CAREERS IN NONPROFIT AND GOVERNMENT AGENCIES

★

2008 EDITION

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INSIDER GUIDE

- ★ INDUSTRY OVERVIEW, TRENDS, AND RANKINGS
- ★ PROFILES OF LEADING NONPROFITS
- ★ KEY JOBS AT GOVERNMENT AGENCIES
- ★ CAREER PATHS, CULTURE, AND COMPENSATION

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The Industries at a Glance

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AT A GLANCE

Opportunity Overview

- Entry-level and midcareer jobs exist in just about any area of nonprofit or government for people with degrees in many diverse disciplines.
- Paid internships are common for government positions, but unlikely in the nonprofit sector, where you'll be working for free.
- It's a crowded market—interest in working for nonprofits or the government is booming. While nonprofits aren't really increasing their hiring rates, a number of government agencies are, especially in security and foreign affairs.

Major Pluses

- You'll really, really care about your job.
- You'll work to make a difference on issues that matter to you.
- There's a lot of job security, especially in government positions.

Major Minuses

- You'll really, really care about your job.
- The pay is substantially lower than what you'd make in a similar position in the private sector.
- The amount of bureaucratic paperwork in government positions is enormous.
- The lack of structure in nonprofits can be challenging—you're often doing a little bit of everything.
- Politics and policy may affect your work, and if the administration or management changes to one you don't support, you'll have to think about moving on.
- Staff competence can vary widely at some nonprofits and government agencies (owing in part to the excellent job security noted above), adding to your daily challenges.

Recruiting Overview

- Nonprofits generally don't recruit, whereas large federal agencies recruit for almost all positions; recruiting takes place on most major campuses, and at career fairs, industry trade shows, and conferences.
- Both nonprofit and government organizations have extensive job listings on their websites, so check those regularly.
- The hiring process at both types of organizations can be lengthy—nonprofits often don't have the resources to respond quickly to applicants, and government employment moves at a typically bureaucratic pace.
- Internships are the best way to get your foot in the door at nonprofits, and volunteering can give you the contacts you need to jump-start your nonprofit career, too.
- A stint in an organization like the Peace Corps or AmeriCorps can make you a more attractive candidate in both arenas.

The Industries

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OVERVIEW

Maybe you're a college student and you don't think you want a career in corporate America; maybe you're already working in business, and you *know* you don't want a career in corporate America. There's nothing at all attractive to you about giving up 40 to 50 (or more) hours a week to work on projects or products you don't really care about. You'd rather use your skills to serve society than develop or sell a new brand of underarm deodorant without which the world would do just fine (or a new tax shelter for high-net-worth individuals, or a must-have high-tech widget, or…you get the idea). To you, the trade-off of a lower salary and a smaller chance of getting rich are totally worth it, if you can do something real to help children learn or people eat or protect your country or the environment. (How many people really get rich working in business, anyway?)

Still with us? Then you're a good candidate for a career in the nonprofit sector or government.

Recruiters say both government and nonprofit organizations have seen a surge in applicants throughout this decade, which is good news for the country and the world, but perhaps bad news for like-minded job seekers. Compounding the problem is the fact that huge budget deficits have meant huge budget cuts—and the concomitant downsizing of some government agencies and painful reductions in funding for nonprofits.

NONPROFITS

Nonprofit organizations are businesses designed to make change, and not in the monetary sense. Granted tax-exempt status by the federal government, these organizations focus on a wide variety of causes—everything from Africa Action, which promotes political, economic, and social justice in Africa, to the National Breast Cancer Foundation. Many nonprofit interest groups maintain offices in Washington, D.C., or near state legislatures, where they lobby government on behalf of their causes.

Nonprofits derive their operating revenue from foundations, government grants, membership dues, contributions from individuals, corporate sponsorships, and fees for services they provide. They typically attract people who are passionate about solving social problems. The big upside of working in this sector is that you can make a positive impact on behalf of your organization's cause; the downside is that most jobs in the nonprofit sector don't pay very well.

Nonprofits and charitable organizations are becoming much more entrepreneurial nowadays, learning lessons from the for-profit sector about how to operate more efficiently, adopting new marketing techniques to enhance their fundraising efforts, developing and implementing strategic plans, or even starting their own small businesses to help generate income to fund social programs that will further their missions.

GOVERNMENT

Some 16 million people work for government—agencies and departments that, on a federal, state, or local level, handle issues as diverse as highway construction and the protection of wilderness areas, public health programs and subsidies to tobacco farmers, the space program, and fireworks displays on the Fourth of July. Governments collect taxes and use them to fund programs. That includes everything from a small-town government filling potholes on Main Street, to a big city providing police and firefighting services, to a state issuing driver's licenses, to the federal government sending troops into combat or providing funding to a long-term health-care facility for the elderly poor.

Federal and state legislators make laws, and county and city supervisors pass ordinances. Executive agencies — from the White House to the state house to city hall — issue regulations. Governments employ armies of civil servants, bureaucrats, lawyers, and specialists of all kinds to implement their policies and staff their programs. These include people who analyze policy and draft legislation for U.S. senators, people who issue building permits at town hall, and everyone in between.

One way to think about the immense range of careers in government is to consider the broad categories the U.S. Office of Personnel Management uses to direct job seekers looking for careers that match their skills and abilities:

- Business Detail: accountants, security guards, and so on
- Humanitarian: doctors, nurses, social workers, and chaplains
- Leading/Influencing: policy analysts, law clerks, and Internal Revenue Service agents
- Mechanical: air conditioner repairers, aerospace engineers, and boat designers
- Plants and Animals: agricultural inspectors, zookeepers, cemetery caretakers, and park rangers
- Protective: border patrol agents, Securities and Exchange Commission regulators, federal corrections officers, and gaming regulators
- Scientific: cartographers, horticulturalists, and infectious-disease researchers
- Other: everything from museum curators and interior designers to barbers and forklift operators

It's important to note that while the federal government is gigantic, employing more than 1.8 million civilians in 2007, far more jobs are available across the country at the state and local government levels. In 2006, more than 16 million people—teachers, policemen, firefighters, hospital workers, and others—were employed full-time by state and local governments.

Even though most employees in this sector enjoy excellent benefits, working in government can have its downsides. For one thing, the pay is often lower in government positions than in their private-sector equivalents. And in many government positions, jobs are politicized: Your priorities (and the culture of your workplace) can change with the election cycle, and the program you're working on or the representative you work for may not even be around next year. Budget priorities can change, and your agency's budget can shrink dramatically or dry up altogether, leaving programs unfunded or causing agencies to take on more work with fewer resources. That said, the 2006 Democratic takeover of Congress proved hopeful for those agencies suffering budget cuts. New budgets approved to start in mid-2007 promise improved spending for health care, housing, environment, education, local law enforcement, and other government programs.

WORKING FOR AN INTERNATIONAL ORGANIZATION

Many nonprofits and government agencies have international opportunities—Habitat for Humanity and the Red Cross, for example, work across borders, and the U.S. State Department is primarily concerned with overseas policy. If you don't have dual nationality or a valid work permit for another country, though, it may be very hard to become a direct employee of an international agency registered in another country. Perhaps one of the most obvious international organizations for U.S. citizens to work for is the United Nations—but it's tough to get hired there, too. However, a number of other international relief agencies and international nonprofits are based in the U.S.; for starters, take a look at the 100 top nonprofits listed in "Industry Rankings" in this chapter. And if you really want an experience in cultural immersion, a two-year commitment to the Peace Corps may be just the ticket. (See "Key Government Agencies" in the chapter titled "The Organizations.")

THE BOTTOM LINE

It can be hard to get a job in a nonprofit or in government. The hiring process is often lengthy, and the competition can be fierce. The executive director of a foundation in California, for instance, last year received 400 applications for a program manager position. Persistence pays off. If you want a government internship, however, you'll most likely have to be a student. That said, a number of government agencies are increasing their hiring numbers, especially in the areas of security and foreign affairs. And since nonprofits for the most part aren't expanding, you may find it less of an uphill battle to land a paying government job than even a nonpaying internship at a nonprofit.

> TIP

If you're committed to a particular issue, don't hide it. Volunteering and interning are two great ways to get your foot in the door at a nonprofit.

BREAKDOWN OF INDUSTRIES

NONPROFITS

More than 25 types of nonprofits are recognized by the IRS, from the more familiar organizations established for religious, charitable, scientific, or educational purposes, among others—which are tax-exempt under Internal Revenue Code section 501(c)(3)—to fraternal orders, business leagues, and other types of associations, and the less well=known, such as trusts for miners suffering from black lung disease, all of which are granted tax exemption under other subdivisions of famous section 501(c). And the nonprofit sector can be broken down in a number of ways. Nonprofits can be divided into, for example, interest groups that focus on lobbying government on behalf of a cause; trade associations and the like, which provide various benefits to their members; agencies whose primary objective is to raise public awareness of an issue; and those organizations that focus on providing services directly to the people who need them.

Alongside the large national and international nonprofits are myriad smaller, community-based nonprofits. Like their bigger cousins, these break down by mission and include everything from community theater troupes to women's shelters to convalescent homes.

In addition, the nonprofit arena includes nonprofit charitable/philanthropic funds and foundations. These organizations have an endowment and may also solicit donations, which they use to fund grants to other nonprofit organizations. There are several types of foundations: Community foundations raise funds from a variety of donors in a community or region; the Marin Community Foundation in California is one example. Corporate foundations are established as separate entities by corporations to make charitable grants. Independent foundations usually consist of an endowment made by a single individual or family; the Annie E. Casey Foundation is an example. And operating foundations focus on funding their own nonprofit programs.

GOVERNMENT

The executive-branch agencies represent the largest group of federal government jobs, and include the Social Security Administration, the Environmental Protection Agency, the Federal Bureau of Investigation, the National Endowment for the Humanities, the Bureau of Indian Affairs, and the Bureau of Engraving and Printing. Jobs are also available in agencies under

Selected Nonprofit Organizations and Their Causes

Cause	Organization
Arts and education	Boy Scouts of America, Girl Scouts of the USA Friends of Libraries USA National 4-H Council National Center for Family Literacy New York Philharmonic Washington Ballet
Civil and human rights	American Civil Liberties Union Amnesty International CARE USA NAACP National Immigration Forum Planned Parenthood Federation of America
Economic and social justice	AARP Center for the Child Care Workforce National Low Income Housing Coalition The Salvation Army United Way
The environment	Environmental Defense Fund Greenpeace National Wildlife Federation The Nature Conservancy Sierra Club

the aegis of the judicial and legislative branches, such as in the Library of Congress or the Congressional Budget Office. Various government agencies offer two basic types of positions: civil-service jobs and political appointments (also called *Schedule C appointments*).

> TIP

Don't rule out a government job if you're aiming to travel or relocate—some federal positions will take you to scenic, historic, or exotic locations.

Not everyone with a federal agency job is based in Washington, D.C. In fact, federal employees work far and wide—think of the diplomat at the U.S. Embassy in Cairo or the park ranger in Yellowstone National Park. Indeed, federal bureaucrats can be found in office buildings in every major U.S. city (not to mention wandering down every street in the country, delivering mail as members of the U.S. Postal Service). Additional federal jobs that may not be top of mind include the Bureau of Indian Affairs agent on an isolated reservation in New Mexico, the civilian technician maintaining communications gear in the tropical heat of Guam, and the medical researcher culturing bacteria at the Centers for Disease Control and Prevention in Atlanta.

Congressional jobs are concentrated geographically. Congress—the legislative branch—is divided into the House, which consists of one representative from each of 435 districts in the country (and several nonvoting delegates), and the Senate, which comprises 100 senators, two from each state. Most people who work for the legislative branch of the federal government are based in Washington; they're on the staffs of legislators or legislative agencies, such as the Library of Congress. Representatives and senators also maintain staffs in their home districts and states. In addition, every senator and representative hires staff to assist with his or her job, and this is where many opportunities—and lots of internship possibilities—exist in Washington for young people, provided they have a good education and, usually, good connections.

Like the federal government, state governments consist of various executive-branch agencies along with a legislative body, all of which offer opportunities for job seekers. Similarly, county, city, township, and other local governments offer a range of political and agency job opportunities. In addition to the more obvious governance functions, you may want to consider public health, community development, and court administration.

INDUSTRY TRENDS

GOVERNMENTS IN THE RED

Tax cuts instituted by the Bush administration have resulted in enormous budget deficits. While some federal agencies may be fairly well insulated from the budget woes, others, such as the National Park Service, are choking. And the flow of cash to many state governments has slowed to a trickle. In an effort to make ends meet, many states are cutting such services as education, social programs, and road repair projects. While the victims of such cost-cutting vary from state to state, you can probably expect fewer job opportunities for state college professors, highway engineers, and administrators of state-run social programs.

And it's not just government programs that have been hurt by governments' financial woes. Governments are the biggest funders of many nonprofits; it's been estimated that nearly a third of the average nonprofit's income comes from government contracts and grants. Those organizations that rely heavily on this revenue have been struggling.

HOMELAND SECURITY

September 11, 2001 made the threat of terrorism in the U.S. clear. In response, the federal government combined several previously separate government entities—including the Coast Guard, the Border Patrol, Customs, and Citizenship and Immigration Services (formerly the Immigration and Naturalization Service)—in order to centralize their efforts to protect the U.S., avoid redundancy, and allow various organizations to work together rather than at cross purposes. President Bush has made homeland security a priority for his administration, resulting in particularly large budgets for this area. Another result: more career opportunities for you if you're interested in intelligence gathering, analysis, or working for the Border Patrol, Customs, or other entities under the homeland security umbrella.

The perceived failures of U.S. intelligence leading up to September 11 have led to a large-scale restructuring of intelligence agencies. The work of 15 U.S. intelligence agencies is now coordinated and overseen by the newly formed Office of the Director of National Intelligence (a.k.a. the Intelligence Czar). At this point it remains to be seen how this restructuring will affect the various agencies, but there are sure to be winners and losers, with the potential for new job opportunities.

GOVERNMENT OUTSOURCING

In recent years, "reinventing government" has been a catchphrase among policy-makers. One use of the phrase refers to the fact that governments increasingly are outsourcing to the private sector some of the functions and services that government has traditionally handled. For example, many municipal governments once provided garbage-removal services to city residents and businesses; these days, however, private waste-management companies often furnish these services. Outsourcing is a factor on the federal level as well: In the old days, the U.S. military was responsible for feeding soldiers on the battlefield; today, private companies provide food service to many U.S. military personnel in Iraq.

The thinking is that profits motivate private

enterprises to be more efficient than government, thus driving down the total cost of outsourced services for taxpayers. The reality, however, is often a little different: Since private enterprises generate their profits by charging more for their services than they actually cost, efficiency doesn't necessarily translate into lower prices, and private enterprises' fees for their services may be the same as or more than those of the government providers they replace. In a war zone, such as Iraq, companies may charge a huge premium for "danger pay"; there have been numerous examples of civilian contractors in Iraq doing jobs such as vehicle maintenance for compensation that's five times what a military person would get for the same work.

> **TIP**

The threat of being outsourced can affect government employees as much as those in the private sector—so think twice if you're considering a role in a department whose work may be sent elsewhere.

There are other, less obvious costs. For instance, it's more difficult for governments to oversee the operations of contract service providers than those of government agencies; indeed, there have been many examples of abuse by contract government-service providers. In some cases, workers employed by contract service providers actually receive lower pay and weaker benefits than the government workers they've replaced.

MEASURING THE METRICS

In an effort to boost their efficiency and effectiveness, governments and nonprofits increasingly are adopting management techniques from business. For example, they're relying more and more on metrics—quantitative measurements—to gauge their success in achieving goals. So as time goes on, more government and nonprofit programs, as well as the staffers who drive them, are being evaluated by their ability to meet the metrical goals set for them by management—in tandem with funders, in the case of nonprofits. This can be a good thing or a bad thing, depending on whether the right metrics are being used to measure success. It's a lot easier to measure the success of a for-profit business by looking at the bottom line—and to analyze the contributions of individuals to that bottom line—than it is to measure nonprofit or government success, where the goal is not to make a profit but to achieve a mission that is difficult to quantify.

How do you measure whether you're doing the best job possible to serve disabled students if you're working at a nonprofit serving that population? On the other hand, if you're running a job-training program for disadvantaged adults, you can easily measure your success in actual placement of people in jobs.

Ultimately, while there are metrics to measure whether you're succeeding in your mission, they can be much more difficult to identify than the financial measurements businesses use to measure their progress and achievements.

