The Center gratefully acknowledges the generous contributions of the F.M. Kirby Foundation and the Support Center in support of this report.

We are also grateful to The Fund for New Jersey, the Geraldine R. Dodge Foundation and PSEG for their longstanding support of the Center generally and this endeavor specifically.

We deeply appreciate the important and groundbreaking work of Building Movement Project and other organizations around the country, and the wisdom of the National Council of Nonprofits and sister non-profit state associations that helped to inform the development of this project.

Finally, our deep gratitude to all of the organizations that took time to complete the survey. Your participation helps to promote informed management practices, a greater understanding about the non-profit community, and a continuous culture for learning and improvement. Thank you all.

Principal Researchers: Caitlin Giles-McCormick, M.A., and Linda M. Czipo
Executive Summary

As mission-driven organizations, non-profits have a particular moral and ethical imperative to ensure that our vision, actions, and practices advance a just society. Diversity and equity in board, executive and staff recruitment and retention is not only critical to that process, but it also leads to heightened trust and credibility and stronger outcomes overall. The evidence is also clear that diverse and equitable workplaces and boardrooms foster innovation, better decision-making and improved economic results.

Yet a disturbing gap in leadership composition and pathways among non-profits has been well documented across the country. The Center for Non-Profits sought to explore the state of New Jersey non-profit staff and boards in terms of racial and ethnic diversity along with gender and other indicators. In late 2018, we conducted the New Jersey Non-Profit Compensation and Diversity Survey, a comprehensive examination of staff compensation, and of diversity in leadership and staff diversity in the state’s non-profits.

Our survey shows that the same diversity and equity problems documented elsewhere in the country are all too apparent in New Jersey:

- **Persons of color are underrepresented in board and staff leadership positions** when compared with the overall makeup of staff in surveyed organizations. Four-fifths (79%) of chief executives in the organizations surveyed were white, compared with 64% of staff overall. Surveyed organizations also reported that 79% of their board members were white.

- Staff composition in the survey pool is somewhat more diverse racially and ethnically than the New Jersey adult population as a whole. However, there are clear distinctions in racial and ethnic diversity between organizations that primarily serve communities of color and those that don’t. Organizations that primarily serve communities of color are markedly more diverse in their board, executive and staff makeup.

- **Notable gaps in compensation existed in leadership positions** when compared by race, and gender disparities in executive pay were seen as well.

- The survey also sought to explore whether and how non-profits have adopted specific policies, whether in their bylaws or elsewhere, to address matters of diversity. The greatest proportion (47%) did not specifically address diversity in their bylaws, while 43% reported that their bylaws included a values statement regarding the importance of board diversity. Only small percentages reported requiring specific levels of representation on the board to satisfy diversity goals.

This study underscores the enormous challenges facing the non-profit community to overcome deep-seated inequities in leadership, recruitment and retention. To honor the missions and values we seek to uphold demands a relentless pursuit of correcting these inequities within our organizations and externally. We hope this report will be useful to non-profits, philanthropy, and other stakeholders, whether just beginning the journey or as leaders in the charge to realize the ideals of a just, equitable and thriving society for all.
Introduction

Questions and concerns about the diversity – or lack of diversity – in non-profit executive positions and among boards have received growing attention in recent years, with a number of studies documenting a disturbing gap in leadership composition and pathways among non-profits across the country.¹

As mission-driven organizations, non-profits have a particular moral and ethical imperative to ensure that our vision, actions, and practices advance a just society. Diversity and equity in board, executive and staff recruitment and retention is not only critical to that process, but it also leads to heightened trust and credibility and stronger outcomes overall. But the evidence is also clear that diverse and equitable workplaces and boardrooms foster innovation, better decision-making and improved economic results.²

In New Jersey, questions of diversity, equity and inclusion among non-profits take on an added significance when we consider the composition of our population overall. Despite having one of the most racially and ethnically diverse populations in the country, New Jersey is also one of the most segregated states, and suffers from profound wealth gaps based on race, geography and other factors.³

The Center for Non-Profits, as an advocate and educational resource for and about New Jersey’s charitable non-profits, regularly gathers and shares data about our state’s non-profit sector. Over the years, we have conducted annual issues and trends surveys, rapid response polls, and compensation surveys, some of which have explored disparities based on gender. This survey is our first to attempt to gauge the state of New Jersey non-profit staff and boards through other diversity measures.

