Academic Preparation

Destiny is not a matter of chance, it is a matter of choice; it is not a thing to be waited for, it is a thing to be achieved.

—William Jennings Bryan

Introduction

A growing number of individuals entering the not–for–profit profession are doing so right out of college. A number of these individuals have prepared for their careers by taking some coursework, or they have even majored in not–for–profit administration. This is a sign that the not–for–profit field is slowly becoming a profession.

As the companion book to this workbook, *The Not-for-Profit CEO: How to Attain & Retain the Corner Office,* notes, individuals who find ways to prepare for leadership positions in the not–for–profit field while still in school will find themselves ahead of the pack.

Although this section is aimed at helping high school and college students to better plan for their careers in the not–for–profit field, it can also provide a quick review of the core personal and academic credentials that are needed to be a successful leader in this field.

High School Preparation

For some people, the light goes on early in life. From a young age they seem to know the career direction that they wish to take. Several opportunities are available for high school students who have already decided to pursue a career in the not–for–profit community.

Meet Theresa Rodriguez: High School Junior

Theresa Rodriguez is currently a high school junior. As you review Theresa's profile outlined in Exhibit 1.1, you will discover that Theresa has a well-rounded life both in and out of school. Although she may not be the top student in her class, she is maintaining an acceptable grade point average and pursuing other interests.

The subjects that she excels in serve as a good background for not-for-profit work. History provides a rich background on events and human interactions. Economics provides a realistic appraisal of what it takes to maintain a quality of life. English is necessary for communicating ideas and achieving goals.

Theresa's extracurricular activities are diverse and show that she is pushing herself mentally and physically. Her outside interests show that she has a good religious and social base and that the reality of her life requires her to work. Her goals in terms of a college search seem to be sound since she has already determined that she wants to pursue a career in a local community organization.

Like most college-bound high school students, Theresa will have several challenges to overcome. These challenges include scoring well on the SAT, being accepted by

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EXHIBIT 1.1   PROFILE OF THERESA RODRIGUEZ

- High school junior
- Age 17
- Maintaining a B− average
- Subjects that I excel in:
    - History
    - Economics
    - English
    - Social Studies
- Extracurricular Activities:
    - Debating club
    - Women's track team
- Outside Interests:
    - Church-sponsored teen program
    - Part-time job
- College Search Goal: To select the best school that I can to prepare me for a professional career

the school of her choice, and finding the financial means to pay for college. A number of other sources cover these types of challenges, so there is no need to discuss them here. Suffice to say that a student who is serious about pursuing this coursework will be resourceful enough to have the basic credentials to be admitted and to find the money to underwrite the costs through some combination of grants, loans, and working.

Section Four: The Career Strategic Planner, illustrates how Theresa can use a simple method to plan for the first stages of her career from both an academic perspective and a "hands–on" perspective.

Theresa needs to pursue two major areas:

1. Work in the industry, or "try it before you buy it"
2. Seek colleges/universities that offer degree programs in not-for-profit admin-istration

"Try It Before You Buy It"

I am a major advocate of careers in not-for-profit administration, but it is not a pro-fession for everyone. Throughout the course of my career, I have seen hundreds of good, hardworking people become burned out or who just were not suited for this profession. Anyone who is pursuing this (or any) career should give it a try to see if it is right for them.

In Theresa's case, she is a member of a church-sponsored teen program. This is the perfect chance to get experience by asking if she can play a leadership role as a vol-unteer. An opportunity like this can provide her with insight on what it takes to run such a program. If this opportunity is too close to her friends to be appropriate or if it is unavailable, Theresa can seek hundreds of other community-based programs that can provide similar experiences. In addition, Theresa should investigate other career/ job opportunities to round out her search and her background.

Theresa should also seek and secure mentors and advisors who can help her to make sound decisions on how to begin her academic career. By doing so, she may even discover new and more exciting volunteer or work opportunities. This will only strengthen her pursuit of a career in the not-for-profit community. The companion book to this workbook, *The Not-for-Profit CEO: How to Attain & Retain the Corner Office,* has a number of references on how to attract and get the most out of mentors.

Higher Education Avenues to Pursue

Although Theresa can pursue her degree at many schools, the reality is that financial circumstances often place limitations on what college she will be able to attend. One of the most important search criteria for Theresa will be finding a college with a degree program in not-for-profit administration. A much larger number of institutions now offer such programs (see Exhibit 1.2).

