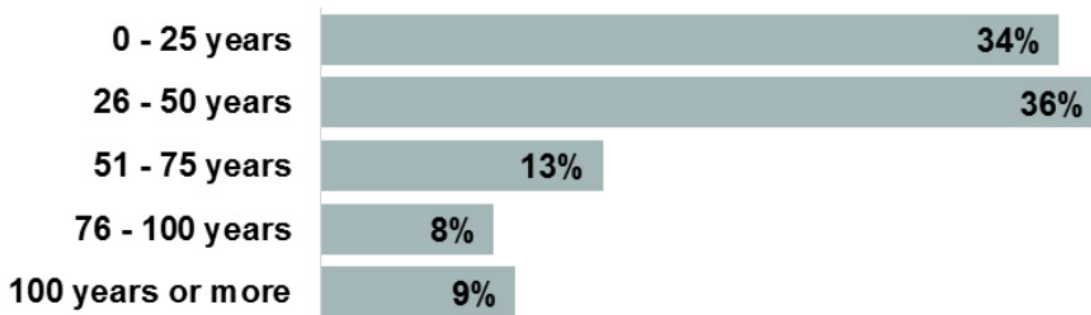
Organization type



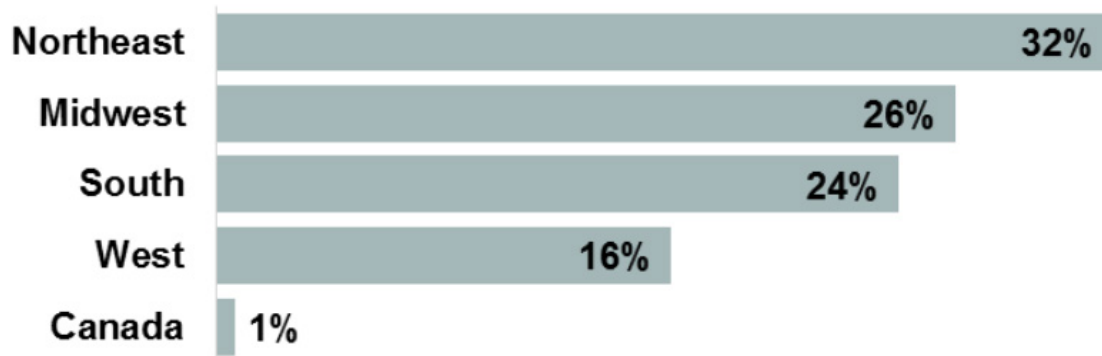
Size of organization (based on annual operating budget)



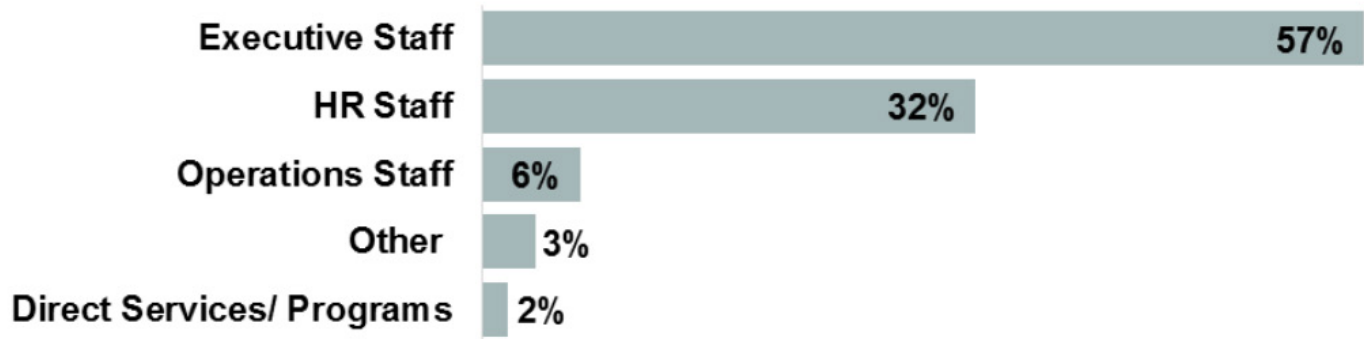
Age of organization



Location



Role within organization



Appendix B: Participating Organizations

A Call to serve international

A New Leaf

AAAH

Acadiana Center for the Arts

ACAP

ACRP

Active Heroes

Addictions Recovery Center, Inc.

Agape Child & Family Services

AIDS Foundation of Chicago

Alameda County Community Food Bank

Albany Park Community Center, Inc.

Alleghenies Unlimited Care Providers

Allied Arts Council of St. Joseph, MO Inc.

