



# ***Is There a Glass Ceiling in the 21<sup>st</sup> Century?***

## **Development Compensation Survey Results & Analysis**

**Presented October 20, 2005  
Boston, MA**

**Study conducted by the Center for Gender in Organizations, Simmons School of Management and Women in Development of Greater Boston, Inc.**

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# *Agenda*

- A) Study Objectives**
- B) Review of Previous Studies**
- C) Survey Results**
- D) Conclusions & Recommendations**



## ***Study Objectives***

- 1. Determine if a glass ceiling exists for women in development in New England.**
- 2. Develop a historical view of equity progress and compare it to the above primary data from past equity studies conducted by WID.**
- 3. Identify issues particular to women in development that WID should address with its membership in the future.**

# *Previous Research*



## ***Women and Compensation in the Nonprofit Sector***

- **70 % of nonprofit workers are female**
- **Nonprofits pay less for almost all positions compared to government or business**
- **Gap is less at lower levels but increases at higher levels**
- **For the past four years, female charity executives earned far less than their male counterparts**
- **Female charity executives were far less likely to work at larger organizations where salaries are higher**



## ***Other Nonprofit Compensation Surveys***

- **A 2005 survey found that U.S. female fundraisers earned a median salary of \$23,000 less per year than their male counterparts**
- **Fewer than 25 percent of executives at charities with budgets of \$10 million or more were women. 54% of executives with budgets of \$500,000 or less were women**
- **In organizations of all sizes, women who held top posts in areas like fundraising, education, marketing, business ventures and technology made less than their male counterparts. Men serving as top business officers at charities with budgets of \$50 million or more earned a median salary of \$168,881, compared to \$137,313 for women in the same role**
- **Geographic location does not seem to affect compensation practices as much as gender or type or size of a charity**

# ***The Bigger Picture: The Glass Ceiling in the Nonprofit Sector***

- **Research on human services shows that men are disproportionately over-represented in management, particularly upper levels**
- **Men earn higher salaries than women at all hierarchical levels**
- **Senior female executives are routinely paid less than men in similar jobs**
- **The average male CEO at a nonprofit group with an annual budget of more than \$50 million earned 47% more than the average female CEO at organizations of similar size in 1998 and 1999**



# ***The Glass Ceiling: Corporate Sector***

- **8 Fortune 500 Female CEO's**
- **5.2% Fortune 500 top earners**
- **7.9% Fortune 500 highest titles**
- **13.6% Fortune 500 Board Directors**
- **15.7% Fortune 500 Corporate officers**
- **50.5% managerial and professional specialty positions**
- **46.5% of U.S. Labor force**



## ***The Wage Gap: What Does It Mean?***

- **Government data indicates women's average pay at 77% of men's compensation today, compared with 59% 30 years ago**
- **However, this data based on earnings of those who work full time for an entire year**
- **Only one quarter of women achieve this level of participation consistently throughout their working lives**
- **Therefore, over the course of her career, the average woman actually earns 44% of what the average man earns**



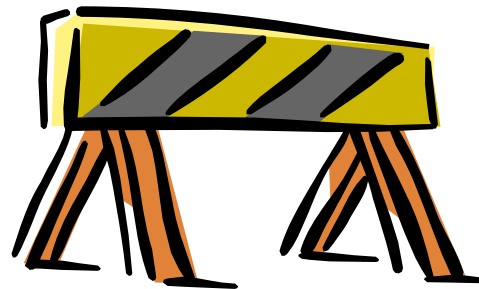
## ***Nonprofit Wage Inequity: Some Potential Causes***

- **Unequal pay can be traced back to field's roots in volunteerism**
- **Women tend to undervalue their experience and sell themselves short**
- **Women more likely than male peers to ask for nonpay perks**
- **Unconscious bias and stereotypes of women as not suitable for top positions**
- **Male top managers may favor male colleagues**



## ***Previous Research on Barriers to Women's Advancement***

- **Lack of significant experience**
- **Exclusion from informal networks**
- **Stereotyping and preconceptions of women's roles and abilities**
- **Failure of senior leadership to assume accountability for women's advancement**
- **Commitment to personal or family responsibilities**



# ***Previous Research on Strategies for Women's Advancement***

- **Consistently exceeding expectations**
- **Successfully managing others**
- **Developing a style with which male managers are comfortable**
- **Having recognized expertise**
- **Seeking out difficult or highly visible assignments**