PARTIAL LIST OF COLLEGES AND UNIVERSITIES THAT OFFER NOT-FOR-PROFIT ADMINISTRATION COURSES OR DEGREE PROGRAMS

School	Undergraduate	Graduate
Antioch University (AH)*	X	
Arizona State University	X	X
Auburn University at Montgomery (AH)		X
Austin Peay State University	X	
Azusa Pacific University		X
Babson College	X	
Baylor University	X	
Bennett College	X	
Boston University School of Management		X
Boston University School of Social Work		X
Brandeis University		X
Bucknell University	X	
California State University—Los Angeles	X	
California State University—San Bernardino	X	
California State University—Fresno (AH)	X	
California State University—Hayward		X
California State University—Long Beach	X	
Case Western Reserve University		X
Chicago State University	X	
Clayton College and State University (AH)	X	
Clemson University (AH)	X	
Cleveland State University	X	X
College of Mount Saint Joseph (AH)	X	
Columbia University—School of International and Public Relations		X
Coppin State College (AH)	X	
Crichton College (AH)	X	
CUNY—Baruch	X	X
CUNY—Hunter College		X
DePaul University		X
Eastern Connecticut State University (AH)	X	
Eastern Michigan University (AH)	X	
East Tennessee State University	X	
Eastern College		X

EXHIBIT 1.2	PARTIAL LIST OF COLLEGES AND UNIVERSITIES THAT OFFER NOT-FOR-PROFIT ADMINISTRATION COURSES OR DEGREE PROGRAMS *(Continued)*

School	Undergraduate	Graduate
Florida State University		X
Fordham University	X	
Franklin University	X	
George Mason University	X	X
Georgetown University		X
Georgia College and State University (AH)	X	
Georgia State University		X
Golden Gate University		X
Graceland University (AH)	X	
Grand Valley State University (AH)	X	X
Hamline University		X
Harvard University (AH)		X
High Point University (AH)	X	
Indiana State University (AH)	X	
Indiana University—Bloomington (AH)	X	X
Indiana University of Pennsylvania		X
Indiana University—Center on Philanthropy	X	X
Johns Hopkins University		X
Kansas State University (AH)	X	
Kean University (AH)	X	
Kennesaw State University (AH)		X
Kent State University (AH)		X
Lakeland College (AH)	X	
Lesley College		X
Lindenwood University (AH)	X	X
LeMoyne–Owen College (AH)	X	
Long Island University		X
Louisiana State University in Shreveport (AH)	X	
Loyola University Chicago		X
Luther College	X	
Marymount Manhattan College	X	
Maryville College (AH)	X	
Marywood University		X

(continues)

EXHIBIT 1.2   PARTIAL LIST OF COLLEGES AND UNIVERSITIES THAT OFFER NOT-FOR-PROFIT ADMINISTRATION COURSES OR DEGREE PROGRAMS *(Continued)*

School	Undergraduate	Graduate
Millersville University	X	
Missouri Valley College (AH)	X	
Moorhead State University		X
Murray State University (AH)	X	
New York University—Wagner Graduate School		X
North Carolina Central University	X	
North Dakota State University	X	
North Park University (AH)		X
Northwestern University		X
Oakland College	X	
Oakland University		X
Ohio State University		X
Oklahoma State University (AH)	X	
Oregon State University	X	
Park College		X
Pepperdine University (AH)	X	
Portland State University—Division of Public Administration (AH)		X
Purdue University, Indianapolis (AH)	X	X
Regis University		X
Rhode Island College		X
Robert Morris University (AH)	X	
Roberts Wesleyan College	X	X
Rockhurst University (AH)	X	
Roosevelt University	X	X
Rhode Island College		X
Rutgers University—Camden College	X	
Rutgers University—Newark		X
Saint Mary's University of Minnesota		X
San Diego State University (AH)	X	
San Francisco State University (AH)	X	X
San Jose State University (AH)	X	
Seton Hall University (AH)	X	X
Shaw University (AH)	X	

EXHIBIT 1.2   PARTIAL LIST OF COLLEGES AND UNIVERSITIES THAT OFFER NOT-FOR-PROFIT ADMINISTRATION COURSES OR DEGREE PROGRAMS *(Continued)*