ALS of Michigan, Inc.

Alzheimer's Association, Greater Illinois Chapter

Alzheimer's Disease and Related Dementia Disorders Association, Inc - MA/NH Chapter

America Sustainability Educational Alliance, Inc.

American Association of Community Theatre

American Baptist Home Mission Society

American Fraternal Alliance

American Heart Association

American Holistic Nurses Association

American Institute for Cancer Research

American Jewish Committee

American Kidney Fund

American Morgan Horse Association Inc.

American Public Power Association

American School Counselor Association

American Society for Parenteral & Enteral Nutrition

American Society for Surgery of the Hand

Anoka County Community Action Program, Inc.

ARISE

Arizona Autism United

Arizona Council of Human Service Providers and Arizona Foundation for Human Service Providers

Arrow Child and Family Ministries
Asphalt Angels
Associated Builders & Contractors of Greater Houston
Association for the Advancement of Sustainability in Higher Education
Association for Women in Science
Association of Energy Services Professionals
Athens Community Council on Aging, Inc.
Atlanta Chamber Players
Atlas Corps
Ballet 180
Banner Health
Benzie Area Christian Neighbors
Bergen's Promise, Inc.
Best Friends Animal Society
Better Business Bureau of Minnesota and North Dakota
BHC
Bienvivir Senior Health Services
Big Bend Railroad Club, Inc.
Big Brothers Big Sisters of Mid-Maine
Big Brothers Big Sisters of the Midlands
Bishop Gadsden
Boys & Girls Club of Greater Lowell
Brain Injury Association
Brain Injury Services
Breath of Life Adult Day Service
Bridges International Development, Inc.
BURNAWAY
C.O.R.A. (Community Overcoming Relationship Abuse)
California Life Sciences Association (CLSA)
California Society of CPAs/CalCPA Education Foundation
Callen-Lorde Community Health Center
Canine Companions for Independence
Capitol Hill Arts Workshop
Care Plus NJ, Inc.
Cares of Washington
Caritas of Waco
Casa

Casa de los Ninos
Cat Depot
Cathedral Kitchen
Catholic Charties - Archdiocese of Hartford
Cats Haven, LTD
Catskill Animal Sanctuary
CCTV Center for Media & Democracy
Cedarcrest Center for Children with Disabilities
Center for American Progress
Center for Community Progress
Center for Independent Futures
Center for Independent Living of Broward
Center for Law and Social Policy
Center for Nonprofit Excellence
Center for Women in Transition
Cheshire YMCA
Chicago Children's Advocacy Center
Chicago Filmmakers
Chicago Foundation for Education
Chicago Youth Centers
Chicanos por la Causa
Child Inc
Child Saving Institute
Children's Home Society of South Dakota
Children's Law Center of Central North Carolina
Children's Rights
Christian World Outreach
CHRISTOPHER HOUSE
Clarkston Community Center
Class Acts Arts
Cleveland Engineering Society
Collaborative Support Programs of New Jersey
CollegeSpring
Columbus Metropolitan Library
Communities Foundation of Texas
Communities In Schools of the Nations Capital

Community Action Partnership of Strafford County
Community Assistance Council, Inc.
Community Crisis Services, Inc.
Community Culinary School of Charlotte
Community Food and Justice Coalition
Community FoodBank of NJ
Community Foundation for Greater Buffalo
Community Health Center Association of Connecticut, Inc.
Community Housing Network
Conservancy of Southwest Florida
Construction Industry Round Table
Contra Costa Intefaith Housing
Council for A Strong America
Council of Michigan Foundations
Council on Social Work Education
Cradles to Crayons
D'Ashley's House
Dallas Regional Chamber
Danforth Museum Corporation
David Suzuki Foundation
DC Central Kitchen
DC Primary Care Association
Deborah's Place
Delaware Speech and Hearing enter
Demos: A Network for Ideas and Action
Dental Lifeline Network
Distilled Spirits Council
Donna Lexa Art Centers
East Texas Lighthouse for the Blind
Easter Seals Blake Foundation
Ed & Irene Fleis Educational Fund
Education Development Center, Inc.
Eliot Community Human Services
Elm City Center
Emotional Health Association dba SHARE! the Self-Help And Recovery Exchange

