

Catholic Women in Philanthropy

Susan Raymond, Ph.D.

Foreword by
Brian Crimmins

Foreword

We hear a lot about the demographic shifts transforming the U.S. today, but these abstract realities do not always factor into day-to-day planning because they often remain just that—abstractions.

But, dig a bit deeper and these “abstract” trends hold real-world significance for our understanding of philanthropy and the sector’s future. And women, it seems, hold the key to this new reality.

Women are at the forefront of one of the more significant shifts underway today. As an increasingly educated segment of the population, women now hold more degrees than men, and this growing educational capacity increasingly places women in control of wealth, assets, business strategy, and philanthropic leadership.

This is not a passing fad. We are witnessing a permanent restructuring in how wealth is held and managed in this country. The demographic and educational shifts taking place largely guarantee that women will hold a greater share of wealth moving forward, yet too few of us have adjusted our strategies to account for this emerging reality.

While all organizations should heed these new patterns in wealth holdings, there is a clear opportunity for Catholic institutions to transform themselves. Although the data are preliminary, it is safe to say that Catholic institutions lag in comparison to their secular counterparts in the levels of support they secure from women – whether grooming Board members, increasing support, or tapping their capacity as philanthropists.

The following report brings these trends into focus while highlighting promising new directions for resource mobilization. By delving into the data, we can see how these trends play out and how Catholic institutions can and should mobilize women as a central part of their growth strategies.

We have had the pleasure of partnering with Catholic organizations that are embracing demographic changes impacting the Catholic Church, and are better off for it. As such, we are thrilled to present these findings in support of Catholic development offices everywhere and look forward to hearing how you are grappling with the very concrete implications that these demographic shifts are having on wealth and philanthropy in the U.S.

Sincerely,



Brian Crimmins
Chief Executive Officer
Changing Our World, Inc.

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Acknowledgments

Editors

Julianne Hodges

Jennifer Kahn

Mary Beth Martin

Margaret Massimo

James Phelan

Sara Janjigian Trifiro

Research

Marnie Hogue

Alena Zafonte

William Reisman

Design

Edwin Platt

Introduction

As Alexandre Dumas-fils is noted for saying, “all generalizations are dangerous, even this one.” “Women” is a gender, not a behavior or characteristic category. There is infinite variety in the way women think about personal and financial capacities and their approach to philanthropy. As Dumas-fils would agree, a great degree of caution, and more than a hint of humility, is in order.

While Catholic women share a faith and a set of spiritual values, this does not mean they necessarily have the same charitable behaviors or approaches to solving social problems.

However, there are clear trends underlying the rise of women as major holders of wealth and hence philanthropists. Changes in demographics and education make those trends in wealth-holding virtually inevitable, both in terms of income and assets. Although there will always be differences among women, survey data from multiple sources over multiple years depicts relatively consistent ways in which women can and do interact with philanthropic opportunity.

Unfortunately, there is little (really no) data on how all of these trends – changing demographics and capacities, changing wealth and philanthropic leadership – play out with specific regard to Catholic women and their leadership of and support for Catholic institutions. If approached creatively, there are ways to take what exists and examine how Catholic institutions can reach into and mobilize women as part of their philanthropic strategy for pursuing and fueling the growth of their missions.

These are important issues. The Catholic population is growing, and today over 55% of that population is comprised of men and women aged 45 or younger. These Catholics – and as we shall see, these Catholic women – are increasingly well educated and engaged in the communities to which they belong and with which they identify. Moreover, a third of Catholic adults are in households earning double or more the median income of the nation. These adults – these women – have the ability to become a philanthropic engine for Catholic organizations. Capitalizing on these two characteristics of Catholics in the United States – not for money (although giving is part and parcel of carrying out one’s Catholic commitment to the faith), but for the involvement and engagement that is part of the faith community – will take much, much deeper knowledge about behaviors and philanthropic propensities.

This report approaches the growing role of women in philanthropy, and the implications for Catholic institutions by answering these questions:

- How do demographic and educational shifts drive employment and income for women?
- What are the future projections for women’s wealth – both income and assets – and how do women think about their growing capacity?
- What are the giving behaviors, trends and expectations of women?
- Within these larger trends, what can we know about Catholic women? What is critical to know?
- Why does all of this matter to the advancement offices of Catholic institutions?

Exhibit 1.1 U.S. Catholic Adults Distribution by Age

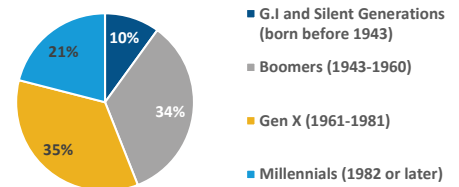
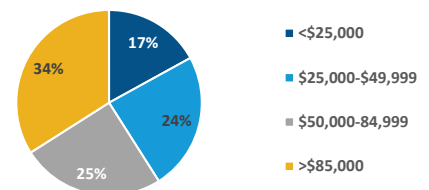


Exhibit 1.2 Percentage U.S. Catholic Adult Population by Household Income



I. Forces Fueling Change

The common approach to women in fundraising and advancement strategy is to think of them as elderly widows with money to leave behind.

Five decades ago, this would have been an understandable caricature. Education and employment rates were lower for women and life expectancies were much higher than those of men. Women's wealth was, largely, inherited, either from immediate families or from spouses. Exceptions for many nonprofits abounded, of course, but they were often just that, exceptions.

Times have changed markedly.