School	Undergraduate	Graduate
Siena College	X	
Slippery Rock University (AH)	X	
South Dakota State University (AH)	X	
Southern Adventist University (AH)	X	
Southern Connecticut State University		X
Southern Illinois University—Edwardsville	X	X
Spertus Institute of Jewish Studies		X
St. Olaf College	X	
St. Louis University		X
St. Louis University—School of Social Work		X
SUNY University at Albany		X
SUNY University at Buffalo (AH)		X
SUNY University at Oneonta (AH)	X	
SUNY University at Oswego	X	
Temple University		X
Union Institute & University	X	X
University of Akron	X	X
University of Alabama at Birmingham		X
University of Baltimore (AH)	X	
University of Arkansas at Little Rock (AH)	X	
University of California at Berkeley	X	X
University of Central Florida (AH)	X	
University of Colorado		X
University of Colorado at Denver		X
University of Connecticut		X
University of the District of Columbia (AH)	X	
University of Dallas		X
University of Florida (AH)	X	
University of Georgia	X	
University of Houston—Victoria	X	
University of Houston (AH)	X	
University of Illinois at Urbana		X
University of Judaism	X	X
University of Maryland		X

(continues)

School	Undergraduate	Graduate
University of Massachusetts		X
University of Memphis (AH)	X	X
University of Michigan School of Social Work		X
University of Minnesota—Humphrey Institute		X
University of Missouri at Kansas City (AH)		X
University of Missouri at St. Louis	X	X
University of Montana (AH)	X	
University of Nebraska (AH)	X	X
University of New Haven (AH)	X	
University of North Carolina—Greensboro	X	X
University of North Carolina—Chapel Hill		X
University of North Carolina—Chapel Hill, Social Work		X
University of North Dakota (AH)	X	
University of Northern Colorado (AH)	X	
University of Northern Iowa (AH)	X	X
University of Northern Texas (AH)	X	
University of Pittsburgh		X
University of San Diego (AH)	X	
University of San Francisco	X	X
University of Southern California	X	X
University of South Carolina (AH)	X	
University of Southern Mississippi (AH)	X	
University of St. Thomas—Center for Nonprofit Management		X
University of St. Thomas—Political Science	X	
University of Tennessee—Chattanooga	X	
University of Texas at San Antonio (AH)	X	
University of Texas at Tyler	X	
University of the District of Columbia	X	
University of the Pacific	X	
University of Vermont	X	
University of Washington MPA Program		X
University of Washington—Tacoma	X	
University of Washington School of Social Work		X
University of West Florida		X

EXHIBIT 1.2	PARTIAL LIST OF COLLEGES AND UNIVERSITIES THAT OFFER NOT-FOR-PROFIT ADMINISTRATION COURSES OR DEGREE PROGRAMS *(Continued)*

School	Undergraduate	Graduate
Virginia Commonwealth University (AH)	X	X
Walsh University	X	
Wayne State University	X	
Western Kentucky University (AH)	X	
Western Michigan University (AH)		X
William Jewell College (AH)	X	
Wright State University—Liberal Arts (AH)	X	
Widener University		X
Xavier University of Louisiana (AH)	X	
Yeshiva University		X
Youngstown State University (AH)	X	

Source: Roseanne M. Mirabella, *Nonprofit Management Education: Current Offerings in University Based Programs,* Department of Political Science, Seton Hall University, South Orange, NJ, last revision September 10, 2002; and American Humanics, Inc., *Campus Affiliates,* March 11, 2004.

*American Humanics Campus Affiliate

In addition, Theresa has also chosen to investigate schools that are affiliated with American Humanics, Inc. American Humanics provides significant support to many not-for-profit administration degree programs, supporting both the schools themselves and college students by helping them to prepare for their careers and helping them find their first positions in the not-for-profit community.

Theresa was able to find information on American Humanics–sponsored programs by contacting them at:

American Humanics, Inc.
4601 Madison Avenue
Kansas City, MO 64112
800-531-6466
www.humanics.org

College Choices

Some college students have a general idea of what career they wish to pursue after graduation, but most do not. Many select a general major, such as business administration, and begin to take the general required coursework that often takes two or more years to complete. During the second or third year of college, a light goes on

for many students. It occurs to them that in a year or two they will be graduating and that they need to make a decision.

Often this decision is not based on sound judgment. This is one of the most important personal choices that an individual ever makes, so why is the decision seemingly made so casually? It is vitally important to weigh the options and get all the facts. How can you test the waters? Start by doing a little research. Find out:

- Does your current university offer a not-for-profit administration degree program?

- If not, does your institution at least offer a course or two in not-for-profit administration?

- If not, does a nearby university offer a degree program or, at least, a couple of courses?

- If not, does your college or a nearby school offer courses that, while not focused on not-for-profit administration, at least provide a good base to work from?