# *Survey Results*



## ***The Survey and Sample – Methodology***

- **Survey sent:** July 2005 to 4393 email addresses
- **Participants:** PGGNE Planned Giving Group of New England  
CASE Council for Advancement and Support of Education  
NEDRA New England Development Research Association  
AFP Association of Fundraising Professionals  
WID Women in Development of Greater Boston
- **Sample size:** 970    22% return rate
- **Questionnaire:** 50 questions - included demographics, salary, bonuses, pensions, benefits and leadership - delivered through Zoomerang online survey software

# ***Basic Statistics of the Total Sample***

## **Demographics**

- **800 women 170 men**
- **36% from Private University/College**
- **54% from Greater Boston**
- **61% married**
- **Average age: 43**
- **65% have no children under 18 at home**
- **39% have a Bachelor's degree & 36% have a Master's degree**
- **60% have not taken coursework related to Philanthropy**
- **93% White/Anglo-European**



# ***Basic Statistics of the Total Sample***

## **Job Stats**

- **Average Development office has 23 professionals & 12 support employees**
- **25% with institutional budgets >\$100 mil**
- **Have worked an average of 5 years for current employer**
- **Have worked an average of 10 years in Development/ 9 outside**
- **14% work in Annual Giving & 14% in Major Gifts**
- **Most popular job title is Director (36%) - 4 years in that position**
- **55% do not expect to advance in current org**
- **64% see career ops increasing over time**
- **74% work in family friendly organizations**
- **61% have taken time off from job/career**
- **54% were out 6 months or less for birth and/or unemployment**

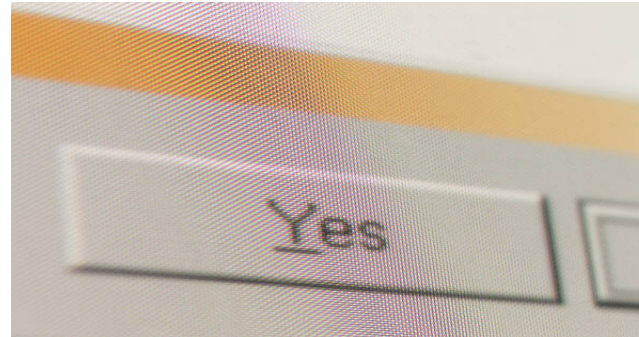
# ***Basic Statistics of the Total Sample***

## **Salary Stats**

- **Average salary \$70,607**
- **52% satisfied with salary**
- **Received an average raise of 5% last year**
- **Average bonus was \$4,267 (10% received bonuses)**
- **77% said employer offers a pension plan**
- **43% said they must be vested to participate in pension plan**
- **28% are vested after one year of employment**
- **69% said employer offers 403b**
- **43% said employer matched contributions**
- **Average match was 9.6%**