INDUSTRY RANKINGS

Top 100 Nonprofits

Rank	Nonprofit	Headquarters	2005 Revenue ($M)
1	YMCA of the USA	Chicago	5,131
2	The Salvation Army National Corporation	Alexandria, Va.	4,559
3	American Red Cross	Washington, D.C.	3,888
4	Catholic Charities USA	Alexandria, Va.	3,286
5	Goodwill Industries International	Bethesda, Md.	3,023
6	United Jewish Communities	New York	2,149
7	Memorial Sloan-Kettering Cancer Center	New York	1,790
8	Boys & Girls Club of America	Atlanta	1,329
9	AmeriCares Foundation	New Canaan, Conn.	1,316
10	Habitat for Humanity International	Americus, Ga.	1,022
11	American Cancer Society	Atlanta	978
12	The Nature Conservancy	Arlington, Va.	918
13	World Vision	Federal Way, Wash.	902
14	Planned Parenthood Federation of America	New York	866
15	Gifts in Kind International	Alexandria, Va.	860
16	Feed the Children	Oklahoma City	852
17	Volunteers of America	Alexandria, Va.	839
18	Boy Scouts of America	Irving, Tex.	836
19	Easter Seals	Chicago	833
20	Food for the Poor	Deerfield Beach, Fla.	782
21	Girl Scouts of the USA	New York	737
22	Catholic Relief Services	Baltimore	708
23	Shriners Hospitals for Children	Tampa	705

Top 100 Nonprofits

Rank	Nonprofit	Headquarters	2005 Revenue ($M)
24	CARE USA	Atlanta	624
25	American Heart Association	Dallas	590
26	Dana-Farber Cancer Institute	Boston	585
27	America's Second Harvest	Chicago	551
28	YWCA of the USA	Washington, D.C.	543
29	Smithsonian Institution	Washington, D.C.	541
30	Public Broadcasting Service	Alexandria, Va.	509
31	ALSAC/St. Jude Children's Research Hospital	Memphis, Tenn.	498
32	City of Hope	Los Angeles	497
33	U.S. Fund for UNICEF	New York	462
34	Children's Hospital of Los Angeles	Los Angeles	457
35	Campus Crusade for Christ	Orlando, Fla.	454
36	United Cerebral Palsy Association	Washington, D.C.	437
37	Save the Children	Westport, Conn.	403
38	MAP International	Brunswick, Ga.	349
39	Museum of Modern Art	New York	335
40	Samaritan's Purse	Boone, N.C.	330
41	Metropolitan Museum of Art	New York	326
42	Fred Hutchinson Cancer Research Center	Seattle	307
43	Academy for Educational Development	Washington, D.C.	286
44	Brother's Brother Foundation	Pittsburgh	283
45	Museum of Fine Arts, Houston	Houston	253
46	Big Brothers Big Sisters of America	Philadelphia	252
47	Operation Blessing International	Virginia Beach, Va.	245
48	Northwest Medical Teams International	Portland, Ore.	240
49	Christian Broadcasting Network	Virginia Beach, Va.	236

Top 100 Nonprofits

Rank	Nonprofit	Headquarters	2005 Revenue ($M)
50	Metropolitan Opera Association	New York	228
51	American Jewish Joint Distribution Committee	New York	227
52	March of Dimes	White Plains, N.Y.	225
53	Direct Relief International	Goleta, Calif.	220
54	Compassion International	Colorado Springs	217
55	National Mental Health Association	Alexandria, Va.	211
56	The Christian and Missionary Alliance	Colorado Springs	211
57	The Leukemia & Lymphoma Society	White Plains, N.Y.	210
58	American Diabetes Association	Alexandria, Va.	208
59	National Multiple Sclerosis Society	New York	207
60	International Rescue Committee	New York	204
61	Cystic Fibrosis Foundation	Bethesda, Md.	203
62	Special Olympics	Washington, D.C.	201*
63	Alzheimer's Association	Chicago	197
64	Catholic Medical Mission Board	New York	196
65	Ducks Unlimited	Memphis, Tenn.	196
66	Wildlife Conservation Society	New York	196
67	Christian Aid Ministries	Berlin, Ohio	192
68	Christian Children's Fund	Richmond, Va.	192
69	United Negro College Fund	Fairfax, Va.	191
70	Girls and Boys Town	Boys Town, Neb.	189
71	Young Life	Colorado Springs	189
72	Institute of International Education	New York	189
73	Art Institute of Chicago	Chicago	189
74	Trinity Broadcasting Network	Tustin, Calif.	188**
75	Muscular Dystrophy Association	Tucson, Ariz.	186

Top 100 Nonprofits

Rank	Nonprofit	Headquarters	2005 Revenue ($M)
76	American Museum of Natural History	New York	186
77	Mercy Corps International	Portland, Ore.	185
78	Girls Inc.	New York	177
79	Juvenile Diabetes Research Foundation International	New York	175
80	Make-a-Wish Foundation	Phoenix, Ariz.	174
81	Colonial Williamsburg Foundation	Williamsburg, Va.	174*
82	National Association for the Exchange of Industrial Resources	Galesburg, Ill.	174
83	Susan G. Komen Breast Cancer Foundation	Dallas	172
84	CRISTA Ministries	Seattle	170
85	National Gallery of Art	Washington, D.C.	166
86	The Carter Center	Atlanta	165
87	WGBH Educational Foundation	Boston	163
88	American Lung Association	New York	160
89	National Public Radio	Washington, D.C.	158
90	Museum of Fine Arts, Boston	Boston	156
91	Hadassah	New York	155
92	Trust for Public Land	San Francisco	155
93	John F. Kennedy Center for the Performing Arts	Washington, D.C.	155
94	Educational Broadcasting Corp.	New York, NY	152
95	Junior Achievement	Colorado Springs	149
96	Rotary Foundation of Rotary International	Evanston, Ill.	146
97	Disabled American Veterans	Cincinnati, Ohio	145
98	Project HOPE	Millwood, Va.	141
99	Focus on the Family	Colorado Springs	138
100	Arthritis Foundation	Atlanta	131

*FY 2005 estimates
**FY 2004 data
Source: *The NonProfit Times*

Top 100 U.S. Foundations, by Asset Size

Rank	Foundation (State)	Assets ($M)	As of Fiscal Year Ending
1	Bill & Melinda Gates Foundation (Wash.)	$29,154	December 2005
2	The Ford Foundation (N.Y.)	11,616	September 2005
3	J. Paul Getty Trust (Calif.)	9,618	June 2005
4	The Robert Wood Johnson Foundation (N.J.)	9,368	December 2005
5	The William and Flora Hewlett Foundation (Calif.)	8,521	December 2006
6	Lilly Endowment Inc. (Ind.)	8,361	December 2005
7	W. K. Kellogg Foundation (Mich.)	7,799	August 2006
8	The David and Lucile Packard Foundation (Calif.)	5,788	December 2005
9	The Andrew W. Mellon Foundation (N.Y.)	5,586	December 2005
10	The John D. and Catherine T. MacArthur Foundation (Ill.)	5,492	December 2005
11	Gordon and Betty Moore Foundation (Calif.)	5,309	December 2005
12	The California Endowment (Calif.)	4,179	February 2005
13	The Rockefeller Foundation (N.Y.)	3,418	December 2005
14	The Starr Foundation (N.Y.)	3,345	December 2005
15	The Annie E. Casey Foundation (Md.)	3,153	December 2005
16	The Kresge Foundation (Mich.)	3,032	December 2005
17	The Duke Endowment (N.C.)	2,709	December 2005
18	The Annenberg Foundation (Pa.)	2,539	June 2006
19	Charles Stewart Mott Foundation (Mich.)	2,481	December 2005
20	Casey Family Programs (Wash.)	2,266	December 2005
21	Tulsa Community Foundation (Okla.)	2,265	December 2005
22	Carnegie Corporation of New York (N.Y.)	2,244	September 2005
23	The Harry and Jeanette Weinberg Foundation, Inc. (Md.)	2,154	February 2006
24	John S. and James L. Knight Foundation (Fla.)	2,072	December 2005
25	The McKnight Foundation (Minn.)	2,051	December 2005
26	Robert W. Woodruff Foundation, Inc. (Ga.)	1,951	December 2005

Top 100 U.S. Foundations, by Asset Size

Rank	Foundation (State)	Assets ($M)	As of Fiscal Year Ending
27	Doris Duke Charitable Foundation (N.Y.)	1,920	December 2005
28	The New York Community Trust (N.Y.)	1,898	December 2005
29	Richard King Mellon Foundation (Pa.)	1,882	December 2005
30	Ewing Marion Kauffman Foundation (Mo.)	1,861	June 2005
31	The Cleveland Foundation (Ohio)	1,716	December 2005
32	The James Irvine Foundation (Calif.)	1,610	December 2005
33	Alfred P. Sloan Foundation (N.Y.)	1,581	December 2005
34	Houston Endowment Inc. (Tex.)	1,509	December 2005
35	The Chicago Community Trust (Ill.)	1,504	September 2005
36	The Wallace Foundation (N.Y.)	1,447	December 2005
37	W. M. Keck Foundation (Calif.)	1,333	December 2005
38	Walton Family Foundation, Inc. (Ark.)	1,329	December 2005
39	The Samuel Roberts Noble Foundation, Inc. (Okla.)	1,270	December 2005
40	The William Penn Foundation (Pa.)	1,253	December 2005
41	Lumina Foundation for Education, Inc. (Ind.)	1,236	December 2005
42	The Michael and Susan Dell Foundation (Tex.)	1,226	December 2005
43	The Brown Foundation, Inc. (Tex.)	1,223	June 2006
44	Kimbell Art Foundation (Tex.)	1,211	December 2005
45	Donald W. Reynolds Foundation (Nev.)	1,205	December 2005
46	The Moody Foundation (Tex.)	1,159	December 2005
47	California Community Foundation (Calif.)	1,153	June 2006
48	Marin Community Foundation (Calif.)	1,126	June 2006
49	Freeman Foundation (N.Y.)	1,105	December 2005
50	Daniels Fund (Colo.)	1,090	December 2005
51	John Templeton Foundation (Pa.)	1,080	December 2005
52	The California Wellness Foundation (Calif.)	1,072	December 2005

Top 100 U.S. Foundations, by Asset Size

Rank	Foundation (State)	Assets ($M)	As of Fiscal Year Ending
53	The Freedom Forum, Inc. (Va.)	1,071	December 2005
54	Greater Kansas City Community Foundation (Mo.)	1,013	December 2005
55	Howard Heinz Endowment (Pa.)	949	December 2005
56	The Ahmanson Foundation (Calif.)	938	October 2005
57	The Joyce Foundation (Ill.)	892	December 2005
58	Conrad N. Hilton Foundation (Nev.)	890	June 2006
59	The San Francisco Foundation (Calif.)	883	June 2006
60	The Meadows Foundation, Inc. (Tex.)	877	December 2005
61	The Packard Humanities Institute (Calif.)	859	December 2005
62	Open Society Institute (N.Y.)	859	December 2005
63	Barr Foundation (Mass.)	857	December 2005
64	The Columbus Foundation and Affiliated Organizations (Ohio)	850	December 2005
65	The Oregon Community Foundation (Ore.)	850	December 2005
66	Weingart Foundation (Calif.)	840	June 2006
67	Broad Foundation (Calif.)	836	December 2005
68	Rockefeller Brothers Fund, Inc. (N.Y.)	816	December 2005
69	Hall Family Foundation (Mo.)	814	December 2005
70	The Edna McConnell Clark Foundation (N.Y.)	808	September 2005
71	Bush Foundation (Minn.)	796	November 2005
72	The Henry Luce Foundation, Inc. (N.Y.)	793	December 2005
73	Horace W. Goldsmith Foundation (N.Y.)	789	December 2005
74	Longwood Foundation, Inc. (Del.)	785	September 2005
75	The J. E. and L. E. Mabee Foundation, Inc. (Okla.)	770	August 2006
76	Boston Foundation, Inc. (Mass.)	770	June 2006
77	Surdna Foundation, Inc. (N.Y.)	769	June 2005
78	Community Foundation Silicon Valley (Calif.)	761	June 2005

Top 100 U.S. Foundations, by Asset Size

Rank	Foundation (State)	Assets ($M)	As of Fiscal Year Ending
79	M. J. Murdock Charitable Trust (Wash.)	759	December 2005
80	Fred C. and Katherine B. Andersen Foundation (Minn.)	752	December 2005
81	The Lynde and Harry Bradley Foundation, Inc. (Wis.)	706	December 2005
82	Burroughs Wellcome Fund (N.C.)	703	August 2005
83	The Commonwealth Fund (N.Y.)	701	June 2006
84	Communities Foundation of Texas, Inc. (Tex.)	700	June 2006
85	The Pittsburgh Foundation (Pa.)	691	December 2005
86	Hartford Foundation for Public Giving (Conn.)	665	December 2005
87	Marguerite Casey Foundation (Wash.)	663	December 2005
88	The Minneapolis Foundation (Minn.)	655	March 2006
89	The AVI CHAI Foundation (N.Y.)	654	December 2005
90	Community Foundation for Greater Atlanta, Inc. (Ga.)	639	June 2006
91	Jack Kent Cooke Foundation (Va.)	638	May 2006
92	William Randolph Hearst Foundation (N.Y.)	624	December 2005
93	Wayne & Gladys Valley Foundation (Calif.)	624	September 2005
94	The Saint Paul Foundation (Minn.)	618	December 2005
95	Peninsula Community Foundation (Calif.)	614	December 2005
96	The John A. Hartford Foundation, Inc. (N.Y.)	614	December 2005
97	The Robert A. Welch Foundation (Tex.)	611	August 2005
98	The Picower Foundation (Fla.)	605	December 2005
99	Meyer Memorial Trust (Ore.)	604	March 2006
100	McCune Foundation (Pa.)	585	September 2005

Source: The Foundation Center

2008 Estimated Federal-Department Outlays

Department	Est. 2008 Budget Outlay ($M)
Health and Human Services	699,240
Defense—military	583,283
Treasury	524,990
Agriculture	89,026
Veterans Affairs	83,288
Transportation	67,032
Office of Personnel Management	64,162
Education	58,603
Labor	52,296
Other defense—civil programs	49,098
Housing and Urban Development	44,402
Homeland Security	43,200
Justice	24,045
Energy	21,867
International assistance programs	17,959
National Aeronautics and Space Administration	17,250
State	16,803
Interior	10,528
Environmental Protection Agency	7,778
Commerce	7,078
Judicial branch	6,661
Corps of Engineers	6,480
National Science Foundation	6,026
Legislative branch	4,704
Executive Office of the President	1,389
General Services Administration	828
Small Business Administration	725

Sources: Budget of the U.S. Government, 2003–2012; U.S. Census Bureau

Federal Government Civilian Employment by Branch or Agency

Branch/Agency	Total Employees, January 2007
Department of Defense	669,055
Department of Veterans Affairs	242,234
Department of Homeland Security	169,749
Department of the Treasury	106,842
Department of Justice	106,384
Department of Agriculture	98,297
Department of the Interior	68,446
Department of Health and Human Services	64,038
Social Security Administration	63,410
Department of Transportation	53,849
Department of Commerce	40,309
National Aeronautics and Space Administration	18,494
Environmental Protection Agency	18,059
Department of Labor	15,444
Department of Energy	14,962
General Services Administration	12,084
Department of State	10,200
Department of Housing and Urban Development	9,811
Small Business Administration	5,720
Office of Personnel Management	5,494
Smithsonian Institution	4,915
Federal Deposit Insurance Corporation	4,572
Department of Education	4,355
Nuclear Regulatory Commission	3,593
Securities and Exchange Commission	3,557
National Archives and Records Administration	3,006

Source: U.S. Office of Personnel Management, WetFeet analysis

Federal Government Civilian Employment by Function

Function	Total Employees, December 2005
Total	**2,720,462**
Postal service	778,360
National defense/international relations	695,647
Natural resources	187,543
Other	175,405
Police	157,492
Hospitals	157,366
Health	134,422
Financial administration	110,296
Social insurance administration	67,625
Judicial and legal	61,395
Air transportation	44,786
Correction	35,193
Parks and recreation	24,781
Other government administration	24,009
Space research and technology	18,650
Housing and community development	16,118
Other education	10,746
Public welfare	8,770
Water transport and terminals	4,812
Libraries	4,200
Highways	2,847

Source: U.S. Census Bureau, 2006

State Government Employment by Function

Function	Full-Time Equivalent Employees, March 2006
Total	**4,250,554**
Higher ed—other	1,049,821
Higher ed instructional	518,385
Correction	467,496
Hospitals	396,728
Highways	238,185
Public welfare	231,971
Other	205,645
Health	182,694
Judicial and legal	170,416
Financial administration	169,312
Natural resources	146,593
Other education	91,118
Social insurance administration	83,297
Police protection—officers	65,201
Other government administration	54,556
Police—other	39,323
Elementary and secondary instructional	35,644
Parks and recreation	33,913
Transit	31,423
Elementary and secondary schools (other)	13,296
Liquor stores	7,493
Water transport and terminals	4,838
Electric power	4,030
Air transportation	3,359
Solid waste management	1,886
Sewerage	1,730
Water supply	694
Libraries	573

Source: U.S. Census Bureau

Local Government Employment by Function

Function	Full-Time Equivalent Employees, March 2006
Total	**11,885,145**
Elementary and secondary school teachers	4,580,028
Elementary and secondary school—other	2,016,355
Police officers	620,411
Hospitals	530,045
Highways	306,904
Firefighters	301,550
Public welfare	278,870
Health	250,163
Judicial and legal	249,553
Correction	249,551
Parks and recreation	233,213
Other government administration	231,747
Financial administration	223,320
Transit	195,656
Police—other	194,342
Higher ed—other	185,565
Water supply	165,221
Higher ed instructional	135,048
Libraries	128,080
Sewerage	125,795
Housing and community development	114,100
Solid waste management	107,506
Electric power	73,580
Air transportation	42,575
Natural resources	41,715
Fire—other	26,162
Gas supply	12,632
Water transport and terminals	7,280

Source: U.S. Census Bureau

The Organizations

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KEY NONPROFITS

AMERICAN CANCER SOCIETY, INC.