Although diversity naturally includes a variety of lenses such as race, ethnicity, class, gender and gender identity, sexual orientation, age, ability or disability, and religion, among others, the primary focus of this report is race. Although other factors are reviewed in this report, it’s important to avoid masking or side-stepping the harsh realities and hard discussions about racism and the intersectionality of race and other forms of discrimination and bias.

A number of findings from this survey raise serious concerns regarding gaps in non-profit board and executive leadership, mirroring many of those taking place across the country. The Center plans to use this information, along with the important work already being done by so many others, to inform and guide our activities to advance diversity and equity in New Jersey’s non-profit community. We hope this report will help to advance the conversations and work that are already happening, and to spur new discussions so that we can forge a collective path forward to address these issues.

³ See, for example, NJ Spotlight’s interactive maps, *Segregation Continues to Be NJ’s State of the State*, 2016 and *Charting the Rocky Terrain of Income Inequality in NJ*, 2017, and ProsperityNow.org’s “*Scorecard: Financial Assets and Income*."

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Center for Non-Profits
2019 New Jersey Non-Profit Diversity Report

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**Participant Profile**

*Who participated in the survey?*

This report is drawn from responses of the 204 New Jersey 501(c)(3) organizations that completed a comprehensive online salary, benefits and composition survey in the fall of 2018. The survey questionnaire covered a comprehensive range of information, including staff salaries, benefits and other personnel practices as well as questions regarding diversity and governance. The data provided by the responding organizations covered 4,007 employees (2,918 full-time) in 71 staff positions, although the number of responding organizations may vary by question.

**Organizational Annual Budget**

Given the nature and length of the survey, the 204 responding organizations were more likely to have staff members and larger budgets than the non-profit community overall, but this is also to be expected in light of this project’s strong focus emphasis on employment and compensation practices.

Salary and benefits data come from the information provided by organizations that reported at least one paid employee, but all 501(c)(3) respondents were invited to complete the survey’s board and governance practices sections.

**Geographical Location of Organizations**

The survey participants include an over-representative response rate from 501(c)(3) organizations in central New Jersey and under representation of organizations from southern New Jersey.

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4 The data from the *New Jersey Non-Profit Compensation and Diversity Survey* were used to create two reports: the *New Jersey Non-Profit Diversity Report* (this publication) and the *2019 New Jersey Non-Profit Compensation and Benefits Report*, available for purchase from the Center for Non-Profits.

5 According to IRS data, there are more than 34,000 501(c)(3) organizations in New Jersey. More than 80% of reporting 501(c)(3) organizations have annual budgets of under $500,000.
**Participant Profile**

**Combined Number of Part and Full-Time Employees**

- 150+ employees: 6%
- 51-150 employees: 11%
- 26-50 employees: 11%
- 16-25 employees: 12%
- 6-15 employees: 26%
- 0-5 employees: 34%

**Number of Employees**

Although non-profits with 15 or fewer employees made up 60% of respondents, in New Jersey’s non-profit community 80% of 501(c)(3)s have budgets of $500,000 or less, so larger employers are somewhat over-represented in our survey compared with the non-profit community overall.

**Organization’s Mission Area**

The survey respondents represent a broad cross-section of organization missions. Human service organizations comprised a greater portion of respondents than in the non-profit community at large, while educational organizations are underrepresented.

**Organizational Age**

For the same reasons described above, well established organizations make up the vast majority of survey respondents – logical for this study, since newer organizations are less likely to have paid employees. Indeed, 96% of organizations that participated in this survey are at least 5 years old, far greater than the New Jersey non-profit community as a whole.
**FINDINGS: Racial Composition and Diversity**

Our survey sought to map respondents' staffing and executive and board leadership with respect to a variety of factors, including gender, sexuality, race, level of education, and age.