## ***The Glass Ceiling Exists***



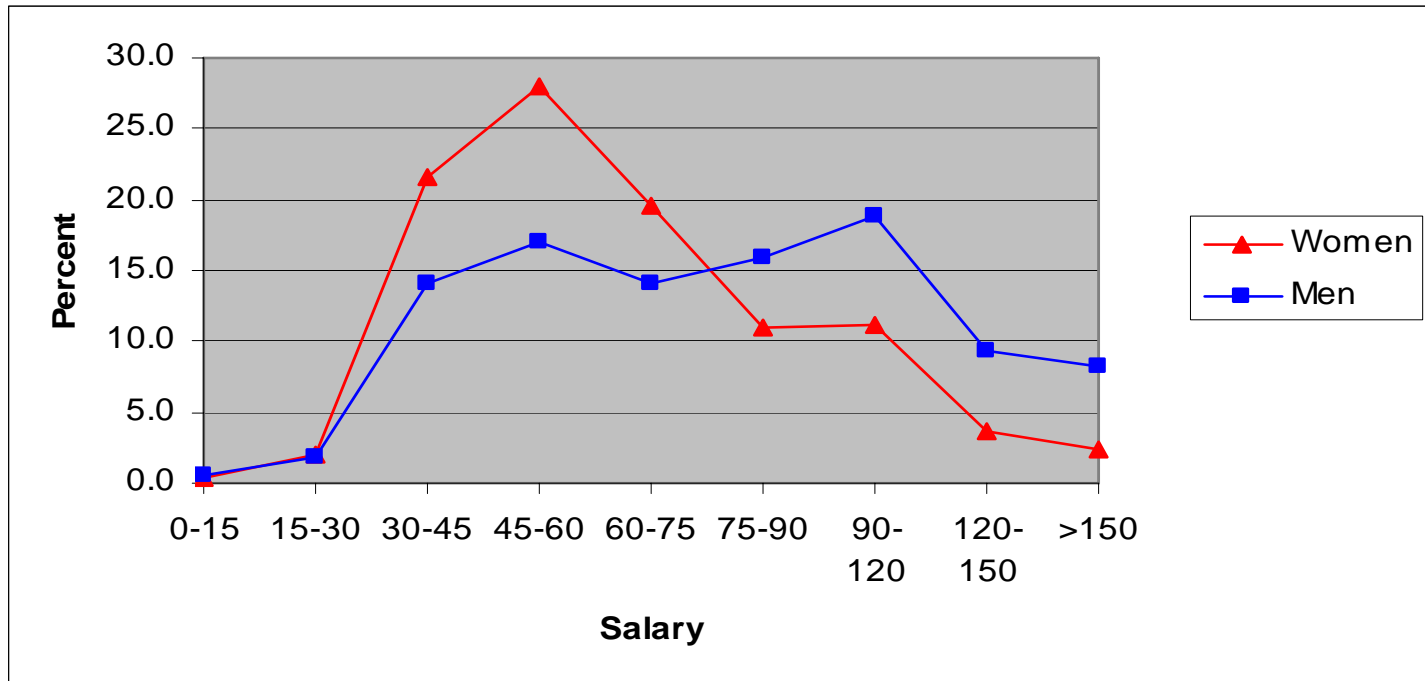
**There was a significant difference\* between the following:**

- 1) Gender and Salary**
- 2) Gender and Title**
- 3) Gender and Organization Size**
- 4) Gender and Institutional Type**
- 5) Gender and Satisfaction with Salary**