1599 Clifton Road Northeast
Atlanta, GA 30345
Phone: 404-320-3333
Fax: 404-982-3677
www.cancer.org

Founded in 1913, the American Cancer Society focuses on conducting cancer research, serving cancer patients and their families, preventing cancer through the education of the public, advocacy to influence public policy, and the education of health-care providers. The organization has more than 3,400 local units across the country. It received its biggest boost in the 1930s, with the creation of the Women's Field Army, which took to the streets in khaki uniforms to raise money and educate the public about cancer, a subject people hadn't discussed openly before.

How successful has it been? We'll let the American Cancer Society strut its own stuff: "Over the years, scientists supported by the American Cancer Society have established the link between cancer and smoking, demonstrated the effectiveness of the Pap smear, developed cancer fighting drugs and biological response modifiers such as interferon, dramatically increased the cure rate for childhood leukemia, proved the safety and effectiveness of mammography, and much, much more. All told, the Society has committed some $3 billion to research, funding 40 Nobel Prize winners, often early in their careers before they had received recognition and monetary support for their work."

The American Cancer Society offers eight-week, paid and unpaid internships in the fall, spring, and summer; visit its website for more information.

AT A GLANCE

Size: 7,000 employees and 3 million volunteers

2005 revenue: $978 million

AMERICAN RED CROSS

2025 E Street Northwest
Washington, DC 20006
Phone: 202-303-4498
Fax: 202-942-2024
www.redcross.org

The Red Cross is famous worldwide for providing disaster relief, health services, and education; it dealt with about 74,000 cases in the U.S. in 2005. The organization gives aid to disaster victims and members of the U.S. military. It also runs blood drives and solicits tissue donations. Though it does work closely with the government in times of crisis, the Red Cross is not a political organization; in fact, it includes among its fundamental principles neutrality, impartiality, and independence. It's about helping people in dire straits, wherever and whoever they are.

The Red Cross has played a significant role in helping to ease the effects of the conflicts in Afghanistan and Iraq. It was also on the front lines helping victims of the tragic Indian Ocean tsunami in 2004, and is providing humanitarian support in the face of man-made tragedies in places such as Sudan and Haiti. The organization was deeply involved in 9/11 relief efforts—nearly 55,000 Red Cross workers mobilized in response. And during the 2005 hurricane season, nearly 234,000 relief workers from all 50 states and the District of Columbia responded to help survivors of Hurricanes Dennis, Katrina, Rita, and Wilma—the organization's biggest challenge.

The Red Cross was created in 1863 in Switzerland. Clara Barton established a lasting Red Cross Society in the U.S. in 1881.

AT A GLANCE

Size: About 35,000 employees worldwide

2005 revenue: $3,888 million

AMERICA'S SECOND HARVEST

35 East Wacker Drive, Suite 2000
Chicago, IL 60601
Phone: 312-263-2303
Fax: 312-263-5626
www.secondharvest.org

America's Second Harvest is the nation's largest hunger-relief organization, overseeing more than 200 food banks and food-rescue programs. In 2007 it served more than 25 million hungry Americans, including more than 9 million children and nearly 3 million seniors. The organization was responsible for distributing 2.16 billion pounds of food. Key programs offered by America's Second Harvest include:

- The BackPack Program, which sends kids home from school with nutritious food for the weekend or a holiday break.
- The Community Kitchen, training underemployed individuals in food preparation skills while feeding the hungry.
- Disaster Relief, which provides relief supplies to emergency feeding centers serving disaster victims.
- The Fresh Food Initiative, which distributes fresh foods to hungry people.
- Kids Cafe, which includes a meal service and nutrition education program for needy youth.
- Relief Fleet, bringing donated transportation together with donated food to feed hungry Americans.
- The Seafood Initiative, which distributes donated fish to hungry Americans.

The organization posts job openings on its website and has an informal, paid intern program at its Chicago offices.

AT A GLANCE

Size: 120 employees

2005 revenue: $551 million

GOODWILL INDUSTRIES INTER., INC.

15810 Indianola Avenue
Rockville, MD 20855
Phone: 301-530-6500
Fax: 301-530-1516
www.goodwill.org

Founded in 1902, Goodwill provides job training and employment services for those with workplace disadvantages and disabilities. It's structured as a network of 186 local Goodwill units around the world, with locations in the U.S., Canada, and 22 other countries. The organization raises funds through the operation of more than 2,000 Goodwill thrift shops, via its online auction site, and by providing contract labor to businesses and government organizations.

Nearly 85 percent of Goodwill's revenue goes to job training, placement programs, and other community services. The organization helped more than 846,000 people in 2006.

Job listings are posted on Goodwill's website. Jobs are offered locally, so you should contact the Goodwill community headquarters that operates in the area in which you're interested.

AT A GLANCE

Size: 86,375 employees worldwide

2005 revenue: $3,023 million

HABITAT FOR HUMANITY INTER., INC.

121 Habitat Street
Americus, GA 31709
Phone: 229-924-6935
Fax: 229-924-6541
www.habitat.org

Since 1976, Habitat for Humanity has built more than 225,000 houses worldwide. Houses are sold to local buyers—who are also required to help build the houses—without profit to the agency and with affordable financing. Habitat for Humanity has provided more than 1,000,000 people in 3,000-plus communities with safe, decent, affordable shelter.

Habitat depends on a loyal group of employees and volunteers to help construct new buildings. Local affiliate nonprofits conduct the on-the-ground work of organization, taking applications from and choosing needy families to benefit from Habitat's services. Habitat counts more than 2,250 active affiliates in 100 countries, including all 50 U.S. states, the District of Columbia, Guam, and Puerto Rico. Houses built by Habitat cost as little as $800 in some developing countries to an average of nearly $60,000 in the U.S. A new Habitat home is built every 24 minutes.

Former President Jimmy Carter has been famously associated with Habitat for Humanity since 1984, lending his face and name to fundraising efforts and spending time building houses. Habitat for Humanity is an ecumenical Christian nonprofit.

AT A GLANCE

Size: 900 employees worldwide

2005 revenue: $1,022 million

THE NATURE CONSERVANCY

4245 North Fairfax Drive, Suite 100
Arlington, VA 22203
Phone: 703-841-5300
Fax: 703-841-9692
www.nature.org

Founded in 1951, the Nature Conservancy protects more than 117 million acres of land and 5,000 miles of rivers worldwide—the vast majority of them outside the U.S.—in about 1,400 preserves. Its mission is to "preserve the plants, animals, and natural communities that represent the diversity of life on Earth by protecting the lands and waters they need to survive." The Nature Conservancy's Campaign for Conservation, the largest private conservation campaign ever, is investing $1.25 billion to save "200 of the world's Last Great Places."

The Nature Conservancy's five major current initiatives are restoring fire-altered ecosystems, working to reduce the likelihood of significant climate change, protecting freshwater ecosystems, controlling the threat to biodiversity posed by non-native plant and animal species, and protecting oceans and coastal areas.

AT A GLANCE

Size: 3,200 employees worldwide and more than 1,500 colunteers

2005 revenue: $918 million

PLANNED PARENTHOOD FEDERATION OF AMERICA, INC.

434 West 33rd Street
New York, NY 10001
Phone: 212-541-7800
Fax: 212-245-1845
www.plannedparenthood.org

The nation's first birth control clinic was founded in 1916 by visionary Margaret Sanger. Both its supporters and critics are extremely vocal—it's seen by some as a safe haven for women across the country, and by others as an aggressively pro-choice institution.

For the fifth year running, Planned Parenthood continues to advocate against the Bush administration's gag rule prohibiting federal funding of organizations that provide any form of information or assistance to patients regarding abortion—even if an organization uses its own money to do so. Planned Parenthood also seems to make it into the newspapers frequently due to attacks on offices and staffers by pro-life (or, as Planned Parenthood puts it, "anti-choice") advocates.

Planned Parenthood has lots of opportunities for doctors, nurses, nurse practitioners, counselors, and so on, but it also employs folks in marketing, fundraising, administration, and other typical business and nonprofit functions. Planned Parenthood has 116 affiliates operating more than 850 health centers across the U.S.

AT A GLANCE

Size: About 25,000 employees and volunteers (about 300 employees at the national HQ)

2005 revenue: $866 million

PUBLIC BROADCASTING SERVICE

2100 Crystal Drive
Arlington, VA 22202
Phone: 703-739-5000
Fax: 703-739-8495
www.pbs.org

Created by Congress as an independent nonprofit in 1967, the Public Broadcasting Service (better known as PBS) provides quality television programming to public television stations around the country. Today, 75 million people tune into a PBS station at least once per week. The organization does not produce TV programs itself, but rather acquires and distributes them to the 348 public stations that own and operate PBS.

If you value television programs such as Ken Burns's *Jazz, Frontline, NOVA, Masterpiece Theatre,* or *The NewsHour with Jim Lehrer*, this might be the place for you. But TV isn't PBS's only focus—departments within the organization include program acquisition, distribution, and promotion; education services; new media ventures; fundraising support; engineering and technology development; and video marketing. PBS's Adult Learning Service offers multimedia educational courses. And PBS.org has Web pages for about 1,800 PBS television programs and specials, as well as other informative and educational content.

The headquarters offers nonpaid/for-credit internships in its library, licensing and distribution, PBS Online, and business affairs departments. Some individual stations offer their own internship programs.

AT A GLANCE

Size: 450 employees at the headquarters

2005 revenue: $509 million

THE SALVATION ARMY NATIONAL CORPORATION

615 Slaters Lane
Alexandria, VA 22313
Phone: 703-684-5500
Fax: 703-684-3478
www.salvationarmyusa.org

Commonly associated with thrift stores and holiday bell-ringers, The Salvation Army, created by William Booth in England in 1865, is a global organization that fights its war against poverty with an impressive array of "generals," "soldiers," and other enlistees. Each year, it assists millions of people with disaster relief, job placement, food, shelter, and other services. Currently, the organization is working hard to serve the needy in Iraq.

In the U.S., The Salvation Army describes itself as a Christian evangelical organization. Indeed, its website makes its religious bent more than apparent, including scripture-citing position statements on a number of moral issues—abortion, homosexuality, social drinking, and others.

Those interested in interning should contact their local chapter to ask about opportunities.

AT A GLANCE

Size: 60,000 employees and more than 3.5 million volunteers

2005 revenue: $4,559 million

TEACH FOR AMERICA, INC.

315 West 36th Street, 7th Floor
New York, NY 10018
Phone: 212-279-2080
Fax: 212-279-2081
www.teachforamerica.org

Teach for America is a national corps of outstanding recent college graduates of all academic majors who commit two years to teach in public schools in low-income communities in return for a salary and a stipend to be applied to student loans or future studies. Since its founding in 1989, the organization has placed more than 17,000 recent college graduates as teachers in some of the nation's most under-resourced urban and rural schools.

Teach for America was started by Wendy Kopp, who proposed the idea in her senior thesis at Princeton University in 1988, then secured a seed grant from Mobil to get started. The list of corporations, foundations, and other donors providing funding to Teach for America continues to grow; currently, American Express, AT&T, BellSouth, and Goldman Sachs are just a few of the program's many benefactors.

Teach for America's popularity has increased tremendously since its inception: In 2006, 19,000 applications were received and 2,500 were accepted. Among the applicants were 11 percent of the senior classes at Notre Dame and Amherst, 10 percent of the graduating classes at Dartmouth, Spelman, and Yale, and 8 percent of the seniors at the California Institute of Technology. Nearly 20 percent of the applicants were math, science, or engineering majors.

Teach for America has 25 regional sites across the U.S.

AT A GLANCE

Size: 4,400 teachers in 2007

2006 operating budget: $70 million

UNITED WAY OF AMERICA

701 North Fairfax Street
Alexandria, VA 22314
Phone: 703-836-7100
Fax: 703-683-7840
www.unitedway.org

United Way's affiliates, which number approximately 1,350, are independently operated and run; many local volunteers help the organization achieve its mission to improve people's lives by mobilizing the power of their local communities. United Way operates by funding other nonprofits, such as the American Cancer Society, Big Brothers Big Sisters, the Boy Scouts, and the Girl Scouts, as well as a number of small, community-based organizations. United Way works closely with corporations, the U.S. government, and labor organizations (its relationship with the National Football League has probably contributed most to making the organization a household name).

The organization's summer associate program offers two-month summer internships in major markets, and entry-level employment opportunities throughout its affiliates.

AT A GLANCE

Size: About 25,000 employees and volunteers (about 300 employees at the national HQ)

2005 revenue: $866 million

KEY FOUNDATIONS

BILL & MELINDA GATES FOUNDATION

1551 Eastlake Avenue East
Seattle, WA 98102
Phone: 206-709-3100
Fax: 206-709-3180
www.gatesfoundation.org

The Gates Foundation is part of a growing trend of the world's über-rich giving away their earnings. Although it's the largest foundation in the world, the Gates Foundation employs fewer than 400 people full time—something it's been criticized for (it currently depends on outside evaluators to monitor the grants it awards). But its intentions are good: In 2006, it issued grants totaling more than $1.56 billion, the majority of which was spent in the areas of education and global health, with a special emphasis on health care for children. In addition, the Gates Foundation focuses on bringing libraries into the digital age, and on programs for at-risk families in the Pacific Northwest. The foundation was created in 2000. In June 2006, billionaire investor Warren Buffett announced plans to donate $31 billion to the Gates Foundation; that sum will double its endowment, so its status as the largest foundation doesn't look like it'll be changing anytime soon.

Gates Foundation grant recipients include the Gates Millennium Scholars Fund of the United Negro College Fund, the Vaccine Fund, the International AIDS Vaccine Initiative, the United Way of King County (Washington), and the Network of Public Libraries for the New Millennium Project in Chile.

AT A GLANCE

Size: 363 employees

Endowment: $33 billion (as of Dec. 2006)

THE DAVID AND LUCILE PACKARD FOUNDATION

300 Second Street
Los Altos, CA 94022
Phone: 650-948-7658
Fax: 650-948-5793
www.packard.org

The Packard Foundation makes grants to programs in conservation and science; population; and children, families, and communities. In addition to funding nonprofits nationally and internationally, the foundation focuses on the Northern California counties of Monterey, San Mateo, Santa Clara, and Santa Cruz.

The Packard Foundation was founded in 1964 by Hewlett-Packard cofounder David Packard and his wife, Lucile. The foundation is currently run by their children.

In 2006, the foundation issued 700 grants totaling $224 million; it plans to award approximately $245 million in grants in 2007. Recent grants include $35.4 million for the Monterey Bay Aquarium Research Institute, $5 million to the Big Sur Land Trust, and $3 million to Hispanics in Philanthropy.

The foundation posts job openings on its website.

AT A GLANCE

Size: 88 employees

2006 assets: $6.2 billion

THE JOHN D. AND CATHERINE T. MACARTHUR FOUNDATION

140 South Dearborn Street, Suite 1200
Chicago, IL 60603
Phone: 312-726-8000
Fax: 312-920-6258
www.macarthur.org

Created in 1978, the foundation bears the names of its founders: John D. MacArthur, who owned Bankers Life and Casualty, among other businesses, and Catherine T. MacArthur, who served as the foundation's director for a time. Its efforts include helping to make communities healthy by ensuring that all community members have equal access to opportunities to strengthen and maintain their physical and mental heath; promoting international peace, ecosystems conservation, and responsible reproductive choices around the world; and supporting public-interest media and other special-interest projects.

The MacArthur Fellows Program, one of the most prestigious fellowships in existence, provides unrestricted five-year, $500,000 stipends to "exceptionally creative individuals, regardless of field of endeavor." Some famous MacArthur fellows of the past are John Ashbery, Joseph Brodsky, Henry Louis Gates Jr., Stephen Jay Gould, Robert Merton, Errol Morris, Thomas Pynchon, Max Roach, John Sayles, Cindy Sherman, Susan Sontag, Twyla Tharp, and David Foster Wallace.

The Foundation posts job openings on its website.

AT A GLANCE

Size: 174 employees

Endowment: $6.1 billion

KEY GOVERNMENT AGENCIES

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

Ronald Reagan Building
1300 Pennsylvania Avenue Northwest
Washington, DC 20523
Phone: 202-712-0000
Fax: 202-216-3524
www.usaid.gov

USAID is an independent agency that provides humanitarian and economic aid to countries around the world. Current important missions include development work in Afghanistan and addressing the food crisis in southern Africa. In fact, the requested 2008 budget for African relief is up 54 percent over the previous year. USAID focuses on agriculture, democracy and governance, economic growth and trade, the environment, education, and health.

The organization was formed in 1961, when Congress mandated the separation of economic aid from military aid. Among its other projects, USAID is currently involved in rebuilding Iraq's power and education systems, giving food assistance to Iraq, supporting Afghan women, and supporting Kabul's first public radio station.

USAID offers unpaid internships to law students and to college students with a GPA of 3.0 or higher.

AT A GLANCE

Size: 2,400 employees

2007 Budget: $12 billion

CENTRAL INTELLIGENCE AGENCY

Office of Public Affairs
Washington, DC 20505
Phone: 703-482-0623
Fax: 703-482-1739
www.cia.gov

Created in 1947, the most clandestine arm of the U.S. government is not actually all that secretive. Though the agency doesn't release budget or employment figures, many of its positions are out in the open. In addition to operations officers (commonly referred to as spies), the CIA employs cartographers, statisticians, regional experts, engineers, scientists, linguists, graphic designers, doctors, and a host of others. The CIA offers students internships, co-ops, and graduate study programs.

The CIA goes out of its way to get to know those it hires. The hiring process includes a clearance investigation, which, according to the agency, "addresses comprehensively one's loyalty to the United States, strength of character, trustworthiness, honesty, reliability, discretion, and soundness of judgment. In addition, it examines one's freedom from conflicting allegiances, potential for coercion, and willingness and ability to abide by regulations governing the use, handling and protection of sensitive information."