As we shall see in Section II, women's independent wealth is rising and will continue to rise in the coming decades.

Women are going to be major philanthropic actors in the future. Demographic trends may work to tamp down the likelihood that waiting to access the ability to give will be an effective strategy.

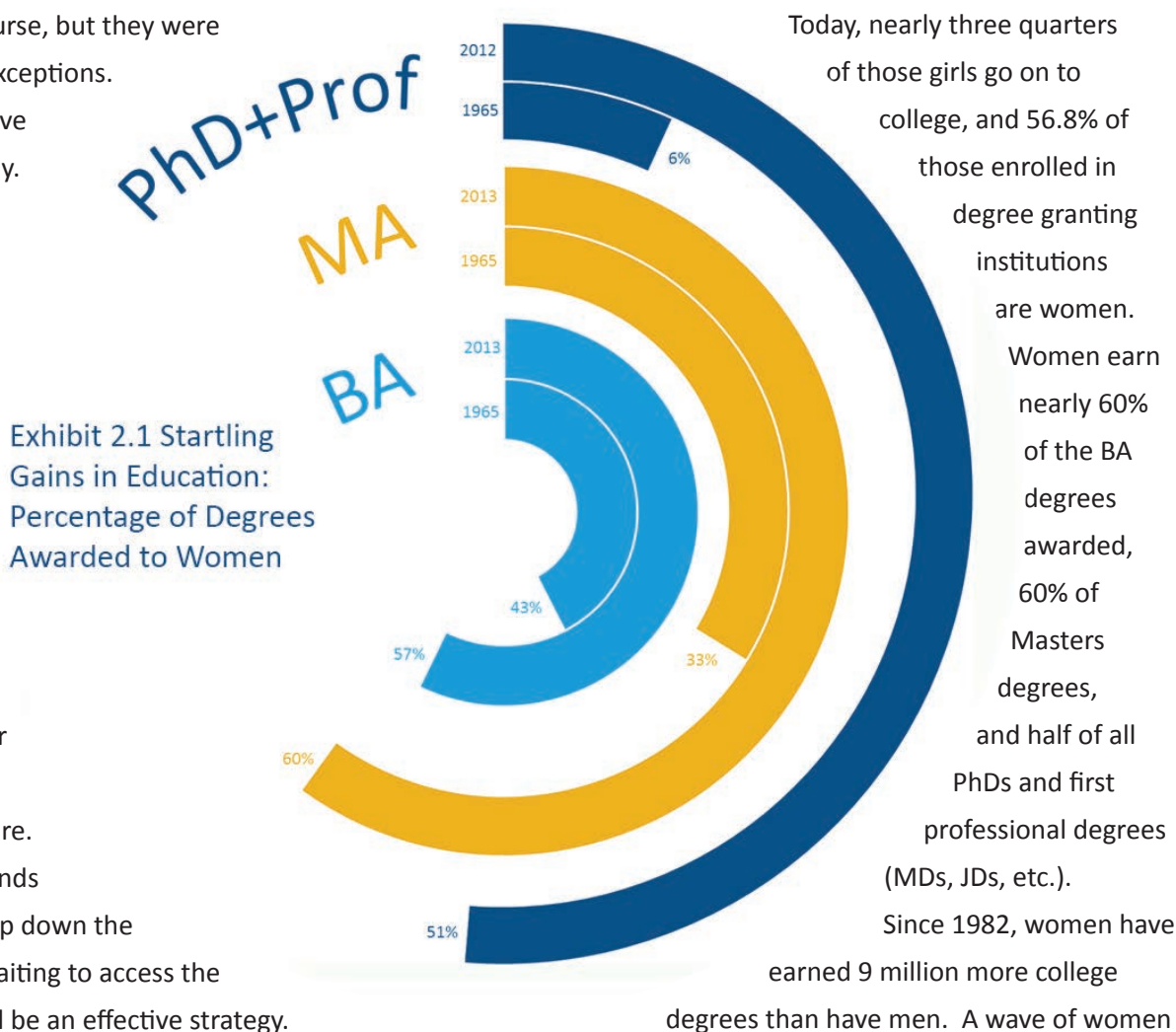
Why is this so? And why is it inevitable? Let us begin with the underlying engines and then address the issue of demography and time.

The Booster Engines

There are forces at play that will make the growing economic and leadership role of women globally and in the U.S. inescapable.

Education

Women now earn the majority of degrees at all levels. This represents a major change in the earning prospects of an entire cohort of women. In contrast, today's 60 year old woman who finished college earned her BA when only 45% of girls graduating from high school went on to college. Those women are a small portion of individuals in their age groups with advanced degrees.



Since 1982, women have earned 9 million more college degrees than have men. A wave of women is entering its earning years with higher education qualifications, and those women increasingly outnumber men in their age cohorts.

This is not a recent phenomenon. Women have earned more bachelor's degrees than men since 1982 and more master's degrees since 1987. Yet, the trend over the longer term is stunning. In 1965 women earned just 6% of doctorates and first professional degrees (JD,

MD, MBA etc.). By 2012, they earned 51% of those degrees.

Women are already well up the ladder of accomplishment. Over time, women will likely form (and are already beginning to form) a coordinated pathway upward for one another, serving as role models and mentors for the next generation of women. As we will discuss in Section II, the earnings and wealth results will be inevitable.