**\*.05 level**

# Salary Differentials

## Salary by Gender

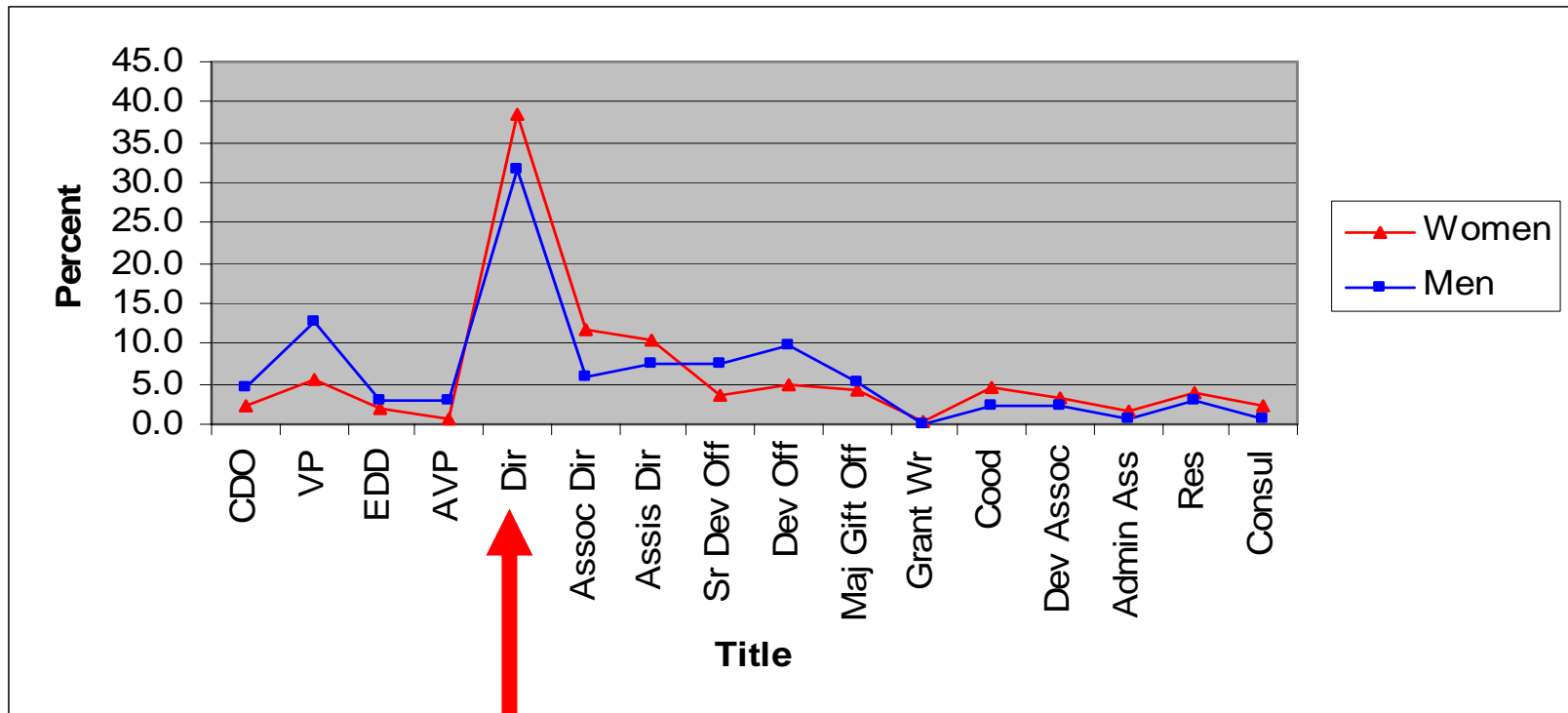


**Average Salary for Women = \$67,271    Average Salary for Men= \$86,265**

**\$18,994 difference**

# Positions by Gender

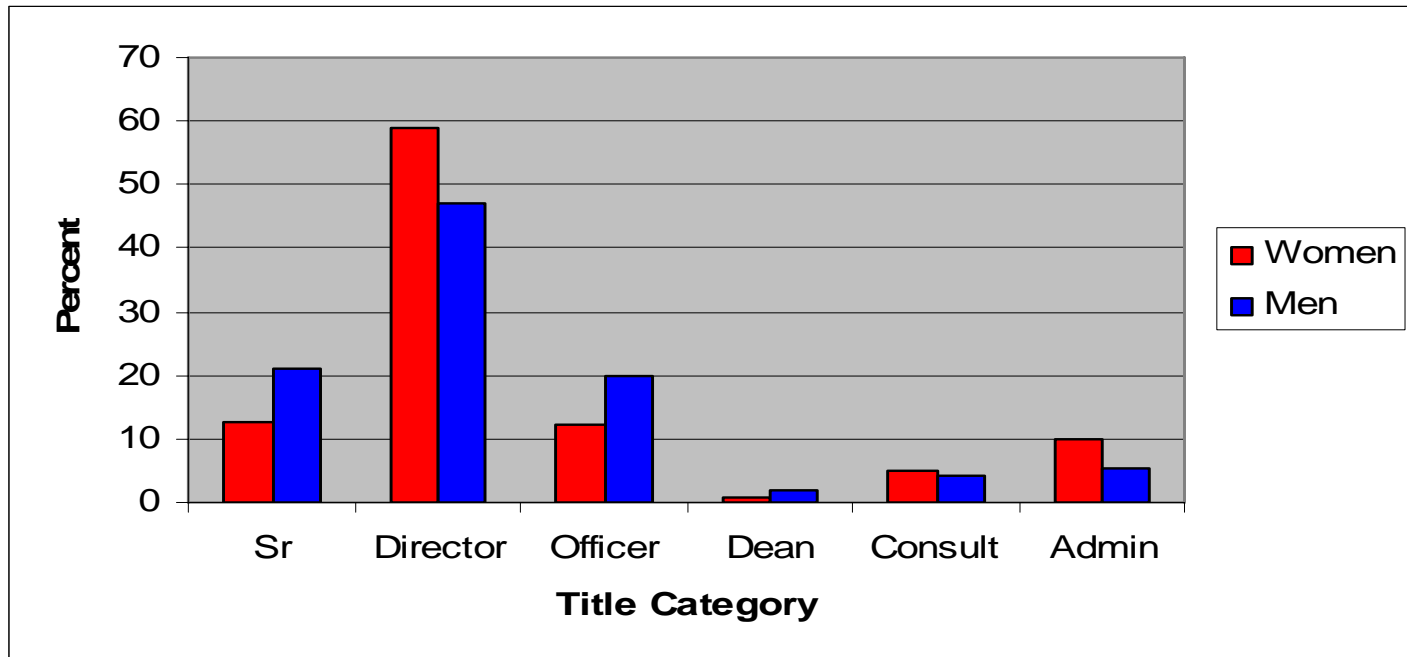
## Title by Gender



**Ceiling is at the Director level**

# Salary Gap

## Title Category by Gender



**Average Salary in Director Position: Women \$65,546 Men \$78,719**

**\$13,173 difference**

## ***Gender Differences***

- ***Women tend to work in lower paying organization types*** including cultural arts, environmental and human/social services – More men work in hospitals and private colleges and universities where the pay levels are higher
- ***Women work in smaller organizations where pay level is lower*** 50% of women work in organizations with budgets \$20 mil or lower as opposed to 36% of men
- ***30% of women in development are dissatisfied/very dissatisfied with their pay level (15% men)***