AT A GLANCE

Size: Not publicly disclosed (estimated number of employess in 200 was 20,000)

2005 Budget: Not publicly disclosed

ENVIRONMENTAL PROTECTION AGENCY

1200 Pennsylvania Avenue Northwest
Washington, DC 20460
Phone: 202-272-0167
www.epa.gov

The EPA works to protect human health and the environment and to set guidelines for federal, state, and local government. The agency was created in 1970, and over the years its successes have included the phasing out of the use of leaded gasoline, the passage of the Clean Water Act (in 2002 the agency celebrated the act's 30-year anniversary), and the passage of the Ocean Dumping Ban Act.

The agency has experienced a heightened profile in recent years as the general population's concern for the environment grows. Greenhouse emissions, automobile fuel economy, and air quality are all becoming increasingly important to citizens. While the Bush administration has not been eager to address many of these issues, the Democrat-led 110th Congress has committed to environmental initiatives.

The EPA offers internships and fellowships to undergraduate candidates and graduate-degree holders. Most EPA jobs are located in Washington, D.C., or one of the agency's ten regional offices. Check the website for details.

AT A GLANCE

Size: 18,059 employees

2008 Budget: $7.2 billion

FEDERAL BUREAU OF INVESTIGATION

J. Edgar Hoover Building
935 Pennsylvania Avenue Northwest
Washington, DC 20535
Phone: 202-324-3000
www.fbi.gov

About a third of the FBI's employees are stationed in Washington, D.C.—the rest are spread among its 400-plus domestic field offices and more than 50 international locations. Over the years since its creation, in 1908, the FBI has tackled such cases as the Lindbergh kidnapping and the Brinks robbery, and has pursued criminals including Al Capone, and Bonnie and Clyde. Today, in response to the events of September 11, 2001, the agency is focusing on protecting the American people from future terrorist attacks. It has also stepped up white-collar criminal investigations in connection with the recent spate of corporate scandals.

The majority of FBI employees are professional personnel who work with and support the special agents. These positions come in all shapes and sizes; they include lab workers, legal advisers, linguists, intelligence analysts, victim specialists, computer specialists, and firearms experts. Special agents are the gun-toting, corruption-outing, terrorist-foiling types with the badges. You can apply for both types of FBI positions online. If you are seeking a job with the FBI, you should have a clean drug history and no major skeletons in your closet. Special-agent applicants must also pass a physical-fitness test and have 20/20 uncorrected vision. No word on whether there's actually an X-Files department at the bureau.

The FBI offers a variety of internships, most unpaid. Check its website for more information, including its career fair schedule.

AT A GLANCE

Size: 29,373 employees (based on 2008 budget)

2008 Budget Request: $6.4 billion

GOVERNMENT ACCOUNTABILITY OFFICE

441 G Street Northwest
Washington, DC 20548
Phone: 202-512-3000
www.gao.gov

The GAO is essentially the agency that holds Congress accountable for how it spends U.S. taxpayer dollars. Often called the watchdog of Congress, it is independent and nonpartisan while trying to help make Congress more efficient and responsive.

The GAO opened shop in 1921 with the aim of improving federal financial management after World War I costs increased the national debt. This is the department that's designed to question the way the government operates. For instance, the GAO has criticized the U.S. attorney general's support for the conduct of some terrorism investigations, and has attempted to take Vice President Cheney to task for refusing to turn over documents relating to U.S. energy policy.

Seventy-five percent of the GAO's 3,260 employees work at its Washington, D.C., headquarters; 50 percent hold a master's degree. The GAO's Professional Development Program combines two years of on-the-job training with classroom experience, regular feedback and coaching, and exposure to various projects and management styles. The GAO also has a student intern program. Check the website for details.

AT A GLANCE

Size: 3,260 employees

2006 Budget Request: $484.7 million

DEPARTMENT OF HOMELAND SECURITY

245 Murray Drive
Washington, DC 20528
Phone: 202-282-8000
Fax: 202-282-8404
www.dhs.gov

This is the new kid on the block. Created in 2003 in the wake of the terrorist attacks of September 11, 2001, the Department of Homeland Security centralizes the management of previously separate government entities including Customs, the Federal Emergency Management Agency (FEMA), U.S. Citizenship and Immigration Services, the Coast Guard, and the Border Patrol. DHS's mission is to secure the safety of the U.S. The 2008 requested budget is up 8 percent over the previous year.

The department has taken flak for the confusion inherent in its color-coded "threat level" warning system. (For the record, green means there's a "low" threat level; blue means "guarded"; yellow means there's an "elevated" threat level; orange means "high"; and red means "severe.") And critics are concerned about whether this huge new organizational structure will prove to be more efficient.

DHS offers students training programs, internships, co-ops, scholarships, and fellowships. See the website for details.

AT A GLANCE

Size: 208,000 employees (2007)

2008 Budget Request: $46.4 billion

INTERNAL REVENUE SERVICE

1111 Constitution Avenue Northwest
Washington, DC 20224
Phone: 202-622-5000
Fax: 202-622-4355
www.irs.gov

The IRS collects federal taxes and offers many jobs for those in accounting and finance. Accounting grads and professionals can get jobs as IRS agents; these are the folks who usually audit individuals or corporations, and ensure the compliance of nonprofit and government organizations with the tax code. Business and finance grads and professionals can get jobs as IRS officers, who focus primarily on collecting delinquent taxes.

The IRS was formed after the 1913 ratification of the 16th Amendment to the U.S. Constitution, which gave Congress the authority to initiate a federal income tax. However, its roots go back to the Civil War, when Abraham Lincoln and Congress created the commissioner of internal revenue position and levied an income tax to help pay for the war.

AT A GLANCE

Size: 99,000 employees

2008 Budget Request: $11.6 billion

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION

300 E Street Southwest
Washington, DC 20546
Phone: 202-358-0000
Fax: 202-358-3251
www.nasa.gov

These are the people who put man on the moon, and also developed many technologies that have gone on to become commonplace across U.S. business and society (for example, microwave technology—as in the microwave oven in your kitchen).

NASA was created in 1958 in response to the Soviet Union's launch of the Sputnik satellite, which stirred fears that the Soviet Union was gaining a strategic advantage over the U.S. in space. NASA is currently focused on goals such as longer-term space flights and developing new propulsion and optical-communications technologies.

NASA employs people in many job functions, including scientists, engineers, computer programmers, personnel specialists, accountants, writers, maintenance workers, and educators. The agency consistently ranks high in "Best Government Agencies to Work For" surveys.

AT A GLANCE

Size: 18,100 employees

2007 Budget Request: $17.3 billion

NATIONAL PARK SERVICE

1849 C Street Northwest
Washington, DC 20240
Phone: 202-208-6843
Fax: 202-371-6747
www.nps.gov

The National Park Service preserves natural and cultural resources for the enjoyment and education of visitors. Established in 1916, the Park Service employs park rangers, archaeologists, conservationists, educators, historic preservationists, park police, and museum staff.

Today, National Park sites exist everywhere from Alcatraz in the San Francisco Bay, to Ellis Island in New York Harbor, to Glacier National Park on the border with Canada in Montana, to Big Bend National Park on the border with Mexico in Texas, to Denali National Park and Preserve in Alaska, to Haleakala National Park in Hawaii. The National Park Service, which oversees some 84 million acres of land around the country, played host to more than 272.6 million visits in 2006.

The Park Service is one of the agencies hardest hit by the current federal budget crunch and is facing some fairly drastic cuts. Park services have been reduced, maintenance is suffering, and fewer rangers are policing these precious areas.

AT A GLANCE

Size: Approx. 20,000 employees, plus 14,000 volunteers

2008 Budget Request: $2.4 billion

NATIONAL SECURITY ADMINISTRATION/ CENTRAL SECURITY SERVICE

9800 Savage Road
Fort Meade, MD 20755
Phone: 301-688-6524
Fax: 301-688-6198
www.nsa.gov

The NSA, created in 1952, is one of 15 agencies that now fall under the newly formed Office of the Director of National Intelligence. The organization focuses on signals intelligence (SIGINT) and information systems security (INFOSEC). SIGINT's modern era began during World War II, when U.S. intelligence broke the code used for Japanese military communications, thus allowing the U.S. to defeat Japan in the Battle of Midway. SIGINT remains a key means of ensuring U.S. security. INFOSEC works primarily to ensure the security of classified and sensitive information in U.S. IT and communications systems.

Though the NSA/CSS doesn't release employment or budget figures, its website states that if it were considered "a corporation in terms of dollars spent, floor space occupied, and personnel employed, it would rank in the top 10 percent of the *Fortune* 500 companies."

As a top-secret intelligence organization, the NSA employs cryptologists, linguists, analysts, mathematicians, and other researchers. While exact figures aren't disclosed, it's one of the largest employers in the state of Maryland and is Baltimore Gas & Electric's second-largest customer. It's also the country's largest employer of mathematicians. About half of its employees are civilians and half are military personnel.

The NSA offers educational programs for everyone from elementary school students to postgraduates.

AT A GLANCE

Size: Not publicly disclosed

Budget: Not publicly discloed

PEACE CORPS

1111 20th Street Northwest
Washington, DC 20526
Phone: 202-692-2000
Fax: 202-692-2901
www.peacecorps.gov

Established by President John F. Kennedy in 1961, the Peace Corps sends volunteers to work in developing countries around the world. Peace Corps volunteers perform a broad variety of functions, including teaching English, helping to establish local businesses, introducing new agricultural techniques, raising environmental awareness, training health workers, and educating people about AIDS awareness and prevention. The typical Peace Corps stint lasts a little more than two years. Peace Corps alumni enjoy a strong network of fellow alums in all areas of U.S. business and government and the nonprofit arena. To date, the organization has sent 187,000 volunteers and trainees abroad.

People working for the Peace Corps include everyone from recent college grads to retirees—though the majority are college grads. The organization is currently on the lookout for people who speak French and Spanish, people with undergrad or graduate business degrees, teachers of English as a foreign language, certified teachers, and people with degrees or experience in health, information technology, agriculture, and environmental education.

AT A GLANCE

Size: 1,050 employees and 7,749 volunteers

2008 requested budget: $334 million

DEPARTMENT OF STATE

2201 C Street Northwest
Washington, DC 20520
Phone: 202-647-4000
www.state.gov

The State Department operates within the executive branch of government and is the major U.S. foreign policy agency. It hires people into the civil and foreign service sectors and has workers in 180 countries and 44 international organizations. The war on terrorism is currently the department's biggest mission. Other hot-button issues at the State Department include the AIDS epidemic in developing countries and the worldwide slave trade. This is a key department as the U.S. government attempts to increase its influence over the political direction taken by countries in volatile areas such as the Middle East.

The State Department offers a number of student programs, including internships (paid and unpaid) and fellowships—in Washington, D.C., and abroad—for college students hoping to work in foreign affairs. See the website for detailed program information and application instructions.

AT A GLANCE

Size: 10,200 civilian employees

2008 Budget Request: $36.2 billion

UNITED NATIONS

First Avenue at 46th Street
New York, NY 10017
Phone: 212-963-1234
Fax: 212-963-3133
www.un.org

The UN doesn't fall neatly into the category of either a government or a nonprofit organization, but it's one of the most visible diplomatic and humanitarian organizations around. It's also notoriously hard to get into—it follows quotas that specify how many people from each member country it can employ. And until the U.S. pays its back dues and reestablishes support for some of the UN's missions, the process isn't getting any easier for U.S. applicants.

The website posts job listings. The UN also conducts competitive recruitment exams each fall for young professionals (under the age of 31) for positions in select areas of the organization. It hires people in the technology, finance, and legal sectors, as well as interpreters, analysts, economists, and program officers. The UN also offers unpaid, two-month internships to graduate students at its New York headquarters.

AT A GLANCE

Size: 9,000 employees at the NY headquarters

2006-07 Budget: $3.79 billion

On the Job

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CAREER PATHS

A typical career path at a nonprofit is, well, not typical. People move around quite a bit in these organizations, and where they go often depends on the position they started with. Moving from program director to director of development, for instance, is a fairly lateral move, and not uncommon. These types of positions are excellent for people who like to be in the thick of things; roles tend to be more strictly managerial farther up the ladder. An executive director generally has many years of experience and excellent contacts within the field, as well as considerable management experience—and he or she is just as likely to come from outside the organization as from inside.

Some government employees go into advisory or research roles at think tanks, such as the Brookings Institution or the Heritage Foundation, or into the private sector as advisers or educators.

Government career paths tend to be more defined—once you're in, you can count on considerable job stability and a predictable schedule of promotions. Government jobs for civilians are identified as General Schedule (GS) positions and categorized into numbered grades from 1 to 15 (grade 15 is the highest), with ten numbered steps within each grade (10 being the highest step). Salaries for GS employees are based on their GS ranking. Very rarely do people moving from one position to another go below their current GS ranking; promotions generally move on a regulated, vertical scale. And many federal agencies have reciprocal agreements with other agencies, so if you want to move from the foreign service into USAID, for example, it would be a relatively easy transition to make.

HOW THEY STACK UP

The generalizations in the following table will help you quickly and easily compare business, government, and nonprofit careers by rating these career types in a number of important categories:

Business vs Government vs Nonprofit Careers

Category	Business	Government	Nonprofit
Compensation	Highest	Middle	Lowest
Hours	Highest	Lowest	Middle
Amount of bureaucracy	Some	Lots	Little
Pace of work	Fastest	Slowest	Middle
Amount of employee oversight	Some	High	Low
Diversity of responsibilities	Some	Low	High
Job security	Low	High	Medium

KEY JOBS AT NONPROFITS

There is no one must-have degree for people wanting to work at a nonprofit. While many executive directors have advanced degrees in business, just as many others have backgrounds in public affairs and social sciences. What follows is a list of some of the typical jobs found at nonprofits. But be forewarned: Positions vary from place to place, so a program director at a small nonprofit doesn't necessarily do the same work as a program director at a big organization like the Red Cross.

Executive Director

The executive director is the equivalent of a CEO and reports directly to the board of directors. He or she is financially accountable for the organization, oversees all strategic planning and management, and may or may not be involved with other duties, including, depending on the size of the nonprofit, fundraising and development, board development, hiring, media relations, program development, and just about anything else that needs to be done.

Program Director

In larger nonprofits and a handful of small ones, a tier of midlevel management is needed. Duties include oversight and management of a specific program or group(s) of programs, often including hiring personnel, fundraising, public relations, and all other administrative and management duties specific to the program areas. The program director usually reports directly to the executive director.

Director of Development and Fundraising

This position is the mainstay of all nonprofit organizations. The development director is responsible for raising the funds necessary to support the organization's budget from a variety of means, and therefore the job might include writing grant proposals, soliciting government funding, managing direct-mail campaigns and individual donor solicitation, creating and conducting fundraisers and other events, arranging a fee-for-service or fee-for-product revenue source, and, increasingly, coming up with—and implementing—creative partnerships with businesses.

Director of Finance and Operations

This person manages all accounting and operations, usually including grant administration and often including personnel issues, and serves on the management team. As more nonprofits recognize that they cannot maintain public credibility without keeping their own house in scrupulous order, they are hiring CFOs and the like. In some organizations, the person in charge of finances is called the *comptroller* (or *controller*). And some larger nonprofits have a director of operations to whom both the director of finance and a director of human resources report. In most cases, however, the chief financial person, whatever the actual title, reports directly to the executive director as part of senior management.

Manager of Information Systems

A typical nonprofit may very well function on 10-year-old PCs and have neither the financial nor human resources to upgrade. But nonprofits increasingly are entering the technology age, and if technology is your thing, you can have a huge impact.

Communications Assistant/Director

Depending on the size of the organization, communications may be a more senior or a more junior job. Either way, duties will usually entail editing and producing a newsletter, writing press releases, managing other communications projects, dealing with the media, and an assortment of other public relations activities. As time goes on, more nonprofit communications departments include website management as part of the job.

Program Assistant

This position is just what it sounds like—you'll be doing all of the number-two work on whatever the program is. A notch above administrative help, you'll probably still have to shoulder a fair amount of routine work in addition to trying your hand at more substantive tasks. For the entry-level job seeker, it's a great way to learn about an issue and work closely with your supervisor.

Event Coordinator

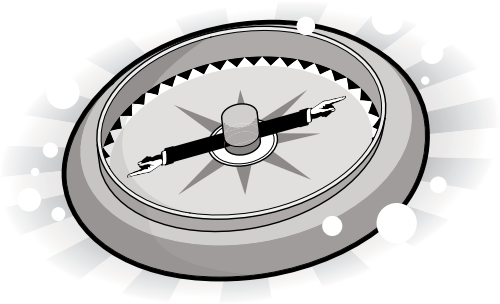
You know this job's for you if you were the first to sign up for prom committee in high school or you were your fraternity's social chairman. It requires good organizational ability and logistical skills, lots of patience, and a devotion to getting every last detail correct.

Director of Volunteers

In nonprofits that run on the sweat of volunteer labor, this is a critical—and fun—position. Duties may include recruiting and training volunteers, managing volunteer projects, database management, and related tasks.

> TIP

As nonprofits enter the Internet Age, tech-savvy employees are in demand. If you have tech skills and want to join a nonprofit, this could be a prime time to contact the organization of your choice.