The increased diversity of the nation will not change the picture. Indeed, as the nation becomes more diverse, there is evidence to suggest that these gender trends will continue. A higher portion of Hispanic and Asian women than men who complete high school go on to college. Indeed, for Hispanic women that portion is even higher than for white women. Research shows that 76% of Hispanic women and 86% of Asian women leaving high school go on to some form of higher education.

For Hispanics, this gender disparity is the opposite of 25 years ago, when a higher portion of men than women attended college.

Hence, education will continue to fuel wealth formation for women.

Professions

Today, half of all medical students are women and a third of physicians are women, compared to just 10% three decades ago. Moreover, the cohort of women physicians is younger than their male counterparts. Over time, this will lead to a larger female physician population as younger female physicians move up the ranks.

Nearly half of all law students and over a third

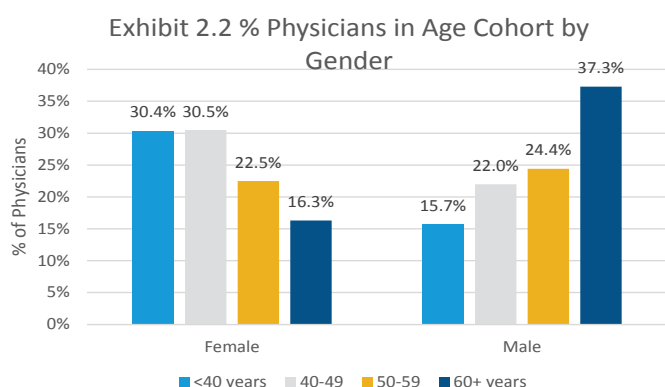
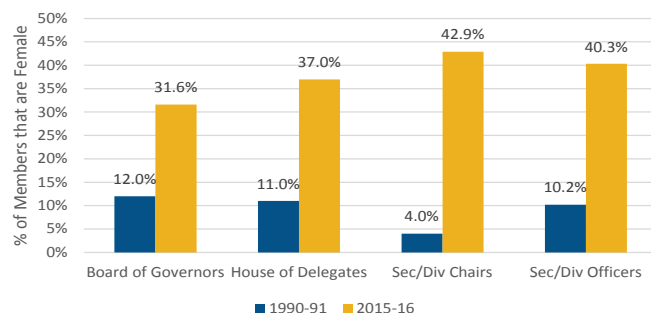


Exhibit 2.3 Women as Percent of ABA Leadership



of the nation's lawyers are women. Nearly a quarter of corporate general counsels are women, compared to less than 10% just 15 years ago. Women make up 42% of the Section or Division Chairs of the American Bar Association and 40% of its Section or Division Officers compared to 4% and 10% respectively in 1990. Which is not to say there is not a long path ahead. According to American Bar Association data, women are only 17% of the equity partners of large law firms, virtually unchanged in the last 15 years, and over two thirds of cases at trial in torts, intellectual property rights and contract law have no women appearing as lead counsel. Still, leadership progress is marked.

The two professions in which women lag are engineering and finance. While women are awarded 60% of the degrees in biological sciences, they hold only 20% of degrees in engineering and are only 13% of the engineering workforce. The numbers in computer sciences are worse. Women represent only 20% of computer software engineers and only 15% of hardware engineers, portions that have actually declined in the last 15 years.

In finance, women represent 51% of the financial services workforce, and represent a third of the executives and senior managers in commercial banking. They represent only 16% of the executives in investment banking and 18% of the executives in securities trading. Only 3% of hedge funds are managed by women.

Yet, both cases are likely to change in the next decade as women in these industries continue to organize to bring more young women into these educational and then professional tracks.

Employment and Business

As Section II on wealth will re-iterate, part of

the driving force in change is women’s role in employment and business.



Women are looking for new ways to recruit and empower others to join their industries.



Labor force participation is not just for “pin money.” In 1970, a third of women in the labor force had less than a high school diploma, and 44% had only a high school diploma. In 2010, those portions had dropped to 6% and 26% respectively. In 1970, only 11% of working women had a college degree; in 2010 that portion had more than tripled to 36%.

It should come as no surprise, then, that two-thirds of mothers are breadwinners or co-breadwinners in their families, and this includes more than half of married women.

Women own 36% of U.S. businesses, a percentage that has increased by 27% since 2007. The rate of increase in the number of women-owned

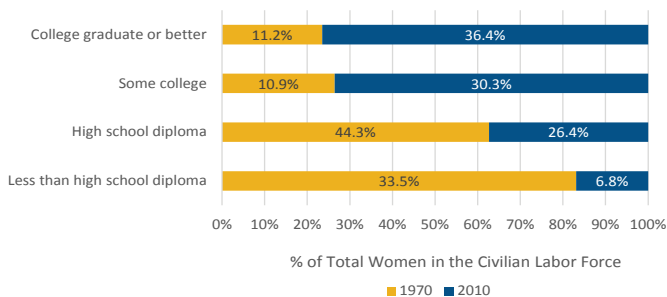
The Opportunity and Complexity of Demographics

Given their rising importance in the economic and financial structure of the nation, waiting for women to be widows is not only a foolish fundraising strategy, but also an impossible one.