Questions regarding race/ethnicity, gender and sexuality were all asked in terms of the number or percentage in an organization that **self-identify** in any given category. For racial comparison purposes, due to response numbers parts of this report compare persons of color as a group to whites.

With respect to compensation, where apparent gaps existed based on race or gender, we attempted to analyze other factors that might account for these disparities. We also asked organizations if they primarily serve communities of color, so that we could compare some of the data on this basis.

### Overall Staff Diversity by Race/Ethnicity

*"To the best of your knowledge, indicate the percentage of full-time employees who self-identify as falling into each category."

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>64%</td>
</tr>
<tr>
<td>Hispanic/Latinx</td>
<td>18%</td>
</tr>
<tr>
<td>Black/African American</td>
<td>28%</td>
</tr>
<tr>
<td>Asian</td>
<td>4%</td>
</tr>
<tr>
<td>American Indian/Alaskan Native</td>
<td>2%</td>
</tr>
<tr>
<td>Middle Eastern/North African</td>
<td>10%</td>
</tr>
<tr>
<td>Native Hawaiian/Pacific Islander</td>
<td>1%</td>
</tr>
<tr>
<td>Multiracial</td>
<td>6%</td>
</tr>
<tr>
<td>Other</td>
<td>1%</td>
</tr>
</tbody>
</table>

*Figures above represent the average of the percent composition reported by respondents for each category. Respondents were permitted to select more than one category. Consequently, numbers will not add up to 100%.*

In terms of race/ethnicity, full-time staff composition among responding organizations appears slightly more diverse than New Jersey’s overall adult civilian labor force. According to 2017 U.S. Census data\(^6\), whites comprised 75% of New Jersey adult civilian workforce, compared with 64% among our survey respondents. Black or African American workers comprised 28% of the staff in our survey pool, compared with 14% in New Jersey overall. Hispanic/Latinx workers made up 18% of the workers in our survey and 19% of the adult civilian work force in New Jersey. Our survey gathered data separately.

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about Asian and Middle Eastern/North African individuals, while the Census does not make this
distinction, making a precise comparison more difficult. However, U.S. Census data reports the Asian
portion of the state’s work force at 10.5%, while our survey respondents identified 4% of workers as
Asian and 10% as Middle Eastern or North African.

**Racial/Ethnic Diversity and Organizations Serving Communities of Color**

Nearly half (46%) of responding organizations indicated that they primarily serve communities of color,
meaning that at least half of the constituency they serve identifies as persons of color. As the charts
below and later in the report will show, racial/ethnic staff diversity tends to be greater in organizations
that primarily serve communities of color.

**Racial Diversity of Population Served**

*Does at least 50% of the constituency that the organization serves identify as persons of color?*

- **46%** No
- **54%** Yes

*n = 68*

**Staff Racial/Ethnic Diversity**

by whether an organization primarily serves communities of color

- **White**
  - **51%** Not primarily serving communities of color
  - **74%** Primarily serving communities of color

- **Hispanic/Latinx**
  - **20%** Not primarily serving communities of color
  - **15%** Primarily serving communities of color

- **Black/African American**
  - **33%** Not primarily serving communities of color
  - **20%** Primarily serving communities of color

- **Asian**
  - **4%** Not primarily serving communities of color
  - **3%** Primarily serving communities of color

- **American Indian/Alaskan Native**
  - **3%** Not primarily serving communities of color
  - **1%** Primarily serving communities of color

- **Middle Eastern/North African**
  - **14%** Not primarily serving communities of color
  - **0%** Primarily serving communities of color

- **Native Hawaiian/Pacific Islander**
  - **1%** Not primarily serving communities of color
  - **2%** Primarily serving communities of color

- **Multiracial**
  - **6%** Not primarily serving communities of color
  - **5%** Primarily serving communities of color

- **Other**
  - **1%** Not primarily serving communities of color
  - **2%** Primarily serving communities of color

*These figures represent the average of the percent composition reported by respondents for each category. Respondents were permitted to select more than one category. Consequently, numbers will not add up to 100%.*
As noted previously, national studies have long documented significant diversity gaps in top leadership positions in non-profits. Building Movement Project’s 2017 *Race to Lead* report recounts that persons of color make up less than 20% of non-profit chief executives, which has remained fundamentally unchanged since 2006.