KEY JOBS AT GOVERNMENT AGENCIES

Because there are thousands and thousands of government positions, from park rangers to legislative aides, we've broken down the job descriptions into major service- and policy-oriented categories, followed by a position or two that you'd most commonly find in the sector.

(*Note:* Government jobs span a set pay scale that's fairly wide in range and is based on a candidate's experience. Theoretically, all positions could incorporate ten grades or more. See "Compensation" in the chapter titled "The Workplace" for more information.)

CAPITOL HILL

Generally speaking, this refers to the House, Senate, and related staff. Positions include staff assistant, legislative correspondent, legislative assistant, press secretary, and legislative director. These positions are usually located in Washington, D.C., but senators and representatives also have home offices for which they tend to hire locally. People with some expertise also serve on committees and subcommittees.

Legislative Aide

One of the most common jobs on Capitol Hill, this is a relatively midlevel position that you can attain after working as a staff assistant or legislative correspondent. Aides are responsible for finding out everything there is to know about a particular issue, and then briefing other staff members. They often meet with interest groups and talk to constituents; it's definitely a "people" position.

Press Secretary

"Getting the word out" is the primary responsibility of a press secretary (or communications director). Press secretaries, who are the office's media liaison, draft speeches and write press releases and other statements.

DEVELOPMENT

From your local health and human services department to federal organizations such as USAID, development agencies provide economic assistance to the people or region they serve. These agencies hire budget analysts, medical personnel, caseworkers, program directors, technology professionals, and others.

Program Officer

Program officers generally act as advisers to their directors and help implement particular projects in their areas. This position is one of the main generalist jobs at a development agency, whether local or federal.

DIPLOMACY

Diplomatic work often involves being the face of the U.S. to the world. But the field definitely is more nuanced than that one description suggests: In addition to implementing U.S. policy, diplomatic work involves creating policy, assessing the nation's image abroad, and doing administrative consular work. Diplomatic jobs are generally in the State Department, and include all foreign service officers and specialists. Most people in the professional corps (rather than the administrative corps) are career foreign service employees. The five foreign service areas of specialization, or "cones," are economic, political, consular, public diplomacy, and administrative.

Foreign Service Officer

The work in this position varies depending on the cone (or area of specialization, as described under "Diplomacy" above). Junior officers are required to spend some time in each cone before fully moving to their specific area, so they have a broad understanding about embassy and diplomatic work. Career foreign service officers are the senior corps, and contrary to what you might think, about 70 percent of all ambassadors are career, not presidential, appointees.

ECONOMICS

The GAO and the Congressional Budget Office (CBO) are two of the most important economic agencies at the federal level. And both the federal and local governments employ thousands of accountants, auditors, economists, analysts, and statisticians in their ongoing quest to develop and manage budgets, fund programs, and make economic projections.

Budget Analyst

This is a good role for number crunchers. Analysts review proposed budgets and provide advice and recommendations. They also review data with their teams and write reports detailing their findings. This is generally a position that requires an advanced degree, such as an MBA or PhD.

Assistant Director

At the more senior level, assistant directors manage and direct project teams or divisions. Experience in analyzing policy issues is often required, as is experience in presenting, explaining, and defending your group's recommendations.

Government agencies focusing on security are hiring mathematicians, statisticians, linguists, and analysts at all levels. Many roles in these departments are controversial, but opportunities exist. According to one intelligence recruiter, the trend now is in foreign languages, as well as in business and engineering positions.

ENVIRONMENT

Environmental agencies such as the EPA work to implement national guidelines for water safety, clean air, wildlife and wilderness preservation, and more. Besides the obvious need for scientists, the agency also employs computer technicians, public affairs officers, and legal specialists.

Environmental Protection Specialist

This is essentially an analyst position that helps a local or federal agency comply with environmental laws and regulations (pollution, recycling, and so on). The experience level required varies, and duties can include analyzing data, writing reports, and giving presentations.

SECURITY

A vast number of agencies are doing security work, which deals with everything from national readiness and bioterrorism to border control. The CIA, FBI, and NSA are the most visible agencies, but other security agencies include Citizenship and Immigration Services, the Coast Guard, the Food and Drug Administration, and the Customs Service.

Intelligence Analyst

Analysts assess current events by collecting research on classified and open information, and use state-of-the-art toys to do their work. They produce a lot of oral and written reports, and often have a background in technology and communications.

Electronic Technician

This is basically a systems administration position. Technicians install and maintain all communications systems and relevant databases, and may oversee a team of junior technicians. The position is generally offered to people with one or two years of specialized experience.

REAL PEOPLE PROFILES

NONPROFITS

TITLE: COMMUNITY ORGANIZER

Type of Organization: Social change
Age: 24
Years in business: 3
Education: BA in political science
Hours per week: 40 to 70
Size of organization: 11 staff, 300 volunteers
Annual salary: $33,000

What does a community organizer do?

We identify leaders from different institutions, identify what changes they would like to see made in their community, and help facilitate a way for those leaders to make the changes. Within my organization, I focus on education. I go to school meetings and meet with parents who we think would be good community leaders, as well as with teachers and school administrators who are interested in working for change.

Can you give me an example of a successful project?

Sure. A few years ago a large number of local parents said they were concerned about overcrowding in schools. Our goal is to always strategize a tangible solution. So we organized some key leaders—parents and teachers—and met with the CEO of Chicago Public Schools. In that meeting, parents gave testimonies and made demands about why the area needed more and newer schools. We just finished up the first year in a new building that came to be as a result of that activism.

INSIDER SCOOP

"Community organizing is a concrete way to bring about systemic social change. I don't know of any other job that gives people the opportunity to do that."

What are some drawbacks of what you do?

Sometimes the hours are pretty grueling. But that only starts to bother you when you're tasked with stuff like writing a grant or other administrative duties that are not fun and require a lot of time. In the middle of a campaign, when people are really excited and there's lots of energy, you don't mind hours because you feel like what you're doing is more than a job.

Does the low salary ever get you down?

It hasn't gotten me down because I'm younger and able to do that. If I stick to it, there'll be the possibility for promotions, and lots of executive directors make high salaries.

What is the next career step for you?

The next logical position would be lead organizer at this or another organization. As I gain more experience and get better at what I do, I might feel comfortablebeing an executive director. But I'm not sure that will be for me—executive directors work even more hours, and their duties are even more administrative.

What kind of personality excels at this kind of work?

You can be trained on all aspects of organizing, but a lot of things really need to be part of your personality. You need to feel comfortable talking with people one-on-one, and really make people feel comfortable around you. You also need good instincts. You can develop that over time, but you need to be able to think outside the box—figure out how to strategize and who will be good leaders for their communities.

You also have to be pretty tough. There can be lots of tension between leaders and elected officials, and you can't ask for what you want nicely, because that's not what power is about, and you have to make sure officials don't take advantage of you. If you're shy or not comfortable talking to people you don't know, then organizing might not be for you.

What are some aspects of the job that some people starting out do not understand?

Well, first, a lot of people don't even know that community organizing exists. You can't get a degree in organizing, and when I meet people at a party, a lot of them don't understand what I do. A lot of my friends and family think I'm a social worker.

So if you can't study this at school, how do you get involved in organizing?

In my case, I had been introduced to community organizing while I was a junior in college, when I was involved in a local group that worked on community health-care issues, and I really got into it. Through that I found an internship program in which I learned even more, and from that I made contacts with all kinds of organizations in my city. I kept in touch with them over the next year, and when I was ready to find a job, one became available through one of these contacts. Community organizers have degrees in all kinds of things—chemistry, English. Some people get involved while they're in college and drop out to work. That doesn't affect their pay or promotions.

Describe a typical day.

8:30 A.M. Wake up. I check my personal email, make my lunch for the day, and look at the newspaper online. Spend a few extra minutes on the education section. Tidy up my apartment.

10:30 A.M. Arrive at the office. Check my email and voicemail, and open the to-do list I have open on my desktop at all times. Return a few messages.

11:30 A.M. Go to local coffee shop for one-on-one meeting with a parent I met recently to discuss their third-grade daughter's experience in the school, as well as the family's immigrant experience. The interview is in Spanish; my parents are Argentinean and I am bilingual. Ask what issues she feels are important in the schools, and she says better teacher communication. I take notes.

12:30 P.M. Lunch at my desk.

1:00 P.M. Meeting with my organization's youth organizer—many of his issues relate to stuff I'm doing.

2:30 P.M. More email and a little down time to do some research.

3:00 P.M. School council meetings at a local school. I give the principal and key parents an update on our organization.

5:30 P.M. Another parent meeting in my office.

7.15 P.M. Attend a big meeting of a coalition of organizations on health-care issues. Even though I'm an education organizer, this relates to some of my projects. I give a couple of leaders a ride there, but my main function is to support them and make sure they have good backup.

9:00 P.M. Go out and get a drink with friends.

11:00 P.M. Enjoy some alone time at home.

12:00 A.M. Bed.

TITLE: DIRECTOR OF HUMAN RESOURCES

Type of organization: International relief, state chapter
Age: 60
Years in business: 20 in human relations, 1 at this organization, 12 in nonprofits before starting HR career
Education: BA and MBA
Hours per week: 45 to 50
Size of organization: 100 full-time employees, 1,700 volunteers
Annual salary: $80,000

What role did your education play in your career?

At this point I don't see that it had a lot of influence other than from a business standpoint. I can manage and put together a budget better than most of my colleagues. I can plan strategically, but a lot of that I picked up along the way in the corporate world.

Is an MBA critical for a person to gain those skills?

If they want to move into an executive or CEO role, yes, it is important. Otherwise those are skills you could learn on the job. We just interviewed someone with a master's degree for a position in disaster response, but we determined that while the degree is nice, it doesn't equate to hands-on job experience.

How did you make the change from for-profit to nonprofit?

I actually started my career in nonprofits, where I worked in field management and marketing before spending 20 years in business; most of that was for a mutual fund company. When I decided I wanted a full-time job again, I found this one through the newspaper. I happened to have worked here early in my career. It's worked out nicely, because my plan was always to start and end my career in nonprofits. Even though I'm not on the front line of this organization, it does give me a sense of pride to be involved in the work we do.

What are the challenges of working for a nonprofit?

The lack of resources can be frustrating. The technology is lousy compared with what I'm used to. There's certain software most HR departments use, and that's not available here.

What does it take to excel in your line of work?

You need to be extremely flexible and highly creative. Sometimes you have to be confrontational. You also need to be able to see the big picture. An organization is much more than what's happening inside our doors. In that regard, the non- and for-profit worlds are not that much different anymore.

What are some of the misconceptions people have about working for a relief organization such as yours?

People think they can come work here and will be sent to exotic hot spots right away. That's far from the reality. People don't realize how dangerous some of those situations are, and we're not going to send people to those places without experience. But that doesn't mean you won't get there if that's where you want to go.

There's this idea that people get paid a lot of money to work for a nonprofit. Obviously they didn't do their research. Lots of people also think that this is glamorous work, and it's not. You're helping people, that's true. But it's an awful lot of hard work.

Describe a typical day.

6:00 A.M. Wake up and take my dogs out. It's hot where I live!

6:15 A.M. Read paper, keeping an eye out for trends related to my job. Eat breakfast and get ready for my day.

8:15 A.M. At work. Check email and phone messages. Evaluate a few job descriptions. Communicate with managers about job evaluations.

10:00 A.M. Employee came into my office with an issue. Discussed with her.

11:00 A.M. At my desk, do administrative work. This includes arranging recruitment efforts for new jobs, writing job postings for the website, and communicating with local newspapers about job ads.

12:00 P.M. Eat lunch at my desk. I brought my lunch. I only eat out about once per month.

1:00 P.M. Attend senior management meeting.

2:30 P.M. Read professional journals, newsletters, and salary surveys.

3:30 P.M. Support manager who is firing an employee.

4:30 P.M. Complete paperwork related to the firing.

5:00 P.M. Evaluate job descriptions.

5:30 P.M. Leave the office. Spend the evening with my husband.

INSIDER SCOOP

"Nonprofits can be annoying, but they have an ethics-driven component you don't see elsewhere. I see a lot of people with careers in the corporate world who want to spend time in nonprofits because of the values and mission."

TITLE: ASSISTANT LEGISLATIVE DIRECTOR

Type of organization: National veterans advocacy group
Age: 47
Years in business: 12
Education: BA in anthropology and religious studies; three years in the Army
Hours per week: 50 to 60
Size of organization: 265
Annual salary: $80,000

What does your title mean?

My main goal is to find out what services veterans need and try to get those needs met.

My focus is on VA [Veterans Administration] health-care issues, so I spend a lot of time finding out what services and care are needed, and what is actually provided. I'm on a number of committees at the VA, and spend a lot of time reading budgets in order to assess what money is necessary to run programs and the stability of programs.

A big part of my job involves preparing testimony based on our legislative agenda, testifying before congressional committees, and reaching out to members of Congress and their staffs in hopes they will craft legislation that supports our agenda.

What kind of person is successful at lobbying?

You really need to be a self-starter. It also helps if you're passionate about a topic. I was wounded while serving, and I also have a strong professional health-care background, so I have a lot of first-hand experience with the issues I work on. That also helps me relate to veterans and their families. You also have to be able to delve deeply and quickly into issues you're lobbying for.

How politically astute do you need to be to succeed as a lobbyist?

While my job is not partisan, it absolutely involves being politically sensitive. When dealing with members of Congress, you have to put yourself in their position and understand why they are advocating as they do. Is it for political reasons or because it's what they believe?

What is the best part of your job?

There's a lot of job satisfaction. Of course, it's great to work really hard and have your legislation passed. Even if legislation doesn't go through, there is a lot of opportunity to educate the veterans' community. Our organization has been very respected over the years, and it's satisfying to know that your voice is heard as a result.

Why do you choose to be an advocate for disadvantaged people, rather than, say, the oil industry or land developers?

We have such a clear mission. We feel veterans are a unique group, and being able to advocate on their behalf is a privilege. There are politics involved, obviously, but our focus is so pure. The public is very supportive of this group and its people. It's easy to feel good about what I do. I never have to say something I don't truly believe.

What are some of the job's challenges?

It takes a long time to accomplish things. It can also be a very hectic, stressful job. There's a lot of multitasking. Burnout is very common. This is a particularly volatile time, thanks to the wars in Iraq and Afghanistan, and the Walter Reed scandal. Congress has gone absolutely crazy, dropping 25 bills for us to review, as opposed to five, which is what we're used to. There's not enough time to do everything that needs to be done.

Describe a typical day.

5:30 A.M. Wake up, get ready for the day.

6:30 A.M. Leave the house.

7:00 A.M. Arrive at the office. Answer emails and phone messages.

9:00 A.M. Weekly staff meeting in which we tell our colleagues about our plans for the week. This week I have seven meetings scheduled, which is typical.

10:00 A.M. Meeting with another lobbying group, with which we are partnering on a specific initiative.

11.15 A.M. Return to the office. Spend the next two and a half hours reading and preparing an outline on women veterans and minorities in the VA system. No time to get lunch, so I eat fruit and nuts at my desk.

1:45 P.M. Return six phone calls and read 30 emails.

2:30 P.M. Interview with a journalist. I do a lot of interviews for radio, TV, newspapers. Sometimes the journalists want to quote me; other times they're looking for background information on an issue.

3:15 P.M. Start writing testimony for the women-and-minorities initiative. I want to finish before the end of the week so I don't have to work this weekend.

6:00 P.M. Leave office.

6:15 P.M. Spend an hour at the gym.

7:30 P.M. Dinner at home.

8:00 P.M. I bring reading home most nights, when I also like to catch up on the newspaper.

INSIDER SCOOP

"Part of politics is understanding what people will do or how they'll react. How can you get your agenda through to somebody who doesn't have the same views on the issue? We have to work both sides of the aisle."

GOVERNMENT

NASA ENGINEER

Age: 28
Years in business: 5
Education: Bachelors in electrical and computer engineering
Hours per week: 40
Size of organization: 15,000 engineers/scientists at NASA-Goddard Space Flight Center
Annual salary: $70,000

What do you do?

I work on the successor to the Hubble Space Telescope called the James Webb Space Telescope. This telescope will be launched in 2013, with the goal of seeing the first light after the Big Bang and determining how the universe's first galaxies formed. My job is to work on software engineering on the ground system portion of the mission. This includes system design, process, and implementation. On any given day I might be designing systems, writing computer code, testing systems, or going through use-case studies.

How did you get your job?

I worked at NASA as a co-op during my undergrad, and this led to a full-time position. I've been working on the James Webb Space Telescope since 2002.

What role did your education play in your career?

It played a fundamental role. I would never have gotten my job without my education and degree.

What are your career aspirations?

I'm working toward becoming a project manager. Such a promotion takes years of experience, as space systems are heavily supported by experience rooted in previous missions. That experience takes a long time to gain.

What kind of person does well in your job?

Somebody who is very organized and can pay close attention to details. Everything has to be checked and rechecked. It's important to be willing to voice your opinion if you feel something isn't being handled correctly. It's also very important to be able to work in large groups, as the majority of projects at NASA involve a lot of contractors and collaboration.

"You need to be strategic—figure out the big picture and see all the issues—in any government job. You need to be naturally excited about politics and inquisitive about what's going on. This job requires a perspective about how things will be perceived by the news media and the world at large."

What do you like most about your job?

I love working on such amazing missions. Not many people can say they're working on something that has the possibility of winning a Nobel Prize.

What do you like least?

The politics. Projects can be cut or downsized in a heartbeat any given year because of a budget cut. Putting so much work into something and not seeing the fruits of your labor can really make an engineer lose motivation.