The life expectancy gap between women and men is closing. In 1970, on average

a woman who reached age 65 could expect to live 4.2 more years than a man, and, life expectancy was around 70 years. Today, those who reach age 65 can expect to live to age 80, and the difference between men and women has narrowed to 2.5 years. Moreover, the percentage of women aged 65 and over who are widowed has dropped from 43% in 2004 to 34% in 2015. And, at virtually every age period from age 65 onward, higher portions of Americans, white, black and Hispanic,

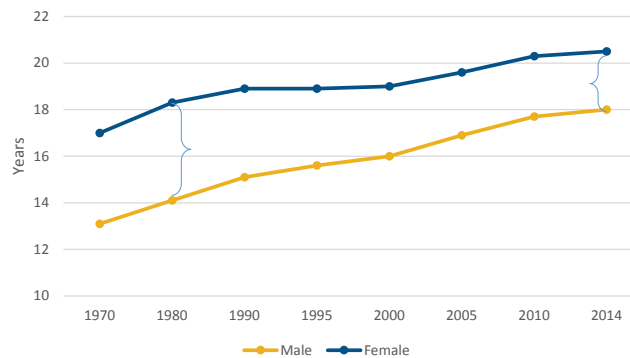
Exhibit 2.4 Educational Attainment of Women in the Civilian Labor Force, 1970 vs. 2010



businesses between 2002 and 2012 was 52%. In that period, the rate of increase of all firms was 20%. Women-owned firms employ nearly 13 million Americans, one in seven of all workers. In terms of sheer size, if these women-owned firms were a country, they would rank just behind Germany in economic heft.

Women’s wealth is being driven by the employment and control of the means of production, and that is directly driven by education. This has created, and will continue to create, generations of women who have the opportunity and capacity to lead American (and Catholic) philanthropy.

Exhibit 2.5 Life Expectancy at Age 65: Years of Life



consider themselves to be in good to excellent health compared to a decade ago.

Of course, the good news is accompanied by complexity since longer lives mean higher costs and greater concerns about affordability over the longer term. The combination of longer living couples and greater expense to maintain those lives can counterbalance the opportunity of women to participate more actively in philanthropy earlier. These concerns are addressed in Section II of this report which discusses women’s wealth and how women look at the sustainability of their financial futures.

Core Insights

1

The change in women's economic and financial capacity is fueled by education. Women now hold over half of all college and post-graduate and first professional degrees.

2

As the nation becomes more diverse, this educational trend will not necessarily change. Hispanic and Asian women are completing college and advanced degrees in greater portions than their male age-mates.

3

In turn, women are taking on increased roles in professions, a trend that will pick up steam as the Boomer generation retires.

4

That educational capacity has fueled the role of women in the workforce at all levels and in most industries. While challenges for women remain – especially in finance and technology – the numbers of women in executive positions has risen markedly and will continue to rise as women mentor one another.

5

Equally, women are increasingly at the core of American business. Their growth is outpacing business growth overall.

6

Fundraising strategy must recognize and incorporate these realities in the way in which women are sought for leadership roles in the philanthropic sector, the way in which Boards are developed, and the way in which women and men are understood as they increasingly face their elder years together.

II. Women's Wealth

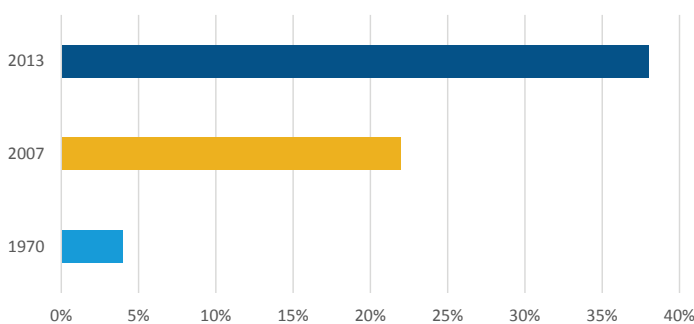
The underlying factors described in the introduction have created a current reality, and an almost certain future, of rising control of wealth by women. This is true for assets as well as income and domestically as well as globally. That does not mean, however, that women look at their wealth in the same way as men nor that the relationship between wealth and philanthropy is not, to some extent, different from the view of men. Again, generalizations are dangerous, but trends can serve as anchors for development of fundraising strategies.

Income

Within the next 15 years, women as a group will be earning more than men in the United States. Globally by 2020, women will control 75% of worldwide discretionary income. The number of women earning \$100,000 or more is increasing three times faster than the number of men. McKinsey estimates that without the growth of women's participation just since 2011, the U.S. economy would be 25% smaller than it is today.

It is remarkable to look at change over time. As Exhibit 3.1 shows, the percentage of married households in which wives earn more than husbands has risen from 4% in 1970 to 38% in 2013. To some extent this has been driven by the Great Recession (which some labor economists call the "he-cession"), but the fact that the growth continues even after the recovery is testimony to the effects of education and, one speculates, the role that women play in the workforce in mentoring and

Exhibit 3.1 Percentage of households where wives earn the primary salary

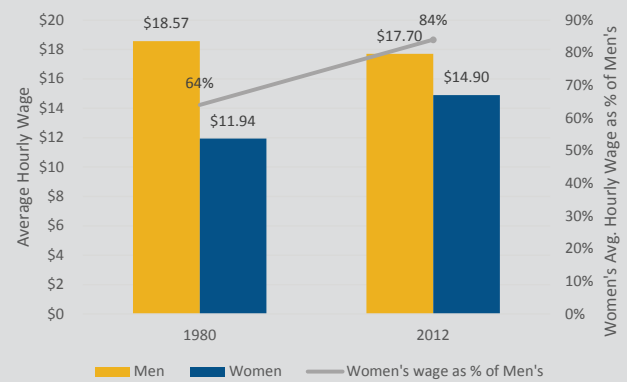


encouraging one another up the income ladder.