Our survey suggests that New Jersey is not immune to this problem. Whites comprise 79% of the chief executives, 71% of deputy directors and 82% of chief financial officers in our survey. The proportion of chief executives of color is markedly higher in organizations that primarily serve communities of color.

### Breakdown by Race of Staff Leadership Positions
*Overwhelmingly Filled by White Individuals*

<table>
<thead>
<tr>
<th>Position</th>
<th>White</th>
<th>Person of Color (POC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO</td>
<td>79%</td>
<td>21%</td>
</tr>
<tr>
<td>Deputy/VP</td>
<td>71%</td>
<td>29%</td>
</tr>
<tr>
<td>CFO</td>
<td>82%</td>
<td>18%</td>
</tr>
<tr>
<td>COO</td>
<td>66%</td>
<td>34%</td>
</tr>
</tbody>
</table>

### CEOs of Color are Especially Underrepresented in Non-Profits that Don’t Primarily Serve Communities of Color

<table>
<thead>
<tr>
<th>Does your organization primarily serve communities of color?</th>
<th>CEO White</th>
<th>CEO POC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>67%</td>
<td>33%</td>
</tr>
<tr>
<td>No</td>
<td>90%</td>
<td>10%</td>
</tr>
</tbody>
</table>
Racial/Ethnic Diversity and Staff Leadership

This disparity did not appear to be a factor in terms of chief executive compensation. There were notable gaps in compensation in other leadership positions, although the lower total staff numbers in those positions means that some caution should be used in interpreting the data.

### CEO Full-Time Average Annual Salary by Race/Ethnicity
- **White**: $99,946
- **Person of Color**: $108,138
- **n**: 151
- **n**: 41

### Deputy Director/VP Full-Time Average Annual Salary by Race/Ethnicity
- **White**: $96,319
- **Person of Color**: $88,530
- **n**: 67
- **n**: 27

### CFO Full-Time Average Annual Salary by Race/Ethnicity
- **White**: $92,442
- **Person of Color**: $86,500
- **n**: 44
- **n**: 11

### COO Full-Time Average Annual Salary by Race/Ethnicity
- **White**: $110,111
- **Person of Color**: $75,519
- **n**: 27
- **n**: 14
Staff Composition and Age, Gender and Sexuality

**Average Percentage of Full-Time Staff by Age**

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>45-64</td>
<td>50%</td>
</tr>
<tr>
<td>25-44</td>
<td>49%</td>
</tr>
<tr>
<td>18-24</td>
<td>12%</td>
</tr>
<tr>
<td>&lt;18 years old</td>
<td>0%</td>
</tr>
</tbody>
</table>

*n = 113

Figures above represent the average of the percent composition reported by respondents for each category. Respondents were permitted to select more than one category. Consequently, numbers will not add up to 100%.

**Average Percentage of Full-Time Staff by Gender and Sexuality**

<table>
<thead>
<tr>
<th>Gender/Sexuality</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>42%</td>
</tr>
<tr>
<td>Female</td>
<td>45%</td>
</tr>
<tr>
<td>Straight</td>
<td>85%</td>
</tr>
<tr>
<td>Gay, Lesbian, Bisexual, Queer</td>
<td>9%</td>
</tr>
</tbody>
</table>

*n = 114

Figures above represent the average of the percent composition reported by respondents for each category. Respondents were permitted to select more than one category. Consequently, numbers will not add up to 100%.
Gender and Staff Leadership

Gender equity has also been a longstanding issue in non-profit professional leadership, and our survey suggests that this persistent issue is continuing. **Although more than two-thirds of chief executives in our survey are female, this proportion diminishes as the size of the organization increases.** Of the eleven organizations with budgets over $10 million, only three of these organizations CEOs are female. Furthermore, **noteworthy gaps in salary were apparent, even when most other factors such as experience and budget were accounted for.** (No respondents on our survey were reported as transgender or non-binary.)