What misconceptions do people have about your job?

People assume projects at NASA should go off without a hitch. Of course that's our goal, but a lot of people don't realize the amount of effort. You have to check and recheck everything, come up with contingency plans, test and retest in every possible environment. The truth is, it's still remarkably hard to get to—and work in—space, and things can happen that no one could have ever foreseen. We try our hardest to minimize the risks.

How can somebody get a job like yours?

It's much easier to get a job with NASA through a contractor that we work with, as the majority of people at NASA are contractors, but it's certainly possible for someone to be a civil servant at NASA. The best way to get in is through an internship program or a co-op program. It's very rare that NASA hires directly out of college.

TITLE: DIRECTOR OF COMMUNICATIONS

Type of organization: State House of Representatives
Age: 36
Years in business: 4
Education: Some college
Hours per week: 40 to 60 during session
Size of organization: One-man shop, but represent 30-plus people
Annual salary: $85,000

What do you do?

I interface with the media. I work with the majority party in the House. I help craft a public relations plan, and help members deal with the media. This includes writing press releases, developing relationships with reporters, pitching stories to reporters, and connecting journalists with our members for interviews.

I also coach House members on how to avoid certain questions and how to best answer tricky questions. I might come up with something funny or pithy to use in an interview or speech.

So even though yours is a benign title, it is very political.

Oh, it's all political.

How did you get your job?

I was a newspaper reporter for 10 years, and I had a great relationship with the person who was going be the speaker of the House. He sought me out because he wanted someone who could deal effectively with the media. And it doesn't hurt that I'm a great charmer.

What is the best part of your job?

I love being near the action. In this job, you are the news and policy-makers for the state, setting the agenda for what happens with tax dollars. It's very exciting. And it's invigorating to know you're making even a small difference to help somebody push their agenda and do things you believe in as well. We assume most politicians push their agendas for political gain, but many more do it because they truly believe in what they're doing. It's great to be next to people with such passion.

People criticize government for being slow-moving and ineffective, but there are lots of very smart people who amaze me with the solutions they come up with. That's very satisfying.

What do you like least?

While I do believe in a lot of what I do, this is no longer about me or what I believe in. You become subservient to the will of your bosses. I'm quoted in the paper and on TV a lot, and sometimes I don't believe half the crap I'm peddling. I decided to work for a person I really like and believe in, and he has a lot of potential to do a lot of good for the state, so I get over it.

It was a letdown to learn that government is much more political than I thought. Both parties are equally narrow-minded, and that has affected my personal life. One person told me it was very hard to be friends with me because of the party I work for. People really do see the opposing party as the enemy, and that was disappointing to learn.

Describe a typical day.

7:00 A.M. Wake up, watch CNN, and look at my Google news alerts for mentions of me or my boss.

8:30 A.M. Arrive at the office. Read local and national newspapers to see what's happening. Make notes on what will be the news of the day.

10:00 A.M. Write a couple of press releases about movement in the House. Call a few local reporters to convince them to write stories.

11:15 A.M. Brief a couple of House members about those press releases and make suggestions for interview answers. Keep an eye on the session and committee meetings, which are on TV in the background at all times. Flip to CNN or Fox News periodically.

1:00 P.M. Meet reporter for lunch in cafeteria. Pitch him one of my press releases.

2:30 P.M. Back at the office. Make a few more cold-call pitches to reporters, and field about a dozen calls from reporters. Connect two reporters with House members for phone interviews. Keep an eye on the TV.

7:00 P.M. Leave office.

7:30 P.M. Meet a staff member for drinks and a burger at a nearby bar.

9:30 P.M. At home, answer a few Blackberry messages before getting ready for bed.

INSIDER SCOOP

"You have to have a passion for service and be engaged in the issues of the day. It's also important to have a passion for local government issues. That's where the rubber hits the road."

TITLE: CITY MANAGER

Age: 58
Years in business: Local government since age 14, city manager for 20 years
Education: BA, Yale; Master's in public administration, California State Long Beach; PhD in education, Brigham Young University
Hours per week: 50 to 60
Size of organization: 65,000 residents, 1,100 full-time employees
Annual salary: $220,000

Yours must be one of the higher-paid city manager positions for a city of this size.

We're a full-service city that provides all utilities including gas, water, and telecommunications. That puts us in a bigger category, but actually my salary is not out of range at all. You can have a comfortable life in this field.

What exactly does a city manager do?

I'm responsible for day-to-day oversight of city operations. The department heads, such as the fire chief, manage the departments. I have the responsibility for identifying concerns and issues in the community and responding to them. I am the CEO of a city council of nine people, and I make recommendations and offer professional analysis to them.

I also have certain regional responsibilities. Through area counties and other cities, we have to worry about the big-picture issues that cut through all of our communities, like housing, environmental issues, transportation, and economic development.

What makes a successful city manager?

It takes some education and experience to be a successful city manager. You have to be sure you're dealing equally with all city council people and be sensitive to their agendas. But you have to be as objective as possible and make what you think are the best decisions for the city and the community. I'm supposed to be a nonpartisan professional who reports to an elected board.

Do you ever feel pressured to make decisions in order to protect your paycheck?

I've always been of the opinion that you do your job well and you don't have be overly sensitive to your survival needs. A good city manager is a change agent, always trying to improve things in a community. You can't be risk-averse and worry about every little person who's going to oppose you.

How did you get turned on to this line of work?

Early in my career I was very committed to human services. I thought a way I could really impact a city was not just leading human services, but by becoming a city manager and giving a human services aspect to all departments. Then I was promoted to a city manager position, and I thought that was very cool, very energizing. I've been with it for 20 years, and it's a wonderful career. It pays well, and you get very good benefits.

Aside from the benefits and pay, what is the best part of your work?

It's very meaningful. You're at the center of the action in terms of what's happening in the region, and you're continuously learning. If you love learning, this is a great job.

What are some of the challenges?

You can't be afraid to be criticized. There are always people who will take issue with your views and

recommendations. And it's a demanding job. I got a call last night at 10:30 p.m. about a fire, and I regularly get calls on weekends. And if lifetime security with one employer is important, then this is not the job for you. You can get fired.

What is the job outlook for young people entering this line of work?

It's excellent. There's a shrinking talent pool for city management. There was an influx of baby boomers in government service starting in the '60s and '70s, and we've aged and are ready to retire.

Describe a typical day.

7:00 A.M. Wake up. Get my two kids ready and out the door for school. Eat a bowl of cereal.

8:15 A.M. At the office for my daily meeting with the assistant city manager.

8:45 A.M. Meeting with the mayor, vice mayor, assistant city manger, and city clerk to talk through the agenda for tonight's city council meeting.

10:00 A.M. Meet with the city attorney regarding personnel issues, an affordable housing project, and expansion of a local medical center.

11:00 A.M. Meeting with the mayor and vice mayor on a bond election for a new public safety building and library.

12:00 P.M. Play a little basketball to get a little balance in my life. I don't usually eat lunch, and people give me grief for that.

1:30 P.M. Meet with the assistant city manager to discuss grants from the federal government and our contract with our advocate in D.C.

2:00 P.M. Meeting to discuss a public safety facility.

3:00 P.M. Interview with a reporter.

4:00 P.M. Conference call with members of a trade organization regarding a statewide coaching program designed to inspire young city managers.

5:30 P.M. Go home for quick dinner with the kids.

6:00 P.M. Meet with city council to discuss big issues pre-meeting.

7:00 P.M. Council meeting. Topics include office building development, a shopping center proposal, and an ultra-high-speed fiber telecommunications project.

11:00 P.M. Meeting adjourned. Go home.

12:00 A.M. Bed.

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CULTURE AND LIFESTYLE

NONPROFIT

The culture in any nonprofit, no matter how entrepreneurial, is going to be decidedly noncorporate. It might, however, be quite similar to working for a start-up business. You'll find that your work is inherently integrated with your values and those of the organization; in a field that's driven by mission, vision, and ideals, you can't escape it!

Generally speaking, most people in nonprofits work 45 to 50-plus hours per week—and often log the odd hours: weekends, late nights before big events, or on deadline. The upside is, because these groups usually have more casual work environments than a corporate office, you may have some flexibility in your time—as long as the work gets done.

GOVERNMENT

On the flip side, the work environment for a government position will be much more formal. "Casual" dress means that men might not have to wear a tie. Generally speaking, the environment in D.C. is stuffier than in other locations. But as in a nonprofit, you'll usually find yourself surrounded by people who are dedicated to their work in the same way that you are.

A note on culture in federal offices: The tenor of the workplace can change when administrations change. For instance, one federal government insider tells us that her office is more formal under the Bush administration than it was under the Clinton administration, and that she has to do more frequent paperwork due to tighter oversight of her department by higher-ups. And if you had worked for the Immigration and Naturalization Service, for instance, you would probably have experienced some shifting of the cultural sands when it was renamed U.S. Citizenship and Immigration Services and absorbed into the new Department of Homeland Security alongside Customs, the Border Patrol, and other formerly separate organizations.

People working in government positions tend to enjoy a more traditional 40-hour workweek, though the hours will go up when reports are due or some other deadline is looming.

WORKPLACE DIVERSITY

It's difficult to make generalizations about or describe "typical" workplace diversity in government and nonprofits. If you work in a big city for a large government agency, for instance, your workplace is likely to be far more diverse than those of many corporations. But if you work in rural Arizona for the Border Patrol, your coworkers are likely to reflect the local ethnic mix, odds are good that most of them are going to be fairly conservative law-and-order types, and you won't fit in if you're, say, a New Ager.

And while many nonprofits have highly diverse staffs, often, because of their missions, the political views of their staffers are going to be fairly homogenous. For example, you'll have a hard time finding pro-life coworkers if you work for Planned Parenthood or gun-control advocates at the National Rifle Association. Nevertheless, both sectors inherently place a larger emphasis on diversity than corporate America in general—the government, to mirror society as a whole, and nonprofits, because they often serve the disadvantaged and are staffed by people who have chosen careers outside the corporate American mainstream.

TRAVEL

Contrary to what you might expect, a fair number of nonprofits actually require at least moderate—and in some cases more extensive—staff travel. Small grassroots and community-based organizations won't necessarily fit this description. But larger nonprofits, particularly those national groups with local chapters or other affiliates, may require a fair amount of travel, depending on your job description. Executive directors and development directors may be required to fly to meet with funders if their organizations are under consideration for a grant. And they're continually looking for networking opportunities near and far to meet such funders in person and pitch their programs.

The nonprofit sector includes a sizable conference circuit—ongoing meetings about best practices and sectorwide issues that provide opportunities to network with peers in other organizations.

Government jobs also can provide significant travel opportunities. Foreign service officers get to spend the majority of their careers overseas, and large federal agencies with national field offices often require employees to come to the head office from time to time. At the state level, lobbyists and legislative aides can make trips to the capital and around the area where they're working.

COMPENSATION

NONPROFIT

Low compensation may be the biggest drawback to working in the nonprofit sector. Then again, it does tend to act as a filter, weeding out those who aren't truly motivated and dedicated. One insider recalls a graduating MBA student who was all ready to "go out and save the world, and then he had a hissy fit when he found out what they were going to pay him." Be forewarned, you will probably make at least a third less than you could at a comparable for-profit job. Executive directors usually make from $45,000 to $70,000, but those working for large, national nonprofits can make upwards of $90,000—especially in New York and Washington, D.C. Just don't expect to get those jobs without a lot of experience.

Entry-level positions are even more salary-challenged. An undergraduate starting at a nonprofit can expect to make from $25,000 to $35,000, depending on work experience and job title. Most employees starting out with an organization will probably have to pay their dues for a year or two—but then they're likely to be promoted from within.

> TIP

The better you prove yourself to be at fundraising, the higher your potential pay in the nonprofit world, regardless of your job title.

Nonprofit Compensation

Position	Median Annual Income	Position	Median Annual Income
Psychiatrist	$156,494	Chief statistician	$57,500
Physician (general practice)	$146,307	Controller	$55,244
Chief legal officer	$94,990	Director of information	$55,075
Director of government relations	$86,000	Legislative representative	$54,878
Publisher	$79,250	Computer systems analyst	$54,000
Federal relations manager	$78,319	Marketing development manager	$52,944
Deputy chief executive officer	$75,000	Director of program services	$52,718
Chief financial officer	$74,880	Director of member/client relations	$52,250
Director of research	$71,827	Director of public relations	$52,038
Director of conventions/meetings/exhibitions	$69,000	Direct mail/phone fundraising manager	$51,500
Director of marketing	$68,573	Editor	$50,400
Treasurer	$67,320	Director of data processing	$50,000
Director of member/constituent/client/chapter/affiliate services	$66,128	Conventions/meetings/exhibitions manager	$50,000
Director of information technology	$65,869	Director of education	$50,000
Artistic director	$65,750	Registered nurse	$49,920
Director of administration	$65,000	Grant proposal writing manager	$48,720
Director of Member/constituent/client/chapter/affiliate relations and services	$62,268	Attorney	$48,500
Director of development	$62,000	Computer programmer	$48,250
Field staff director	$60,874	Speech-language pathologist	$48,101
Planned (deferred)-giving manager	$60,591	Director of security	$47,833
Psychologist	$60,132	Interpreter	$47,690
Sales manager	$60,000	Director of production	$47,500
Director of information systems	$60,000	Network technician	$45,796
Director of communications	$60,000	Engineering/technical research manager/director	$45,000
Corporate/foundation-giving manager	$59,739	Annual fund manager	$45,000
Regional manager	$59,286	Director of chapter/affiliate relations	$44,550

Nonprofit Compensation

Position	Median Annual Income	Position	Median Annual Income
Accountant	$42,172	Counselor IV	$33,000
Legislative assistant	$41,000	Payroll clerk	$32,167
Curator	$40,583	Senior office assistant	$32,000
Human resources specialist	$40,500	Food service manager	$31,200
Donor research manager	$40,289	Caseworker/social worker	$31,138
Building superintendent "A"	$40,000	Gift shop manager	$30,750
Editor (newsletter)	$40,000	Residential supervisor	$29,941
Public relations assistant	$40,000	Account clerk	$29,862
Secretary to the chief executive officer	$39,250	Outreach worker	$29,752
Program manager	$38,783	Landscaping services worker	$28,631
Assistant editor	$38,355	Secretary	$28,195
Special-events fundraising manager	$37,817	Job developer	$28,033
Caseworker/social worker V	$36,994	Junior account clerk	$27,951
Training material developer	$36,500	Trainer	$26,400
Caseworker/social worker IV	$35,968	Data entry operator	$26,233
Grant proposal writer	$35,875	Case aide	$26,123
Senior account clerk	$35,698	Junior office assistant	$26,000
Member/constituent/client/affiliate records manager	$35,000	Maintenance worker	$25,500
Computer operator	$35,000	Mail clerk	$24,756
Physical therapy aide	$35,000	Senior residential living assistant	$23,920
Office manager	$34,513	Day care teacher	$22,867
Generalist	$34,272	Medical assistant	$22,852
Nutritionist	$33,960	Junior office assistant	$21,920
Training generalist	$33,892	File clerk	$21,349
Licensed practical nurse	$33,410	Residential living assistant	$21,008
Director of volunteers	$33,061	Residential living assistant (night)	$20,800

Nonprofit Compensation

Position	Median Annual Income	Position	Median Annual Income
Driver	$20,000	Cook	$19,348
Nutrition assistant	$19,700	Janitor	$17,035

Source: *Compensation in Nonprofit Organizations*, 19th Edition, Abbott, Langer & Associates, 2006

Nonprofit Professional Salaries by Organization Budget Size

	Average 2007 Salaries by Annual Budget Size			
Position	>$500K	$1M–10M	$10M–25M	$50M+
Chief executive officer	$56,425	$101,136	$152,774	$293,491
Chief financial officer	$38,173	68,923	$93,817	$169,360
Program director	$33,203	60,456	$69,237	$118,837
Development director	$33,496	64,650	$84,392	$133,939
Planned gifts	No responses	61,983	$47,572,	$99,241
Major gifts officer	No responses	57,498	62,188	99,232
Chief of direct marketing	$30,819	53,308	$63,396	$93,469
Director of volunteers	$25,484	39,047	$44,107	80,413
Webmaster	$34,140	46,926	64,595	$80,150
Human resources director	$41,431	53,158	$65,148	$111,655

Source: *NonProfit Times* 2007 Salary Survey

GOVERNMENT

The compensation structure for federal government positions can seem complex at first. There are two basic classes of jobs in the federal government. One is the competitive civil service; most government jobs are in this category, and they're subject to civil service laws governing hiring and pay. The second is excepted service jobs; agencies employing excepted service employees set their own hiring and pay standards. Some agencies, including the FBI and the CIA, employee only excepted service employees; others may have employees in both federal classes.

White-collar competitive civil service positions are given a GS (General Schedule) ranking. Each grade has multiple steps, so you could be, for example, a GS-12, step 4. The GS ranking is the base salary—locality adjustments can increase the salary by 20 to 25 percent. And some hires may receive special recruitment or relocation bonuses. Similarly, some employees may be given special retention bonuses. Don't count on these financial perks, though—they're not very common. In addition, some federal jobs can pay significantly higher rates than the base, if they're located somewhere particularly remote, or if the job is particularly undesirable, or if the prevailing local market rate for people in those positions is especially high compared with general-scale compensation (such as for doctors, engineers, and some IT folks).