This is a function of the educational changes which we observed in the previous section. But seeing the implications in income presses home the point.

Overall, women are closing the pay gap in part because women's wages are rising and men's are falling, and because women are now rising through the ranks in lucrative industries and professions. The Pew Research

Exhibit 3.2 Falling Gender Gap in Average Hourly Wages



Center has calculated (Exhibit 3.2) that, in inflation-adjusted terms, the wage difference has gone from \$6.63 per hour in 1980 to just \$2.89 per hour in 2012.

The story for younger women is even stronger; the returns from education are showing up in their pay checks. In that same study, the Pew Research Center found that in 1980, women ages 25-34 earned \$7 per hour less than men; by 2012 that gap had declined to about one dollar.

There is a common wisdom that women earn less than men in equivalent jobs. This remains true in many jobs and industries, and even in professions where education is key (e.g., the law). Yet, younger women with a college degree are nearly at parity (93%) of their male counterparts. Technology companies such as Apple, Intel, Facebook, Microsoft and Amazon, which are in many ways the future of the economy, have reached 100% gender pay parity. As we discussed before, the effects of the growth in the incomes among women is also seen in the changing relationships in earnings within

married households.

Hence, thinking about nonprofit private resource mobilization strategies in nonprofits requires careful consideration of how best to intersect with the growing incomes of women.

Assets

Women in the United States launch 1,200 new businesses a day. Those start-ups reflect the future of women’s investment in an asset base. But, accumulating significant market power will take time. How are women doing now?

Twenty years ago, there were no women leading Fortune 500 companies. Now, there are 21 in that group, and 40 among Standard and Poor’s ranked companies. Of those in the Fortune 500, technology and energy industries dominate.

Women now hold 52% of all management, professional and related positions in the U.S. economy. This is part of the reason that women’s wealth has increased. Furthermore, in only 15 years, the percentage of Board seats in Fortune 500 companies occupied by women has gone from 11.7% to 19.2%. A 2016 study published in the Harvard Business Review noted that in a sample of 22,000 companies globally, having at least 30% of the C-Suite occupied by women results in a 15% rise in profitability.

While data on Board rooms and CEO suites clearly show the under-representation of women, they also underscore the future directions of women’s role in seats of economic and financial power. And if an argument of equality does not boost the trend, profitability will. Women’s wealth will necessarily grow.

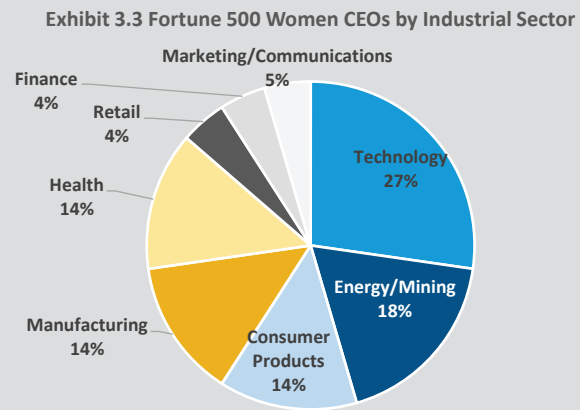
The ability of women to build an asset base is fed by these trends. 43% of Americans with \$1.5 million or more in liquid assets are women. The Family Wealth Advisor Council estimates that over 50% of American wealth will be in the hands of women by 2030.

Changing Our World worked with Women Moving Millions in 2014 to estimate the philanthropic capacity implied in this growth in income and wealth. In North America alone, if women allocated 1.7% of both their income and assets to philanthropy (approximately

the percentage of household giving to philanthropy), the result would be \$230 billion in commitments, over three times the level of giving of foundations and corporations together.

A Note on Globalization

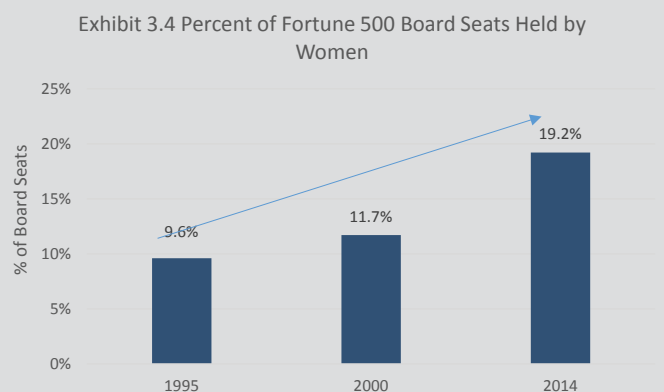
This trend is global. In its Global Wealth 2016 report, Boston Consulting Group estimates that women hold one-third of the world’s wealth and that 44% of these women are self-made, earning their wealth as entrepreneurs and business women. Women’s private



wealth holding is valued at \$39 trillion, more than the private wealth of the entire Asia Pacific region.

In the Women Moving Millions study, Changing Our World found that women globally could commit to \$1 trillion per year to philanthropy using a 1.5% standard for philanthropic allocations from income and assets. This is a reasonable standard which aligns with the approximate percentage of household income (and corporate profits) allocated to philanthropy in the U.S.

Global businesses headed by women include technology (e.g., IBM, General Dynamics, Xerox) and traditionally “male” industries (General Motors,



Petrobas, Lockheed Martin, Duke Energy, DuPont). Over 12% of the world’s billionaires are women according to the Wealth-X and UBS Billionaire survey. Boston Consulting Group estimates that in the European Union the number of high net worth women has increased 29% faster than high net worth men in the last decade. Women control 50% or more of wealth in the UK, Germany, France, Denmark, the Netherlands and Finland.