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**CEO Positions Held Primarily by Women**

<table>
<thead>
<tr>
<th>Category</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>32%</td>
<td>68%</td>
</tr>
<tr>
<td>n = 168</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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**Gender Breakdown of CEO by Organizational Budget Size**

<table>
<thead>
<tr>
<th>Organizational budget</th>
<th>Total Number of CEOs</th>
<th>Percentage of Female</th>
<th>Percentage of Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over $20 Million</td>
<td>29% 71%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$10 to $20 Million</td>
<td>25% 75%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$5 to $9.99 Million</td>
<td>63% 38%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$2.5 to $4.99 Million</td>
<td>74% 26%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$1.5 to $2.49 Million</td>
<td>79% 21%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$500,000 to $1.49 Million</td>
<td>70% 30%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$200,000 to $499,999</td>
<td>61% 39%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$50,000 to $199,999</td>
<td>82% 18%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>less than $50,000</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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7 Although our survey did inquire about the number or percent of executive and non-executive staff who self-identified as transgender or non-binary, none of the respondents indicated their staff identified as such. We recognize that this may be sensitive information for individuals or organizations to share. Building Movement Project has been exploring some of the issues facing LGBTQ non-profit workers nationally in their Race to Lead research. See http://racetolead.org/LGBTQ/.
**Gender and Staff Leadership**

**On Average, Female CEOs Make 22% Less Than Male CEOs**

- **Female CEOs:** $94,276 (n = 114)
- **Male CEOs:** $115,279 (n = 54)

**CEO Full-Time Salary by Education and Gender**

- **High School Graduate**
  - Female: $76,100
  - Male: $48,250
- **Associate's Degree**
  - Female: $98,000
  - Male: $88,624
- **Bachelor's Degree**
  - Female: $102,326
  - Male: $95,639
- **Master's Degree**
  - Female: $119,560
  - Male: $117,700
- **Doctoral Degree**
  - Female: $115,222
  - Male: $117,700

- **n = 166**
Deputy Directors
Women occupied a greater proportion of the Deputy Director or Vice President positions, but there is still a noticeable gap in salary according to gender.

Gender Breakdown of Full-Time Deputy Director/VP by Organizational Budget Size

<table>
<thead>
<tr>
<th>Organizational Budget</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over $20 Million</td>
<td>57%</td>
<td>43%</td>
</tr>
<tr>
<td>$10 to $20 Million</td>
<td>83%</td>
<td>17%</td>
</tr>
<tr>
<td>$5 to $9.99 Million</td>
<td>60%</td>
<td>40%</td>
</tr>
<tr>
<td>$2.5 to $4.99 Million</td>
<td>79%</td>
<td>21%</td>
</tr>
<tr>
<td>$1.5 to $2.49 Million</td>
<td>73%</td>
<td>27%</td>
</tr>
<tr>
<td>$500,000 to $1.49 Million</td>
<td>83%</td>
<td>17%</td>
</tr>
<tr>
<td>$200,000 to $499,999</td>
<td>83%</td>
<td>17%</td>
</tr>
<tr>
<td>$50,000 to $199,999</td>
<td>83%</td>
<td>17%</td>
</tr>
<tr>
<td>less than $50,000</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

Total number of Deputy Directors/VPs and percentage of male/female in each budget range

On Average, Female Deputy Directors Make 33% Less Than Male Deputy Directors

Female: $88,111 (n = 65)
Male: $116,846 (n = 24)
Gender and Staff Leadership

Chief Financial Officers

Gender Breakdown of Full-Time CFO by Organizational Budget Size

<table>
<thead>
<tr>
<th>Organizational Budget</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over $20 Million</td>
<td>67%</td>
<td>33%</td>
</tr>
<tr>
<td>$10 to $20 Million</td>
<td>67%</td>
<td>33%</td>
</tr>
<tr>
<td>$5 to $9.99 Million</td>
<td>63%</td>
<td>38%</td>
</tr>
<tr>
<td>$2.5 to $4.99 Million</td>
<td>67%</td>
<td>25%</td>
</tr>
<tr>
<td>$1.5 to $2.49 Million</td>
<td>75%</td>
<td>33%</td>
</tr>
<tr>
<td>$500,000 to $1.49 Million</td>
<td>67%</td>
<td>33%</td>
</tr>
<tr>
<td>$200,000 to $499,999</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>$50,000 to $199,999</td>
<td>33%</td>
<td>67%</td>
</tr>
<tr>
<td>less than $50,000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Total number of CFOs and percentage of male/female in each budget range