- If not, are there nearby outside opportunities to support your educational needs?

- If not, should you transfer to a different school altogether?

Meet Lewis Johnston: College Sophomore

Lewis Johnston is a college sophomore and is beginning to investigate careers in not-for-profit administration. As you review Lewis's background in Exhibit 1.3, you will notice that he, like Theresa, has a well-rounded academic and personal background.

In Lewis's case, the logical place to begin his search is at his current university. Lewis can start by visiting his advisor to determine if his school offers a not-for-profit administration degree program and, if so, who would be best to discuss the program with him in detail.

If his university does not offer a degree in this area, maybe it offers a course or two on the subject. Often these courses are not in the catalog, or they may not be accredited. These courses may be offered at night, for example, to attract local community involvement. If they are available, they are a great opportunity to discover if a not-for-profit career is worth pursuing.

If his university does not offer coursework in not-for-profit administration, perhaps a nearby college does. If so, Lewis can take a course or two or even transfer to this college once he decides that he wants to pursue this field.

Even if Lewis cannot find courses that are specific to not-for-profit administration, there are surely courses that have a direct or indirect relationship to not-for-profit
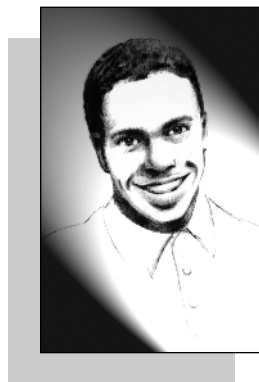
EXHIBIT 1.3   PROFILE OF LEWIS JOHNSTON

- College sophomore
- Age 20
- Maintaining a B average
- Subjects that I excel in:
  - Public Speaking
  - American History
  - Spanish
- Extracurricular Activities:
  - Baseball team
  - Community service club
  - ROTC
- Outside Interests:
  - Part-time job
  - Volunteer for a neighborhood PAL program as a baseball coach
- Career Pursuit: To discover a professional career in which I could not only work with people but make a difference as well.

coursework. Although having a degree in not-for-profit administration is certainly ideal, particularly in the beginning of a career, the National Study of Not-for-Profit CEOs indicated that the area of discipline of a candidate's academic major really does not make much of a difference in how or why the person is successful as a CEO. In fact, the top five degrees of the CEOs who participated in the study had only an indirect relationship at best to not-for-profit administration. They were:

1. Business/business administration
2. English and/or journalism
3. Health and science fields
4. Education
5. Law

Even if Lewis is able to seek a not-for-profit administration degree as a major, it still may be advisable to seek another discipline as a minor. No one can foresee the future to know what the job market may be like or how his or her career may change. By having other skills and being more familiar with other disciplines, Lewis may have opportunities in both the not-for-profit and for-profit arenas. Focused academic work can provide an edge, but a more "generic" degree may be a logical choice for several reasons, including geography, costs, opportunities, and overall career goals.

Even if Lewis is unable to attend a school offering a not-for-profit administration degree program or courses in not-for-profit management, all is not lost. He still can focus on gaining a good academic background, and he still can pursue volunteer opportunities in the field.

Lewis can focus on more traditional degrees and gain not-for-profit skills from other avenues. Many degree programs can provide an excellent base in the not-for-profit world, including:

- Business administration
- Political science
- Liberal arts
- Public administration
- Sociology

Additional coursework taken as a second major, a minor, or even as electives can provide an even stronger base in the not-for-profit world. Areas that are valuable include:

- History
- Public speaking
- Business management
- Accounting
- Communications
- Computer information systems
- English
- Finance
- Economics
- Foreign languages
- Philosophy
- Business law
- Psychology
- Marketing

Although the National Survey of Not-for-Profit CEOs concluded that the academic backgrounds of current CEOs have not traditionally been a major factor in their overall success, the percentage of professionals who are earning a degree specifically in not-for-profit administration is increasing dramatically. Your choice of a major will not determine how well you will do in the not-for-profit community; however, a not-for-profit administration degree can provide a measurable advantage as you enter the profession.

If Lewis chooses a more traditional degree rather than one in not-for-profit administration, he would be best served to pursue as many outside opportunities as possible to gain experience in the not-for-profit field. His profile indicates that he is involved with a community service club at college and that he is a volunteer baseball coach for the PAL program. These are two obvious activities he can pursue for additional experience. Lewis may also want to seek a part-time job in a not-for-profit organization to gain direct insight on how these groups function.