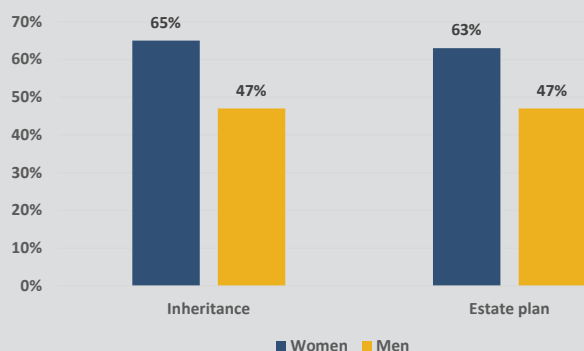
Fears and Concerns

As their wealth grows, women are engaged. They know and care about the resources under their control. In a 2014 survey, Prudential found that 65% of women are highly active in their families’ money management, a portion which rises to 90% when women are the creators of their families’ financial resources. Moreover, 27% reported having control of their families’ financial planning, nearly double the percent in 2006.

Women are more likely than men to engage their children in wealth planning. Over 60% of women but under 50% of men talk to their children about assets and estates, even though only about a third of women had these talks with their parents.

Although engaged with their wealth, women are generally more worried than men about the adequacy of their resources over time. In the 2016 Retirement Confidence Survey, The Employee Benefit Research Institute found that only 28% of married women and only 19% of unmarried women were confident in the financial aspects of their retirement, compared to a third or more of men. A 2013 study by Allianz insurance found that over half of all women – even those with significant wealth and control of their financial decision making –

Exhibit 3.5 % of Parents Who Discuss Wealth with Children



feared destitution.

The View of Philanthropy: Are Women Different?

Women are generous philanthropists. Despite financial concerns, research indicates that women are more likely to give, and to give at higher levels. In 2015, the Women’s Philanthropy Institute estimated that Baby Boomer women are nearly twice as likely as men to be at the highest giving levels (measured as 3% or more of household income).

Maybe. Maybe not. An alternative view, published by the American Economic Review in 2013, reports the results of a field experiment. In door-to-door solicitation, men and women were equally generous, but women’s generosity fell significantly when it was easy to avoid “the ask.” So, it is not just money that matters. It is how an understanding of women’s wealth is translated into an engagement and cultivation through very targeted, very evidence-based, very fluid and flexible strategy.

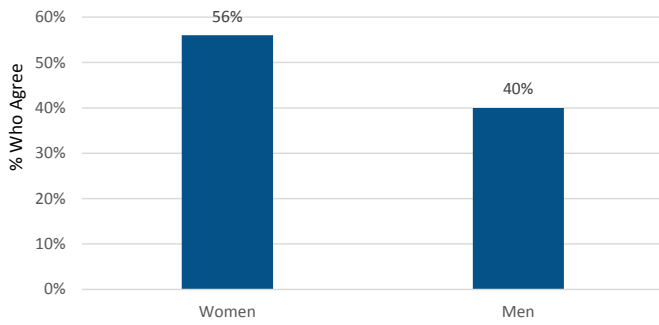
Impact

But, whether frequently or significantly, giving by women responds to impact. For women, results matter. The Center for Talent Innovation found that 90% of women with investable assets seek to use their wealth to promote positive change for their families and businesses but also for communities. And, philanthropy aligns. In a global survey of high net worth individuals conducted by Changing Our World, Campden Research and PNB Paribas, over half of women (56%) sought impact from their giving, compared to 40% of men.

The 2011 Indiana University study of high net worth women’s philanthropy reiterated the point. Passion is important, but performance seals the deal. Women were more likely than men to give in order to make a difference and to organizations that are efficient in their use of resources. And, both indicators are statistically significant in the survey.

A study by Changing Our World, Flamingo, and TBWA\Chiat\Day found that such activism and engagement characterizes younger women as well. In a survey of college students and those only several years in

Exhibit 3.6 Impact Is "Very Important" to Personal Giving



the workforce, women were more likely to stay involved in and informed about their top causes than men. They want results and stay carefully abreast of knowing what is happening and what is working with regard to those causes.

The message is clear. Women expect their money – invested or donated – to make a measurable difference.

Sectors

Women view the philanthropic use of their resources somewhat differently compared to men, but the differences are often not significant. As in all things, where one is in life, personally and professionally, often

matters more than gender. Most (nearly all) studies that use a gender lens view the question of philanthropic priorities through traditional “sectors” – religion, children and youth, health, etc. – and look at age, level of wealth and control over philanthropic decision-making. Using those dimensions, women are more likely to give to religion (when they are older), youth, families and health.

Yet, given the underlying data in Section I of this report, one wonders whether understanding the future will require more subtlety. It may not simply be a matter of gender. If male and female physicians are more likely to give to health causes, then perhaps it will be professional experience that will matter more than gender. If male and female entrepreneurs or business owners are equally likely to give to business and family financed education, then perhaps it is the experience of “what works” in economic growth that unites their philanthropy, not gender that divides them. If male and female corporate technology leaders are equally likely to give to STEM education, then perhaps it is the experienced value of STEM, not gender, that makes the difference.

Core Insights

1

Make no assumptions about who holds wealth among your prospects and in your communities.