On Average, Female CFOs Make 38% Less Than Male CFOs
Gender and Staff Leadership

Chief Operational Officers

Gender Breakdown of Full-Time COO by Organizational Budget Size

Organizational Budget

<table>
<thead>
<tr>
<th>Budget Range</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over $20 Million</td>
<td>60%</td>
<td>40%</td>
</tr>
<tr>
<td>$10 to $20 Million</td>
<td>33%</td>
<td>67%</td>
</tr>
<tr>
<td>$5 to $9.99 Million</td>
<td>90%</td>
<td>10%</td>
</tr>
<tr>
<td>$2.5 to $4.99 Million</td>
<td>60%</td>
<td>40%</td>
</tr>
<tr>
<td>$1.5 to $2.49 Million</td>
<td>60%</td>
<td>40%</td>
</tr>
<tr>
<td>$500,000 to $1.49 Million</td>
<td>60%</td>
<td>40%</td>
</tr>
<tr>
<td>$200,000 to $499,999</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>$50,000 to $199,999</td>
<td>67%</td>
<td>33%</td>
</tr>
<tr>
<td>less than $50,000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Total number of COOs and percentage of male/female in each budget range

On Average, Female COOs Make 9% More Than Male COOs

Female COOs: $96,171 (n = 28)
Male COOs: $88,273 (n = 11)
It bears emphasizing that an organization’s overarching organization culture, its willingness to embrace and invest in diversity and equity in representation and programs, starts with, and flows from, its board. The board is responsible for setting the overall policies of the organization, from the hiring of the chief executive, to its statements of values, its budgetary, programmatic and resource priorities. Consequently, examinations of board diversity are critically important to the advancement of diversity and equity in the non-profit community overall.

Nationally, studies such as BoardSource’s biennial *Leading with Intent* and others have identified a prolonged challenge with respect to racial and ethnic diversity in non-profit boards. These surveys have consistently shown non-profit boards to be overwhelmingly (80% or more) white. Our survey data suggests that similar board diversity challenges are also present in New Jersey as well.

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**Board Diversity - Average Percentages by Race**

<table>
<thead>
<tr>
<th>Race</th>
<th>Average Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>79%</td>
</tr>
<tr>
<td>Hispanic/Latinx</td>
<td>11%</td>
</tr>
<tr>
<td>Black/African American</td>
<td>23%</td>
</tr>
<tr>
<td>Asian</td>
<td>11%</td>
</tr>
<tr>
<td>American Indian/Alaskan Native</td>
<td>0%</td>
</tr>
<tr>
<td>Middle Eastern/North African</td>
<td>7%</td>
</tr>
<tr>
<td>Native Hawaiian/Pacific Islander</td>
<td>2%</td>
</tr>
<tr>
<td>Multiracial</td>
<td>7%</td>
</tr>
<tr>
<td>Other</td>
<td>8%</td>
</tr>
</tbody>
</table>

*Figures above represent the average of the percent composition reported by respondents for each category. Respondents were permitted to select more than one category. Consequently, numbers will not add up to 100%.*

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8 [www.leadingwithintent.org](http://www.leadingwithintent.org)
Board Diversity

As with staff diversity, organizations primarily serving communities of color tend also to have more racially and ethnically diverse boards.