# Salary Progress

## Salary Progress by Position over Time

Group	1988 Average Salary \$	88%	2005 Average Salary \$	05%	Real \$ Growth %
Total Sample	37,047	100	70,607	100	28.3
Vice Presidents	57,268	8.4	133,316	5.1	70.5
All Directors	33,741	69.8	62,141	51.7	21.9
All Others	30,047	21.7	56,757	43.2	88.9

2005 n=970

1988 n=395

- Big growth in senior level positions
- Lower than average growth at Director level

# The Salary Gap

## Salary Progress by Gender over Time

<i>Group</i>	<i>1988 Average Salary \$</i>	<i>88%</i>	<i>2005 Average Salary \$</i>	<i>05%</i>	<i>Real \$ Growth %</i>
<b>Total Sample</b>	<b>37,047</b>	<b>100</b>	<b>70,607</b>	<b>100</b>	<b>28.3</b>
<b>Women</b>	<b>34,652</b>	<b>80.8</b>	<b>67,271</b>	<b>82.4</b>	<b>31.9</b>
<b>Men</b>	<b>45,237</b>	<b>19.2</b>	<b>86,265</b>	<b>17.6</b>	<b>28.4</b>

2005 n=970

1988 n=395

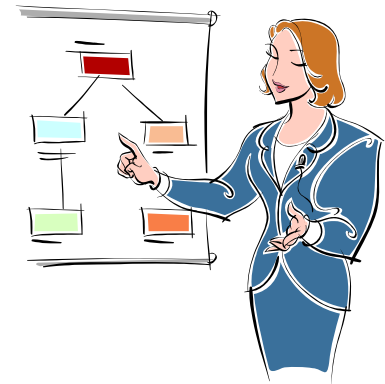
**Women/Men Salary Gap is widening**

**1988 = \$10,585    2005 = \$18,994**

**79% increase**

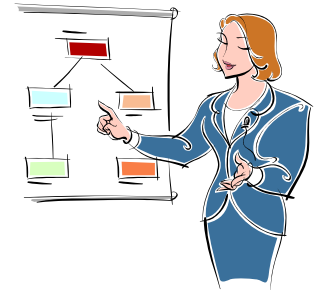
## *Positioning for the Future*

- **67% of women feel that there is a need for a women's only professional organization in the Development field**
- **The roles that the organization should play include:**
  - 1) Networking**
  - 2) Mentoring**
  - 3) Training**
  - 4) Research**
  - 5) Social Events**



## *Positioning for the Future*

- **Areas that are hindering women's advancement in the Development field are:**
  - 1) Failure of senior leadership to assume accountability for women's advancement (82%)**
  - 2) Stereotypes and preconceived notions of women's abilities and roles (76%)**
  - 3) Commitment to personal or family responsibilities (70%)**
  - 4) Exclusion from formal networks (65%)**
- **Organizational practices that would contribute to women's advancement: leadership development and recognizing different work and leadership styles**





# *Conclusions & Recommendations*



# ***Conclusions & Recommendations***

- **Use WID as professional organization to help identify issues and bring visibility to the topic**
- **Encourage organizational reflection of compensation and advancement practices, including job assignments and monitoring of pipeline**
- **Create senior leadership accountability for progress**
- **Develop equitable work/family policies and a supportive organizational culture for implementation**
- **Examine organizational practices and norms, including work design and rewards as they relate to diversity including gender and race**



## ***Conclusions & Recommendations***

- **Examine work norms as related to women's invisible work and different use of power and influence**
- **Develop mentoring practices to discourage often unconscious exclusionary behaviors**
- **Leadership development programs for women to include negotiation, communication, issues of gender and race, use of power and influence and networking**
- **Senior leadership programs to address lack of visibility of issues and to investigate how to develop best practices**