Entry-level jobs for those with a bachelor's degree are usually in the GS-5 to GS-8 range. Those with a master's degree or some directly related job experience generally start in the range of grades GS-9 to GS-12. Following is the general schedule of salaries from the U.S. Office of Personnel Management detailing current federal civil service compensation. (Note: There are additional pay schedules for certain executive-level federal employees, as well as key federal scientific and professional employees. Also, federal law enforcement employees receive somewhat higher compensation at each GS ranking than other federal employees.)

2007 General Schedule of Federal Employment Salaries

	Salary ($)									
Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
1	16,630	17,185	17,739	18,289	18,842	19,167	19,713	20,264	20,286	20,798
2	18,698	19,142	19,761	20,286	20,512	21,115	21,718	22,321	22,924	23,527
3	20,401	21,081	21,761	22,441	23,121	23,801	24,481	25,161	25,841	26,521
4	22,902	23,665	24,428	25,191	25,954	26,717	27,480	28,243	29,006	29,769
5	25,623	26,477	27,331	28,185	29,039	29,893	30,747	31,601	32,455	33,309
6	28,562	29,514	30,466	31,418	32,370	33,322	34,274	35,226	36,178	37,130
7	31,740	32,798	33,856	34,914	35,972	37,030	38,088	39,146	40,204	41,262
8	35,151	36,323	37,495	38,667	39,839	41,011	42,183	43,355	44,527	45,699
9	38,824	40,118	41,412	42,706	44,000	45,294	46,588	47,882	49,176	50,470
10	42,755	44,180	45,605	47,030	48,455	49,880	51,305	52,730	54,155	55,580
11	46,974	48,540	50,106	51,672	53,238	54,804	56,370	57,936	59,502	61,068
12	56,301	58,178	60,055	61,932	63,809	65,686	67,563	69,440	71,317	73,194
13	66,951	69,183	71,415	73,647	75,879	78,111	80,343	82,575	84,807	87,039
14	79,115	81,752	84,389	87,026	89,663	92,300	94,937	97,574	100,211	102,848
15	93,063	96,165	99,267	10,2369	105,471	108,573	111,675	114,777	117,879	120,981

Source: U.S. Office of Personnel Management

PERKS

NONPROFIT

Many nonprofit employees consider travel one of the biggest perks (it can be quite competitive deciding who gets to attend a conference in Hawaii, for instance). Other perks include interaction with well-known public figures, including corporate CEOs, politicians, and other important community members. Historically, since nonprofits have paid lower salaries than companies in the for-profit sector, they've often offered more generous benefits—compensatory time, more employer-paid health insurance, and more sick-leave days, for example. However, as overhead costs rise and income either stays the same or decreases while competition for fewer available dollars increases, many nonprofits have had to tighten their already too-tight belts and reduce their benefit packages.

GOVERNMENT

For government employees, the perks include a wide array of parties and functions as well as opportunities to mingle with powerful people. Many agencies also have flexible time schedules, allowing employees to work fewer than five days a week. People with student loans will be happy to know that most agencies will help competitive civil servants repay student loans, up to around $10,000 per year—tax-free.

VACATION

NONPROFIT

There is no hard-and-fast rule about vacation in the nonprofit sector. Some organizations follow policies similar to those in the business world—two weeks a year, plus holidays. However, many nonprofits recognize that their employees work long, hard hours for lower pay and choose to compensate them in other ways. It's not unusual for a nonprofit to offer three to four weeks of vacation a year.

GOVERNMENT

Government organizations tend to give skimpy vacation time but can make up for it in other ways. When starting, two weeks per year for the first few years is normal, and then it increases gradually after that. The good thing is that many agencies offer rewards and performance bonuses that can be taken as either money or vacation time, and they also allow flexible work schedules. A lawyer who's been working for the Department of Health and Human Services for about five years told us he has more than two months of vacation time stored up and can't take enough time away from the office to get rid of it. For him, the frequent, lengthy vacations he can take more than compensate for the fact that his salary is significantly lower than it would be in private practice.

THE INSIDE SCOOP

WHAT EMPLOYEES REALLY LIKE ABOUT NONPROFITS

Living Your Passion

"You get to be who you are, not just what you do," says one person at a nonprofit, echoing a common sentiment. In other words, people working in this field find that they can fully live their values. Their work isn't so much work as it is a passion or a calling.

It's the People

You'll be working with great people. "The people I work with are bright and committed," says a director of a nonprofit. It's another often-heard sentiment, voiced by many people we talked with. Folks at nonprofits welcome the opportunity to be surrounded by passionate, like-minded individuals.

The Only Rule Is...

You'll be making up the rules as you go. While that might not sound good to someone who wants a lot of structure in his or her job, it's great for self-motivated, committed individuals—people who love the flexibility to be able to apply their best ideas in order to get things done.

The Downward-Facing Dog of Workplaces

A flexible work environment is one of the most appealing features of nonprofits. Many of these organizations are less hierarchical, bureaucratic, and structured than their private-sector counterparts. One person we spoke with says her organization brings "the kind of environment we're trying to promote" into the workplace—one that relies on independent self-starters managing their own time, rather than clock watchers worried about face time.

You Own This Job

You'll have considerable responsibility and ownership of your work. One of the great things about nonprofit work is that in these sometimes small and under-resourced organizations, every hand on deck counts.

WHAT EMPLOYEES REALLY LIKE ABOUT GOVERNMENT

I Wrote That Report!

Though government can move at a glacial pace, employees say that one of the best things about working in this field is knowing your work is having an impact. You may not see that impact right away, but all in due time.

Once You're In, You're In

Government positions offer a tremendous amount of job security, and people can have long, productive careers without much fear of losing their job. There can be a flip side, however (see "Watch Out!" following).

Power, Up Close and Personal

The chance to meet policy-makers, legislators, and maybe even heads of state is a major plus. If you're someone who likes to network, you'll have plenty of opportunities.

40 Hours and Not a Minute More

Most government employees work plain old 40-hour workweeks, and love that fact—and the fact that they're compensated if they have to work longer hours.

NONPROFITS: WATCH OUT!

You Call *That* a Paycheck?

Low pay is typically the number-one gripe. If your heart is where the money is, then you might want to think twice about working for a nonprofit. Your passion for a cause has to more than compensate for the low paycheck in order for you to be happy in the nonprofit arena.

Burnout

Nonprofits are often underfunded. It can be difficult to do so much with so few resources. That, combined with the frenetic pace of people working so hard toward a particular goal, can make for a "hothouse" environment.

Because the Founder Says So

The typical dysfunctions in a nonprofit can include lack of clear accountability, confusion over roles and responsibilities, a dictatorial founder, poor management, and the never-ending funding crises.

Forgoing a Life of Luxury

"Cash-strapped" is an adjective that can be used to describe many nonprofits. As a result, don't be surprised if you find yourself green with envy when your friends in business describe their nifty corporate intranets, and their convenient car-service rides home when they work late, and their free cappuccinos every morning, and…you get the idea.

What Do You Have to Do to Get Fired around Here?

An insider in a large, locally based social services organization reports that the help-all-people ethos seems to extend to capabilities-challenged employees. People who would have been promptly booted for uselessness in a corporate environment may stay on forever in the do-good world—and you have to work with them.

GOVERNMENT: WATCH OUT!

No Month-Long Trip to the Riviera

You do get vacation time, of course, but it may be a few years before you move up to even three weeks off per year. But how would you pay for this trip, anyway? The familiar complaint: low salaries.

Paperwork, Paperwork

No one seems to be able to explain it, and insiders use words like "bloated," "redundant," and "insane" to describe some of the bureaucratic chores they have to do. Process is paramount, and even a simple proposal might need multiple reviews and sign-offs.

Didn't I See You Here 20 Years Ago?

Government jobs are pretty stable, and some people like to coast as long as possible while putting in minimal work. This is not standard by any means, but people in government jobs say there sometimes seems to be a little "extra weight" in the boat.

Politics

No matter how good your proposal is or how obviously important the issue is, at one time or another you'll have to make some distasteful compromises. One person working on an assembly member's staff says that seeing people voting against certain bills because of election-year politics is one of the most disillusioning parts of her work.

Getting Hired

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THE RECRUITING PROCESS

NONPROFITS

Finding and landing your dream job in a nonprofit may take some effort on your part. Unlike the private sector, nonprofits are neither large enough, nor financially endowed enough, to come looking for you. No formal recruiting structures are set up. Rather, nonprofits rely on the energy and efforts of you, the job seeker. However, some informal—but tried and true—ways of getting your foot in the door are available to you.

Network

Landing a great job often depends more on whom rather than what you know. Many nonprofits hire future employees out of a circle of people already working in their community, for another nonprofit or as a volunteer. So go to conferences, meet people, and get involved! Don't forget to use your alumni and peer networks as well—your friends in the for-profit sector would make great board members for nonprofits. For more on networking for career success, see the WetFeet Insider Guide *Networking Works*!

Conduct Informational Interviews

Uncertain which issue you want to focus on? Get out and talk to people in a variety of organizations until you find the area that piques your interest. Generally speaking, folks in this sector are "people" people and will be glad to help if you show interest and enthusiasm.

Volunteer

This is perhaps the most important way to get your foot in the door with any nonprofit—and usually the starting point for gaining experience in the sector. Once you've found an organization you'd like to work for—or even one that's similar—sign on as a volunteer, even if they're not hiring immediately.

Intern

Spending a few months as an intern (either paid or unpaid) in a nonprofit is a great way to gain experience, see whether you like working for a nonprofit, and get your foot in the door. Especially if most of your work experience is in the for-profit sector, doing a summer internship is a great trial run. Likewise, if all of your experience is in the nonprofit sector, you might want to consider a summer internship in a business, just to add to your repertoire of skills when you go back into the nonprofit environment.

> TIP

If you can't land a paying job at a nonprofit immediately, consider volunteering. You'll learn more about an issue area, develop skills, build your resume, and make friends and business connections. And you'll have the right experience when that paid job opens up.

GOVERNMENT

Most government agencies have dedicated recruiters who attend college career fairs, industry conferences, and other job placement events. Recruiters tend to be regionally located and look for candidates who have the particular set of skills their area needs. One intelligence agency recruiter says that while many people like giving a resume to someone face to face,

resumes submitted online or by mail go through the same process as those given to recruiters directly. So try your luck on agency websites. Government agencies will have recruiting blitzes, too—security agencies are recruiting year-round right now, while other agencies, such as the GAO, accept applications only at certain times of the year.

> **TIP**

Because a huge number of baby boomer government employees will retire in the next 10 to 15 years, there's plenty of advancement potential.

Exams

Competitive exams are required for some government positions, especially in the State Department. The foreign service written exam is probably the most popular. It's given several times a year around the country and is taken by thousands of people. If you pass, you'll be invited to an oral assessment.

Some form of security clearance is required for most government positions, but unless you're going to need top-secret clearance, the process is minimal. Agencies that require extensive background investigations include the CIA, FBI, NSA, and State Department. These investigations can take several months, prolonging the hiring process.

Network

As in the nonprofit sector, whom you know can be very important. If an agency gets flooded with anonymous emailed resumes, it helps to have yours as close to the top of the pile as possible. Also, government HR departments tend to be very rigid when it comes to the stated minimum requirements for a position. If you can get your resume in through someone you know, you can avoid the by-the-numbers screening process.

Volunteer

If you're looking to work in a legislator's office or help with a campaign, volunteering can be the best way to get your foot in the door. Free help is never declined, and the exposure you get by going to fundraisers, handing out literature, doing research, and making phone calls will be extremely useful once a position does open up.

Intern

Hundreds of internships are available in various branches of the government, the majority of them being for students, such as those in the Presidential Management Intern Program and the White House Fellows Program. Most of these are paid and last three to four months (though some are more like fellowships and can last one to two years). Individual agency websites have detailed information, so be sure to check them. Also, a fairly comprehensive list of internships can be found at www.usajobs.opm.gov.

INTERVIEWING TIPS

INSIDER SCOOP

"You'd be amazed how many people don't have the slightest idea what nonprofits are working on. If you learn about a nonprofit's work and can discuss its mission intelligibly and enthusiastically, you'll improve your chances of getting hired."

NONPROFITS

- **Do your homework.** It's a good idea to look at an organization's website and download a copy of its annual report, or call ahead and ask for one. You can tell a lot about an organization from its mission statement, the language used in its literature, and its public image. The annual report (or equivalent) should give you a glimpse of the inner workings of the nonprofit, with detailed information on annual budget, program areas, board members, and the like. Also consider obtaining local news clippings about the group from your library. And if the nonprofit runs a business, be sure to test its product or services as a consumer.

- **Talk to people who work there and know what the issues are.** This is crucial. If you've never worked in education reform but desperately want that job at a local charter school, you must convince your interviewer why you care about education. Read articles in the mainstream media or any new books on the topic, and emphasize the skills you bring to the job.

- **Think about why you want this job and why it makes sense in the progression of your career.** The more you've thought concretely about your interests, skills, and values, the more articulate you'll be. Be honest and direct in the interview. Many nonprofits desperately need more employees with management skills. Talk frankly about your relevant work experience, your education, and all the skills you can bring to the job. Just be careful not to oversell yourself.

- **Dress the part.** In nonprofits, the dress code can vary widely. Even if your interviewer shows up in jeans, you should be dressed professionally, without being too corporate. Women can try a pantsuit or skirt-and-jacket ensemble that's classy without being intimidating. Khakis and a nice jacket are fine for guys. Use sound judgment: What's appropriate at a national nonprofit in Washington, D.C., might be overdressed for a grassroots, community-based organization on the West Coast.

GOVERNMENT

- **Again, do your homework.** By the time you're called in for an interview, you'll have had a lot of time to prepare, so take advantage of it. The interviewing process is complex and fairly formal—chances are you'll have to go through a series of interviews with different people and through several rounds of approval. As there can be lag time between interviews, try to assess what you've learned from your first interviews and bring that knowledge with you to later ones. Just about all government agencies have websites with mission statements and project descriptions—look at them.

- **Talk to recruiters about what the agency needs now.** Recruiters are surprisingly easy to find—most agencies will tell you when and where they'll be recruiting in your area. And then talk to someone who works in the organization. Contact people you know to see whether there are openings. While major agencies post their listings online and often also in print publications, smaller offices, like those of an assemblyperson or a local legislator, might only post internally.

- **Be candid in your interview.** You may have to go through a standard HR interview before you see someone related to the position you're trying to get. Often HR departments are looking for plain facts more than they're assessing you as a person. Bring your resume with you, and make sure to emphasize just how perfectly you suit the position. For jobs requiring a background investigation, answer all questions frankly—it will help streamline the hiring process.

- **Play it safe with what you wear.** Government employees, especially on the federal level, tend to dress conservatively. You don't have to throw style out the window, but know that pantsuits and skirts are the norm for women, and that your male interviewer will probably be wearing a tie. Once you're in, you can assess your particular office's dress code, but it's best to play it safe until then.

GETTING GRILLED

Some interviewers work from a script, others wing it, and still others tailor their questions to your particular background. Here are some questions they might ask:

- Why do you want to work in this nonprofit/government agency? (Definitely talk about your passion for service work here, but try to speak also about your passion for the specific mission of the potential employer, using examples of your long-standing interest in this particular cause or mission.)
- Where do you see yourself five or ten years down the road? (If it's in a more advanced position with the employer, that shouldn't be too difficult. Otherwise, think about how the employer organization and the position you're interviewing for fit logically into a career road map that connects where you are currently with where you plan to be, careerwise, in that future time period.)
- Give me an example of a time you took on a leadership role.
- Give me an example of a time you worked as part of a team to achieve a common goal.
- For nonprofit opportunities: Are you flexible in your work style and able to play a variety of roles to get projects done? (Think of specific examples that will illustrate your flexibility.)
- For government jobs: Are you able to deal with bureaucracy?
- If you're coming from a business background: Are you prepared to deal with a significantly different culture, one based on a mission statement of service to clients or citizens rather than on profits?

GRILLING YOUR INTERVIEWER

Here are some good questions to ask your interviewer. Not all of them may apply to you, but most are of general interest to anyone choosing an employer, and we've included some of special importance to both government and nonprofit candidates.

NONPROFITS

- What are the organization's most impressive achievements? (You should already have a pretty good grasp of at least part of the answer to this question, and have exhibited that fact.)
- How would you describe the culture of the organization?
- What are the organization's major goals for the next few years? How does the organization measure success? How does the organization reward success?
- How do you think this organization will change in the next ten years?
- What kind of person does well in this organization?
- What have some people in this position gone on to do in their careers?

GOVERNMENT

- How would you describe this agency's culture?
- How do you think this agency will change in the next ten years?

- Do people tend to make their careers in this agency, or are they likely to move to other agencies or into the private sector? What have some people in this position gone on to do in their careers?
- What kind of person does well in this agency?
- What are the agency's major goals for the next few years? How does the agency measure success?
- What are your favorite/least favorite things about working for this agency?

For Your Reference

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NONPROFIT AND GOVERNMENT LINGO

At-risk
Used by nonprofits to describe socially or economically disadvantaged individuals—people who are poor, uneducated, unemployed, disabled, or who belong to a minority population—who are "at risk" of falling through the cracks of society.

Challenge grant
A charitable contribution made on the condition that the funded organization will raise additional funds elsewhere; meant to spur other potential donors to give.

Charitable remainder trust
A legal arrangement that allows someone to make a gift to charity but receive income from the donated property while he or she remains alive.

Clients
The people a nonprofit aims to serve. The term is meant to lend dignity to receiving charity.