Board Racial/Ethnic Diversity by Whether Organization Primarily Serves Communities of Color

Figures above represent the average of the percent composition reported by respondents for each category. Respondents were permitted to select more than one category. Consequently, numbers will not add up to 100%.
Board Diversity

Board Composition by Age

It’s worth noting that age also factors into examinations of racial and ethnic representation as well. The Pew Research Center recently reported that while there were more 27-year-olds in the United States than any other age, the most common age of white Americans was 58. This suggests that when non-profits consistently recruit older board members to the relative exclusion of other age groups, diversity may suffer as a result.

Average Percentage of Board Members by Age

<table>
<thead>
<tr>
<th>Age</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-24</td>
<td>4%</td>
</tr>
<tr>
<td>25-44</td>
<td>26%</td>
</tr>
<tr>
<td>45-64</td>
<td>64%</td>
</tr>
<tr>
<td>65+</td>
<td>29%</td>
</tr>
</tbody>
</table>

Figures above represent the average of the percent composition reported by respondents for each category. Respondents were permitted to select more than one category. Consequently, numbers will not add up to 100%.

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9 Pew Research Center, “The most common age among whites in U.S. is 58 – more than double that of racial and ethnic minorities,” July 30, 2019, https://www.pewresearch.org/fact-tank/2019/07/30/most-common-age-among-us-racial-ethnic-groups/
Non-Profit Policies on Diversity

The survey also sought to explore whether and how non-profits have adopted specific policies, whether in their bylaws or elsewhere, to address matters of diversity. The greatest proportion (47%) did not specifically address diversity in their bylaws, while 43% reported that their bylaws included a values statement regarding the importance of board diversity. Only small percentages reported requiring specific levels of representation on the board to satisfy diversity goals.

How do your organization’s bylaws address the issue of diversity?

- Bylaws do not directly address the issue of diversity: 47%
- Values statement about the importance of diversity on the board: 43%
- Require a certain # or % of board with specific characteristics (race, ethnicity, geographic residency,…): 5%
- Require a certain # or % of board be persons with particular skills or education: 2%
- Require a certain # or % of board to be represented by target population: 2%

n=150

Aside from bylaws, a significant number of organizations reported personnel policies or human resources practices that address diversity issues, while others included diversity in their mission or vision statements, or in organizational or strategic plan goals.
Conclusion

The data in this report confirm that New Jersey is far from immune to the challenges confronting non-profits across the country regarding racial, ethnic and gender equity. These gaps – and how non-profits choose to address them – have enormous implications for how effectively non-profits fulfill our community missions, and on the values and beliefs we express and actualize as individuals, as non-profits, and as a sector.

Clearly, there is much work to be done to ensure that New Jersey, and the non-profit community that serves our state, upholds the ideals of a just, equitable and thriving society for all. We hope this report will be useful to non-profits, philanthropy, and other stakeholders, whether just beginning conversations or as leaders in the charge.

The Center for Non-Profits’ commitment to advancing diversity and equity in New Jersey’s non-profit community doesn’t start or end with this report. The information presented here will inform the Center’s future plans and activities, with partners and experts, to seek effective solutions and to track progress made across the non-profit community as we address these challenges together.

Resources

Below is a very preliminary list of sites and organizations regarding diversity and equity in non-profits. Recognizing that this short list barely scratches the surface, we would welcome and appreciate suggested additions, which will be posted on the Center for Non-Profits’ website, www.njnonprofits.org. Please email your suggestions to center@njnonprofits.org.

- **Building Movement Project**, *Race to Lead* – racetolead.org
- **BoardSource**, *Leading with Intent* – leadingwithintent.org
- **American Conference on Diversity** – americanconferenceondiversity.org
- **Vu Le**, Nonprofit AF (blog), Diversity equity posts – nonprofitaf.com/category/race-equity-diversity-inclusion
- **The Nonprofit Quarterly**, racial equity section – nonprofitquarterly.org/category/intersectional-racial-equity/
Center for Non-Profits

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About the Center for Non-Profits

Since 1982, the champion and go-to resource for and about New Jersey’s charitable non-profits

The Center for Non-Profits is New Jersey’s umbrella organization for the charitable community. Through advocacy, professional education, resources, training and member services, the Center works to build the individual and collective power of non-profits to improve the quality of life for the people of our state. Find out more at www.njnonprofits.org.