Energy Coordinating Agency
Epidaurus dba Amity Foundation
Family Counseling and Children's Services of Lenawee County
Family House, Inc.
Family League of Baltimore
Family Research Council
Family-to-Family Project, Inc.
Federation Early Learning Services
First Focus under America's Promise (soon to be independent)
First Hand Foundation
Florida Keys History of Diving Museum, Inc
Food Runners Collaborative, Inc.
FoodWhat, fiscally sponsored by Life Lab
Free library of Philadelphia foundation
Friendship Place
Gateways Community Services
General Board of Church and Society of The United Methodist Church
Georgia Restaurant Association
Gillette Children's Foundation
Girl Scouts Eastern Iowa Western Illinois
Girl Scouts in the Heart of Pennsylvania
Girl Scouts of Greater Chicago and Northwest Indiana
Girl Scouts of USA
Give2Asia
Global Communities
Global Sustainable Program
Golden Gate Regional Center
Goodwill of the Olympics & Rainier Region
Grand Avenue Economic Community Development Corp.
Grantmakers for Effective Organizations
Great Lakes Science Center
Greater Kingsport Family YMCA
Greater Milwaukee Foundation
Greater Renovo Area Heritage Park
GreatSchools

Green Mountain Habitat for Humanity
Greenpeace, Inc.
GuideStar USA, Inc
Habitat for Humanity of Madison & Clark Counties
Harlem Children's Zone, Inc.
Hartford foundation for public giving
Haven House
Health In Harmony
Heart of West Michigan United Way
HeartGift
Helping Restore Ability
Hemophilia Alliance of Maine
Henry Kaufmann Campgrounds
High Tech Kids
Higher Achievement
Highfields, Inc.
HIV Alliance
Hope and Happiness Foundation
Hope For The Heart
Housing Initiative Partnership Inc.
Hunger Fight
Indianhead Community Action Agency Inc.
Information Technology Industry Council
Innocence Project
Innovation Network
Institute for Health and Recovery
Institute for Humane Studies, Inc.
InterfaithFamily
Intermountain Opera Bozeman
INTERNATIONAL FOOD POLICY AND RESEARCH INSTITUTE
International Society for Pharmaceutical Engineering
International Society of Arboriculture
International Society on Thrombosis and Haemostasis
International Women's Health Coalition
InterUrban ArtHouse

Jacksonville Zoological Society
Jennings County United Way, Inc.
Jewish Child and Family Services
Jewish Family & Children's Service
Jewish Federation of Greater Philadelphia
Joseph P. Addabbo Family Health Center, Inc
Junior Blind of America
JustFaith Ministries
Kansas Big Brothers Big Sisters, Inc.
Kansas Coalition Against Sexual & Domestic Violence
Keep Indianapolis Beautiful
Keep Roswell Beautiful
Kids' Food Basket
Lakeview Shepherd Center
Lambda Chi Alpha Educational Foundation Inc
Lazarus House: a center for wellness
Leader Dogs for the Blind
Leelanau Christian Neighbors
Lemonade International
LeSEA Broadcasting Corporation
Levitt Pavilions
Lincoln Park Zoo
Lorain County Community Action Agency
Lucy Burns Institute
Lutheran Metropolitan Ministry
Lutheran Social Services of the National Capital Area
M&M association
Maine Narrow Gauge Railroad Company & Museum
Make-A-Wish Central New York
Marillac St. Vincent Family Services
Marin Conservation League
Marion Family YMCA
Maryland Academy of Science dba Maryland Science Center
Maryland Nonprofits
Massachusetts Nonprofit Network

Memphis Goodwill, Inc.
Metropolitan Ministries
MetroWest YMCA
Mi Casa Resource Center
Minnesota chapter of the American Academy of Pediatrics, Minnesota Academy of Pediatrics Foundation
Minnesota Organization on Fetal Alcohol Syndrome
Misericordia University
Mission capital
Mississippi Boulevard Christian Church
MOMS Orange County
Monroe County Bar Association and Monroe County Bar Association
Montpelier Senior Activity Center
Mpowered
Munson-Williams-Proctor Arts Institute
Musculoskeletal Transplant Foundation, Inc.
Museum of Contemporary Art Chicago
NAACP Legal Defense Fund
Nashville Rescue Mission
National 4-H Council
National Able Network
National Active and Retired Federal Employees Association
National Defense Industrial Association
National Farm to School Network
National Guard Association of the United States (NGAUS)
National Kidney Foundation of Michigan
National MS Society
National Multifamily Housing Council
National Organization of State Offices of Rural Health
National Propane Gas Association
National Resident Matching Program
National Spay Alliance Foundation
National Urban League
National World War I Museum and Memorial
Neighbors, Inc.
NESsT