4

Women have different and often deeper financial concerns. Understanding those concerns and how giving fits within this context is critical.

2

As women's wealth grows, and as more households are dependent on women for the larger income share, nonprofit resource mobilization must take donor segmentation seriously. This is not a matter of holding an afternoon tea rather than a football tailgate. As one high net worth woman remarked, "pink offerings are a bit contrived." Purposeful understanding of women and what they want to achieve with their giving must be hard-wired into every nonprofit strategy.

5

Care about results. To repeat, care about results. Performance measurement is a critical tool in thinking about strategies for attracting women as donors. You cannot wall programs off from fundraising. The link is RESULTS and the ability to measure and communicate program performance and organizational performance to women.

3

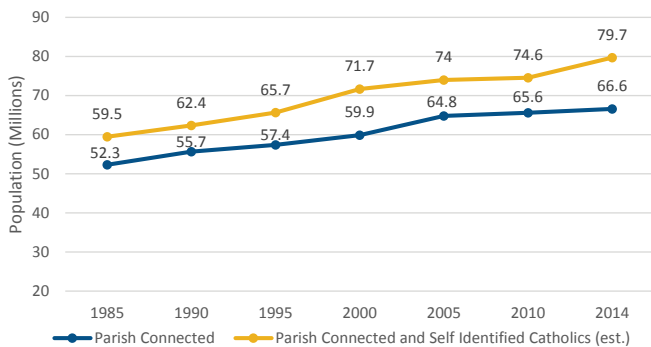
Think differently about business. Leadership in small and medium sized companies is often female. Corporate strategies can and should reach women leaders. Those businesses are mostly privately-held, which means that nonprofits need to expand their sources of economic intelligence in the community.

III. Catholic Women in Philanthropy

The Catholic population in the United States continues to grow, increasing 10% in just the last 15 years. Indeed, in some geographic areas this growth is remarkable. In the Archdiocese of Atlanta, for example, Catholics have gone from 4% to 12% of the total population in only the last decade. Average parish registration has grown by 68%, and in some of the more far-flung areas of the 69-county Archdiocese, the growth has been 120%.

Overall, the median income of Catholic households ranks third among faith groups, after Jewish and Episcopalian faiths. The percent of Catholic

Exhibit 4.1 Catholics in the U.S.



households earning \$100,000 or more a year is equal to the average nationally.

There is no lack of potential for engagement and giving.

Women constitute 54% of the Catholic population, compared to 50.8% of the national population. There are no data on wealth distribution among Catholic women, but women represent 62% of the enrollment at Catholic colleges and universities compared to 44% nationwide. So, taken together with the data in Sections I and II of this report, there is reason to believe that capacity exists.

To paraphrase the constant question of former

Mayor Ed Koch of New York City, *how're we doin'?*

Leadership Engagement

Survey after survey shows that engagement and giving are tightly linked, especially at the leadership level. Committed to a cause goes only so far; being part of the cause is critical to loyal supporters.

To understand the levels of engagement of women in leadership positions, Changing Our World developed samples of many Catholic organizations. The surrogate measure for engagement is Board participation. Where possible, the Catholic data was compared to data for secular organizations. We admit that the measures are not perfect, but there are no peer-reviewed studies of engagement to examine. Hence, we can only suggest trends and urge a more careful examination of these issues by academic and research institutes focusing on philanthropy.

First, we look at the benchmark. The 2015 Board Source survey of American nonprofits found that, on average, 48% of nonprofit Board seats are held by women. This is approaching consistency with, or even exceeding, women's position in national wealth and educational achievement. The percentage is higher for

small nonprofits and charitable organizations, and lowest for those focused on international causes or with international roots. The range across all types is between 38% and 52%.

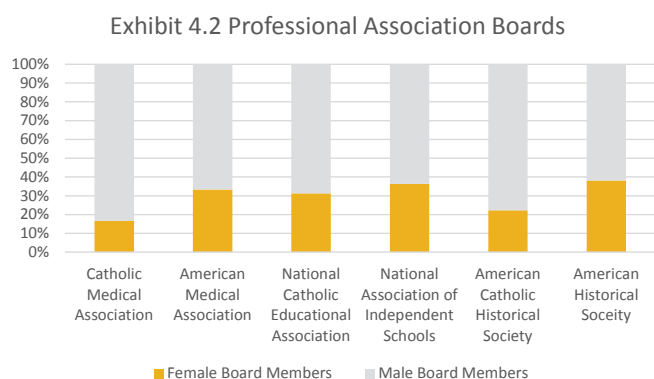
For the most part, Catholic organizations have not kept up with the overall nonprofit standard, with women comprising under 30% of Catholic Board seats. In some categories, however,

Catholic organizations do as well as, or even better than, their peers. First, the good news. A sample of

Being committed to a cause goes only so far. Being part of the cause is critical to loyal support.

90 colleges and universities, 45 Catholic and 45 secular, was developed. The sample covers all three Carnegie classifications: Research/Doctoral, Masters, and Baccalaureate. Overall in the United States, college and university Boards are 30% female, parity that is strikingly different from both the education and wealth data in Sections I and II.

In the sample, Catholic higher education institutions compare well to their secular counterparts



when only lay Board members are compared. Catholic Bachelors colleges exceed their secular counterparts, with over a third of board members comprised of women. When clergy and vowed religious are added into the Board mix, Catholic institutions are only two or three percentage points behind secular peers.