Community foundation
A foundation that raises funds from a variety of donors in a community or region and generally makes grants to nonprofit charities in the community or region.

Constituents
The specific citizens an elected official represents—for example, the people living in a U.S. representative's district. Government version of "clients."

Corporate foundation
A foundation established as a separate entity by a corporation to make charitable grants.

Endowment
A gift made by a donor or group of donors to establish and support a particular program or facility (such as a scholarship or an arts series); the endowment funds are invested, the principal grows, and the income on the investment(s) is used to run the program or facility on an ongoing basis.

Foggy Bottom
The U.S. Department of State; so named because of the department's proximity to the historic D.C. neighborhood of the same name.

Independent foundation
An independent foundation usually consists of an endowment made by a single individual or family; the income from the endowment is used to make philanthropic grants.

In-kind gift
A donation of tangible items such as equipment or supplies rather than money.

Knowledge, skills, and abilities (KSAs)
For most federal positions, you'll need to prove via an essay that you have KSAs that match the requirements of the job you're interested in.

Mission statement
The cornerstone of any nonprofit, this summarizes the purpose of the organization. It can serve as a useful management tool for keeping employees on the same page.

Operating foundation
A foundation that focuses on funding its own nonprofit programs.

Political action committee (PAC)
A group created to raise money to elect or defeat political candidates. Usually its purpose is to advance the cause of businesses, labor organizations, or social or political ideologies.

Public trust designation
Categorization for federal jobs that require a background check as part of the hiring process.

Schedule C employees
Federal government employees who've been appointed to their positions at the discretion of the president. Generally these are people in federal government positions that are excepted from the civil service because of the confidentiality required by those positions or the making and advocating of policy that those positions involve.

Stakeholders
All those who have an emotional or financial investment in a nonprofit—including a nonprofit's clients, staff, board members, and funders, as well as the surrounding community.

Term appointment
A nonpermanent government job filled by appointment. Lasts one to four years. The appointee receives the same benefits as permanent government employees.

Veterans' preference
U.S. military veterans receive extra consideration when they apply for competitive civil service positions. An advantage in the application process, but in no way a guarantee of landing the job.

RECOMMENDED READING

Nonprofits Job Finder: Where the Jobs Are in Charities and Nonprofits

Nonprofit job leads and tips on getting your foot in the door in the nonprofit arena.

Daniel Lauber and Jennifer Atkin (Planning Communications, 2006)

The Complete Idiot's Guide to American Government, Second Edition

All about the federal government and how it works. A good overview if you could use some filling in on understanding of the different parts of government and how they interact.

Mary Shaffrey and Melanie Fonder (Alpha Books, 2005)

Grant Writing for Dummies, Second Edition

Thorough advice regarding grant writing, one of the cornerstones of any nonprofit's operations.

Beverly Browning (For Dummies, 2005)

State and Local Government

Overview of the many issues that nonfederal governments must negotiate their way through.

Richard Kearney and Ann O'M. Bowman (Houghton Mifflin College, 2005)

A Look over My Shoulder: A Life in the Central Intelligence Agency

By a former director of the CIA, this book provides a look at the history of the agency and how the organization works.

Richard Helms (Random House, 2004)

See No Evil: The True Story of a Ground Soldier in the CIA's War on Terrorism

Memoir of a CIA case officer with decades of experience on the ground in the Middle East.

Robert Baer (Crown Publishing Group, 2003)

War Stories from Capitol Hill

An inside look at the ins and outs of Capitol Hill by former congressional fellows and staff.

Colton C. Campbell and Paul S. Herrnson (Prentice Hall, 2003)

Guide to Homeland Security Careers

An overview of the positions that contribute to protection of the U.S., from federal law enforcement to biotech research to information technology to intelligence.

Donald Hutton (Barrons Educational Series, 2003)

Government Job Finder: Where the Jobs Are in Local, State, and Federal Government

Tips on finding and applying for government jobs at all levels.

Daniel Lauber and Jennifer Atkin (Planning Communications, 2003)

Globalization and Its Discontents

This controversial book by the Nobel Prize–winning former chief economist of the World Bank looks at how the World Bank, International Monetary Fund, and World Trade Organization operate—and, in his estimation, the mistakes those organizations are making. A must-read for anyone interested in working for those nongovernmental organizations, or anyone interested in the hot-button issue of globalization.

Joseph Stiglitz (W. W. Norton & Co., 2003)

Washington

Written by a Pulitzer Prize–winning editorialist for the *Washington Post*, this is an insightful look at the people and institutions of the District of Columbia; worth a look for those considering moving to the capital.

Meg Greenfield (PublicAffairs, 2002)

Congress for Dummies

An introduction to Congress's players and processes.

David Silverberg (For Dummies, 2002)

Not-for-Profit Accounting Made Easy

A guide to nonprofits' financial statements for non-accountants. May be of use in evaluating the financial health of a nonprofit you're considering joining.

Warren Ruppel (John Wiley & Sons, 2002)

Ten Steps to a Federal Job

Helps you evaluate your KSAs (knowledge, skills, and abilities), conform to specialized federal-job resume templates, and understand the hiring process at various federal agencies.

Kathryn Kraemer Troutman et al. (Resume Place Press, 2002)

Government's Greatest Achievements: From Civil Rights to Homeland Security

Defeating polio. Rebuilding Europe after World War II. Reducing poverty among the elderly. Expanding the right to vote. Enhancing civil rights. Putting man on the moon. This book looks at 25 of the U.S. government's long string of successes.

Paul Charles Light (The Brookings Institution, 2002)

Democracy, Bureaucracy, and the Study of Administration

Examines the inherent tension between democracy and efficiency, and how public administration management balances that tension. Of interest to people looking to build a career in management within government bureaucracies.

Camilla Stivers (Westview Press, 2001)

Storytelling for Grantseekers: The Guide to Creative Nonprofit Fundraising

If you're going into nonprofit management, most likely you'll be doing fundraising. This book offers tips on how to make compelling fundraising pitches.

Cheryl Clarke (Jossey-Bass, 2001)

Guide to Careers in Federal Law Enforcement: Profiles of 225 High-Powered Positions and Surefire Tactics for Getting Hired

Will help you figure out where you might fit in and help you through the often-complex hiring procedures in federal law enforcement.

Thomas Ackerman (Rhodes and Easton, 1999)

Vision 2010: Forging Tomorrow's Public-Private Partnerships

Looks at the increasing interrelationship between government and the private sector as government seeks ways to lower costs and improve service.

Economist Intelligence Unit (1999)

The Jossey-Bass Guide to Strategic Communications for Nonprofits

Will give you a leg up in conducting public relations activities for nonprofits, and the lowdown on PR issues facing nonprofit operations.

Kathy Bonk, Henry Griggs, and Emily Tynes (Jossey-Bass, 1999)

The Natural Step for Business: Wealth, Ecology and the Evolutionary Corporation

Overview of the Natural Step framework for corporate "sustainability"—an important buzzword in many areas of nonprofit and public policy these days as progressive organizations strive to replace short-term planning with modes of operation that will lead to a healthier future. (The Natural Step [TNS] is an international nonprofit dedicated to building a sustainable future; its U.S. branch is located in San Francisco.)

Brian Nattrass and Mary Altomare (New Society Publishers, 1999)

Preserving Nature in the National Parks: A History

Which should national parks serve first, tourists or the environment? This book looks at the tension between the two goals. Of interest to people looking at careers in the National Park Service.

Richard West Sellars (Yale University Press, 1999)

Outsourcing State and Local Government Services

A practical guide to outsourcing government services at the state and local levels, including advice on what to outsource and when, and how to proceed. Provides a good overview of the thinking behind the government outsourcing trend.

John A. O'Looney (Quorum Books, 1998)

Stories I Never Told the Speaker: The Chaotic Adventures of a Capitol Hill Aide

The author, who spent 36 years on Capitol Hill, recounts behind-the-scenes versions of events on the Hill.

Marshall L. Lynam (Three Forks Press, 1998)

Inside Congress: The Shocking Scandals, Corruption, and Abuse of Power Behind the Scenes on Capitol Hill

Scandal! Influence peddling! Sex! All the down-and-dirtiest dirt on Washington politics.

Ronald Kessler (Pocket Star, 1997)

The Power Game: How Washington Works

Looks at the details of how power is created and wielded in the nation's capital—everything from political coalition-building to special-interest influence on politics.

Hedrick Smith (Random House, 1996)

Inside the CIA

Examines the agency's history, organization, and practices.

Ronald Kessler (Pocket Books, 1994)

The FBI: Inside the World's Most Powerful Law Enforcement Agency

How the bureau works, and how it evolved through its history.

Ronald Kessler (Pocket Books, 1994)

Who Will Tell the People? The Betrayal of American Democracy

Thorough (and thoroughly researched) book about how money has taken over U.S. politics.

William Greider (Simon & Schuster, 1993)

Managing the Non-Profit Organization: Principles and Practices

Focuses on the issues facing nonprofit organization leaders. May be worth a look if you're considering getting into nonprofit management.

Peter Drucker (HarperBusiness, 1992)

Mountains without Handrails: Reflections on the National Parks

A history of the national parks, and an overview of the tensions among the views of various segments of the population as to how the parks should be treated. Of interest to people looking at careers in the National Park Service.

Joseph Sax (University of Michigan Press, 1980)

ONLINE RESOURCES

- **Action Without Borders** (www.idealist.org): Listings for more than 46,000 nonprofit and community organizations in 165 countries. Features a comprehensive nonprofit career center, including listings for many other nonprofit job sites.
- **Careers in Government** (www.careersingovernment.com): Another good clearinghouse for government opportunities.
- **CharityChannel's Career Search Online™** (www.charitychannel.com/classifieds/cso): Job postings.

- ***The Chronicle of Philanthropy*** (www.philanthropy.com): One of the most popular journals for people working in the nonprofit and foundation sectors. You'll need a subscription to access older articles.

- **Contacting the Congress** (www.visi.com/juan/congress): A directory of members of Congress, with links to their websites, through which you can apply for internships.

- **USA.gov** (www.usa.gov): All about the U.S. government, including a section on jobs and education.

- **Foundation Center** (www.fdncenter.org): Information on foundations, including available grants, job opportunities, and fundraising suggestions.

- **Govtjobs.com** (www.govtjobs.com): Information on and jobs with city, state, and county governments and other governmental jurisdictions, and access to local government executive recruiters.

- **Library of Congress State and Local Government Information** (www.loc.gov/rr/news/stategov/stategov.html): Links to state and local government resources and information.

- **Nonprofit Career Network** (www.nonprofitcareer.com): Nonprofit job listings, information on nonprofit staffing recruiting agencies, profiles of nonprofits, information on nonprofit job fairs, and more.

- ***The NonProfit Times*** (www.nptimes.com): News, analysis, and job listings for the nonprofit sector.

- **Opportunity Knocks** (www.opportunitynocs.org): A leading source for nonprofit jobs.

- **Philanthropy Careers** (www.philanthropy.com/jobs.dir/jobsmain.htm): The jobs and career-advice site of the *Chronicle of Philanthropy*. Lots of information to benefit your job search, your understanding of the nonprofit arena, and so on.

- **USAJobs** (www.usajobs.opm.gov): The U.S. government's main job listing website offers information on how federal government hiring works; how to prepare yourself for the process through the assessment of your knowledge, skills, and abilities (KSAs) and the preparation of your federal job resume; and the variety of federal job opportunities available.

- **U.S. Office of Personnel Management Salaries and Wages** (www.opm.gov/oca/06tables/): Links to salary tables and related information for federal government jobs.

- **Young Nonprofit Professionals Network** (www.ynpn.org): Job listings and a variety of other Web resources for young nonprofit professionals. Local networks in Austin, Tex.; Chicago; Denver; Milwaukee, Wis.; New York; the San Francisco Bay Area; and Washington, D.C.

WETFEET INSIDER GUIDES SERIES

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The International MBA Student's Guide to the U.S. Job Search
Job Hunting A to Z: Landing the Job You Want
Job Hunting in New York City
Job Hunting in San Francisco

FINANCIAL SERVICES CAREERS
25 Top Financial Services Firms
Careers in Accounting
Careers in Asset Management and Retail Brokerage
Careers in Investment Banking
Careers in Venture Capital

FINANCIAL SERVICES COMPANIES
Deutsche Bank
Goldman Sachs Group
JPMorgan Chase & Co.
Merrill Lynch & Co.
Morgan Stanley
UBS AG

CONSULTING CAREERS
25 Top Consulting Firms
Careers in Management Consulting
Careers in Specialized Consulting: Information Technology
Consulting for PhDs, Lawyers, and Doctors

CONSULTING COMPANIES
Accenture
Bain & Company
Booz Allen Hamilton
Boston Consulting Group
Deloitte Consulting
McKinsey & Company

CAREER MANAGEMENT
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Changing Course, Changing Careers
Finding the Right Career Path
Negotiating Your Salary and Perks
Networking Works!

INDUSTRIES AND CAREERS: GENERAL
Industries and Careers for Engineers
Industries and Careers for MBAs
Industries and Careers for Undergraduates
Million-Dollar Careers

INDUSTRIES AND CAREERS: SPECIFIC
Careers in Advertising and Public Relations
Careers in Pharmaceuticals
Careers in Brand Management
Careers in Consumer Products
Careers in Entertainment and Sports
Careers in Health Care
Careers in Human Resources
Careers in Information Technology
Careers in Marketing
Careers in Nonprofits and Government Agencies
Careers in Real Estate
Careers in Retail
Careers in Sales
Careers in Supply Chain Management

Who We Are

WetFeet was founded in 1994 by Stanford MBAs Gary Alpert and Steve Pollock. While exploring their next career moves, they needed products like the WetFeet Insider Guides to guide them through their research and interviews. But these resources didn't exist. So they started writing! Today, WetFeet is the trusted destination for job seekers aiming to research companies and industries, and launch and manage their careers. WetFeet helps more than a million job candidates each year to nail their interviews, avoid making ill-fated career decisions, and add thousands of dollars to their compensation packages.

At WetFeet, we understand the challenges you face and the questions you need answered, so we do the research for you and present our results in a clear, credible, and entertaining way. Think of us as your own private research company whose primary mission is to assist you in making the best possible career choices.

In addition to our Insider Guides, WetFeet offers services at two award-winning websites: WetFeet.com and InternshipPrograms.com. Our team members, who come from diverse backgrounds, share a passion for the job search process and a commitment to delivering the highest-quality products and customer service.

WetFeet is a Universum company. Universum also publishes Jungle magazine, Jungle Campus, The Companies You Need to Know About, Hispanic Professional, and the Ideal Employer insert for Black Collegian. Through our combined efforts, we aim to provide you with an ever-expanding array of career resources that will put you on the inside track to a successful professional life.

"What's the Story Behind the Name WetFeet?"

The inspiration for our name comes from a popular business school case study about L.L. Bean, the successful mail-order company. Leon Leonwood Bean got his start because he, literally, had a case of wet feet. Every time he went hunting in the Maine woods, his shoes leaked. So, one day, he decided to make a better hunting shoe. And he did. He told his friends, and they lined up to buy their own pairs of Bean boots. And L.L. Bean, the company, was born . . . all because a man who had wet feet decided to make boots.

The lesson we took from the Bean case? Lots of people get wet feet, but creative problem-solvers make boots. And the same entrepreneurial spirit motivates us at WetFeet!

UNIVERSUM is the Global Employer Branding Leader

As thought leaders, we drive the industry forward, having focused exclusively on Employer Branding for 18 years. We're a trusted partner to more than 500 clients worldwide, including a majority of Fortune 100 companies. We help employers attract, understand, and retain their ideal employees. Our full-solution media portfolio—encompassing some 40 employer branding publications, ads, top company videos, and events—guides our audience of highly educated talent in the search to identify ideal employers.

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Building Brands to Capture Talent

WetFeet®

>>Crave a job where you can make a difference? Then you have something in common with many who work in nonprofit and government agencies. Yes, reaching high compensation levels can be a struggle, and emotional demands can be great. But for dedicated people with a sense of civic responsibility, many such organizations can be particularly rewarding places to work. If your primary career goal is to do something meaningful, a job with a nonprofit or government agency may be for the place for you.

Illustration by mekibillo

TURN TO THIS WETFEET INSIDER GUIDE TO LEARN

- ★ ABOUT THE LATEST DEVELOPMENTS IN NONPROFIT AND GOVERNMENT AGENCIES, AND HOW THEY AFFECT YOUR JOB SEARCH.
- ★ HOW THE VARIOUS ORGANIZATIONS AND AGENCIES RANK.
- ★ WHAT KINDS OF JOBS ARE AVAILABLE TO YOU.
- ★ ABOUT LIFE ON THE JOB, INCLUDING HOURS, CULTURE, COMPENSATION, AND VACATION.
- ★ WHAT NONPROFIT AND GOVERNMENT PROFESSIONALS LIKE—AND DISLIKE—ABOUT THEIR WORK.
- ★ HOW TO GET YOUR FOOT IN THE DOOR AT A NONPROFIT OR GOVERNMENT AGENCY.
- ★ ABOUT ADDITIONAL RESOURCES TO HELP IN YOUR JOB SEARCH.

WetFeet has earned a strong reputation among college graduates and career professionals for its series of highly credible, no-holds-barred Insider Guides. WetFeet's investigative writers get behind the annual reports and corporate PR to tell the real story of what it's like to work at specific companies and in different industries. **www.WetFeet.com**

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