New Beginnings Hopes and Dreams
New England Convenience Store & Energy Marketers Association
New York Civil Liberties Union
New York Hall of Science
New York Lawyers for the Public Interest
Newbreak Church
Nexus
NFID
NIGP: The Institute of Public Procurement
NM Religious Coalition for Reproductive Choice
Noble Network of Charter Schools
Non-Ferrous Founders' Society
Nonprofit Center for Leadership Development
Nonprofit Leadership Alliance
NOWCC, Inc.
Npower Inc
NYC Criminal Justice Agency
Odyssey House Inc.
Ohio Ecological Food and Farm Association
Ohio Restaurant Association
Oklahoma Family Network, Inc.
Omaha Performing Arts
On the Road Collaborative
OneJustice
Open Doors, Inc.
Optimist Youth Homes & Family Services
Ormond Memorial Art Museum, Inc.
Our Family Services
Overflowing Grace Church Inc
Partnerships in Community Living, Inc.
Pathways-VA, Inc.
PCO
PCPA Foundation
Penfield Children's Center
PHI

Phi Theta Kappa Honor Society
Please Touch Museum
PolicyLink
Precious Project Inc
Presbyterians Pro-Life, Research, Education, and Care, Inc.
Project HOPE - The People to People Foundation
PUC Schools
Quality Care for Children
Rainey Institute
Random Acts of Flowers
Rappahannock United Way
Raritan Bay Area YMCA
Real HR
Rebuilding Exchange
Rebuilding Together
Regional Consolidated Services
Regional Food Bank of Oklahoma
Repair the World
Resolution Systems Institute
Resources for Residents and Communities of Georgia, Inc.
Richmond Art Center
Richmond Volleyball Club
Safe Horizon
SafeHouse Denver
Safer Foundation
Safety Equipment Institute
Saint Pius X Catholic Church
Samaritan House
San Diego Civic Youth Ballet
San Diego County Apartment Association
San Francisco Symphony
Santa Monica Mountains Fund
Saving Grace Ministries, Inc.
Scottish Rite of Kansas City (Orient of Missouri)
Seattle Metropolitan Chamber of Commerce

SELF STORAGE ASSOCIATION

Shoes That Fit

Sigma Lambda Gamma National Sorority, Inc.

Sitar Arts Center

Society for College and University Planning

Society for Science & the Public

Society of General Internal Medicine

SourceAmerica

South Carolina Policy Council Education Foundation

South Coast Community Media Access Center

Southern Alberta Pediatric Hostel Society

Southwest Behavioral & Health Services

Spectrum Healthcare Group

Sportable Richmond Adaptive Sports & Recreation

St Vincent de Paul of Baltimore

St. Martin's Hospitality Center

Steelworks Center of the West

Summer Search

Sustain Dane

Tahoe Institute for Natural Science

Tahrir Institute for Middle East Policy

TechSoup

Texas Association of School Business Officials

Texas Homeless Network

The Academic Senate for California Community Colleges

The Amazon Conservation Team

The Arc of Atlantic County Inc.

The Barnes Foundation

The Children's Village

The Community Foundation for Greater New Haven

The Compass Center

The Consortium for Ocean Leadership

The Family Institute

The Family Refuge Center

The Foundation at Kittitas Valley Healthcare

The International Association of Lions Clubs
The Jones Center
The Legal Aid Society of Roanoke Valley
The North Lawndale Employment Network
The Project of the Quad Cities
The Raymond John Wean Foundation
The SEED Foundation
The Vermillion County Community Foundation
The Way Home
Therapet
Thronateeska Heritage Foundation, Inc.
Tibbits Opera Foundation & Arts Council, Inc.
Topeka Independent Living Resource Center, Inc.
Touchstone Behavioral Health
Transitional Housing Corporation
Transitions Family Violence Services
Transportation Association of Greenwich, Inc.
Triangle Ultimate
Triumph Treatment Services
Trout Unlimited
Union for Reform Judaism
Unitarian Universalist Association
United Way of Greater Houston
Uniter Cancer Support Foundation
Unity Health
University City Science Center
Upwardly Global
Urban Upbound
US Lacrosse
Venice Youth Boating Association, Inc.
Vernon County Historical Society
Villa St. Joseph of Baden, Inc.
Volunteers of America
West Edge Opera
Westchester Jewish Community Services Inc. (WJCS)

Westerville Public Library

WestFair Rides

William Penn Foundation

WINGS Program, Inc.

Women's Community Clinic

Women's Voices for the Earth

Working In Neighborhoods

Yellow Ribbon Fund

Yellowstone AIDS Project

YMCA of Greater Charlotte

YMCA of Greater Rochester

YMCA of Greater San Antonio

YMCA of the USA

Young Audiences of San Diego

Youth and Opportunity United

Youth Evaluations and Treatment Center

24 Hours of Booty

Appendix C: References

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