Lewis should also become acquainted with the various types of tax-exempt organizations as defined by the U.S. Internal Revenue Code. Although most organizations that employ a full-time staff fall under three classifications—(501(c)3, 501(c)4, and 501(c)6)—there are actually 39 different classifications. Exhibit 1.4 contains a detailed list. All of these organizations have potential career opportunities, and Lewis's goals and desires may be best suited for a particular type.

| EXHIBIT 1.4 | TYPES OF TAX-EXEMPT ORGANIZATIONS AS DEFINED BY THE U.S. INTERNAL REVENUE CODE |

IRS Section	Classification
501(c)(1)	Government instrumentality
501(c)(2)	Title-holding corporation
501(c)(3)	Educational organization
	Literary organization
	Organization to prevent cruelty to animals
	Organization to prevent cruelty to children
	Organization for public safety testing
	Religious organization
	Scientific organization
501(c)(4)	Civic league
	Local association of employees
	Social welfare organization
501(c)(5)	Agriculture organization
	Horticulture organization
	Labor organization
501(c)(6)	Board of trade
	Business league
	Chambers of Commerce
	Real estate board
501(c)(7)	Pleasure, recreational or social club
501(c)(8)	Fraternal beneficiary society, order, or association
501(c)(9)	Voluntary employee beneficiary associations (nongovernment)

EXHIBIT 1.4	TYPES OF TAX-EXEMPT ORGANIZATIONS AS DEFINED BY THE U.S. INTERNAL REVENUE CODE *(Continued)*

IRS Section	Classification
	Voluntary employee beneficiary associations (government employees)
501(c)(10)	Domestic fraternal societies and associations
501(c)(11)	Teachers' retirement fund associations
501(c)(12)	Benevolent life insurance association
	Mutual ditch or irrigation company
	Mutual or cooperative telephone company
	Organization like those on three preceding lines
501(c)(13)	Burial association
	Cemetery company
501(c)(14)	Credit union
	Other mutual corporation or association
501(c)(15)	Mutual insurance company or association other than life or marine
501(c)(16)	Corporation financing crop operation
501(c)(17)	Supplemental unemployment compensation trust or plan
501(c)(18)	Employee-funded pension plan created before June 25, 1959
501(c)(19)	Posts or organizations of war veterans
501(c)(20)	Legal service (obsolete)
501(c)(21)	Black lung
501(c)(22)	Multiemployer pensions plan
501(c)(23)	Veterans organizations founded prior to 1880
501(c)(24)	Trust described in section 4049 of ERISA
501(c)(25)	A holding company for pensions
501(c)(26)	State-sponsored high-risk health insurance organization
501(c)(27)	State-sponsored workers' compensation reinsurance organization
501(d)	Apostolic and religious organization
501(e)	Cooperative hospital service organization
501(f)	Cooperative service organization of operating education organizations
501(k)	Child care under 501(k)
501(n)	Charitable risk pool
521	Farmers' cooperative
529	Qualified state-sponsored tuition
527	Political organizations
4947(a)(2)	Nonexempt charitable trust 4947(a)(2) (split interest)
4947(a)(1)	Nonexempt charitable trust (public charity)
4947(a)(1)	Nonexempt charitable trust (trust treated as private foundation)
1381(a)(2)	Taxable farmers' cooperative

Source: Internal Revenue Service Exhibit 25.7.2-2, (12-01-2002), Table of EO Subsection and Classification Codes.

Summary

The National Study of Not-for-Profit CEOs revealed a number of significant findings concerning academic preparation for careers in not-for-profit administration. The detailed results can be found in the companion book, *The Not-for-Profit CEO: How to Attain & Retain the Corner Office.* While 99 percent of the CEOs who participated in the study had earned college degrees, it is significant to note that 66 percent also earned graduate degrees. Of the 66 percent with graduate degrees, nearly 16 percent had earned a doctorate degree.

This is strong evidence that academic experience and credentialing are key factors in attaining a CEO position in a not-for-profit. At the same time, the study also revealed a broad range of degree disciplines among the participating CEOs. It is important to have a solid academic background, but the field of study is less important in attaining or retaining the CEO position.

The exciting trend in the area of academic preparation is the expansion of degree programs in not-for-profit administration. This is yet one more indication that careers in the not-for-profit sector are gaining a professional status. This is good news. Not-for-profit CEOs probably will continue to have a relatively wide range of academic backgrounds; however, this may be very healthy for our community as they will continue to represent organizations with an equally wide range of missions.