For charitable institutions, the picture is somewhat different. A sample of Catholic Charities with secular social service nonprofits finds that women comprise about 32% of the Charities Boards compared to 47% of the Boards of non-religious social service charities.

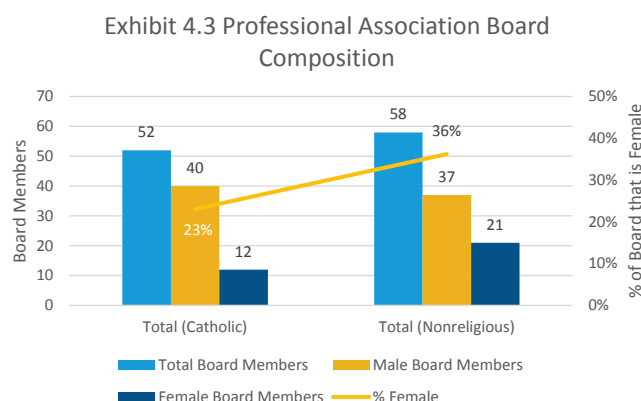
Now for the not-so-good news. A sample of 20 Catholic diocesan and community foundations found women’s participation to be about 28% of the foundation lay Board members and about 24% of total Board participation when clergy were included. Changing Our World has a sample database of parish organization participation in a diocese of the Northeast, and the proportions are similar. Various advisory council seats are held in a proportion of 21% women and 79% men.

Given the educational trends set out in Section II, let us also look at professional associations. Female representation on secular professional association boards is just over one-third while Catholic association

boards have just under 25% female representation.

Turning the question around – with a focus not on Board structure but on women’s propensity to sit on Boards – the picture is similar. Changing Our World has developed a database of responses to surveys carried out in our research work. When asked if they have served on a nonprofit Board, 19.1% of Catholic women, compared to 25.3% of men, responded in the affirmative.

So, in general, 25% to 28% or so of Catholic



organizational Boards tend to be female, compared to 48% among all nonprofits nationally. And Catholic women surveyed are less likely to sit on Boards than Catholic men.

There is work to be done to build this presence as the pathway to engagement that can open up the doors to philanthropy.

Women and Giving

Section II of this report underscored the potential for women to take a philanthropic lead in the coming decade. The nonprofit sector appears to be responding to this potential by increasing the role of women on Boards and hence enabling pathways for leadership engagement.

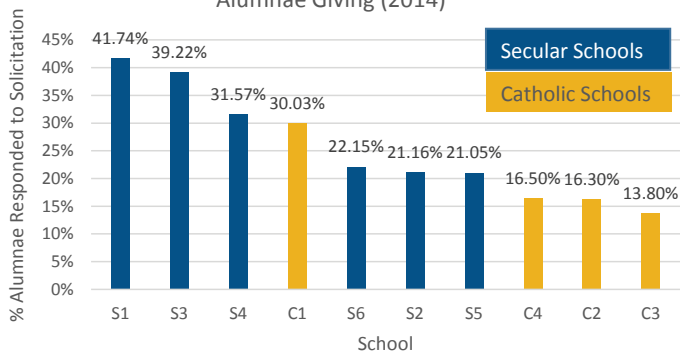
It is extremely difficult to determine how the potential for women’s engagement in philanthropy is being operationalized in Catholic institutions, or to compare that with other institutions. This report takes several approaches to surrogate measures.

One approach would be to examine alumni/ae giving behavior, comparing overall rates of male and female giving. Because this is not available except where schools are gender-specific, we look at

male and female pre-collegiate private schools and women’s colleges.

An examination of 20 single-sex private independent pre-collegiate schools found that percentages of alumni/ae giving were almost equal, 31.75% of male alumni give and 29.61% of female alumnae give. A comparison of fundraising performance by all-girls secular and Catholic pre-collegiate schools suggests that Catholic schools have a challenge in matching the rising wealth and engagement of women to their philanthropic strategy. The sample is admittedly small (Voluntary Support for Education (VSE) data for Catholic private schools is poor), but the differences are marked.

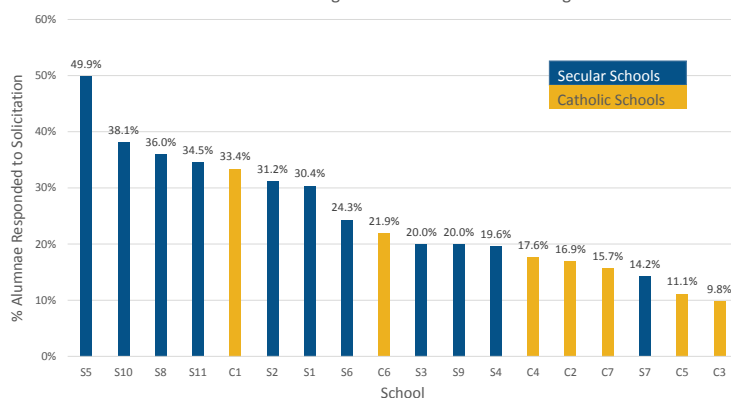
Exhibit 4.4 Pre-Collegiate Girls Schools: % of Solicited Alumnae Giving (2014)



At the college level, we compared alumnae giving of 11 secular all-women’s colleges with 7 Catholic women’s colleges. The result was startling. According to data from VSE, alumnae giving in the secular sample represented 54% of all giving, but only 34% of all giving in the Catholic sample. In the sample, Catholic alumnae participation in giving tends to lag secular peers as does alumnae giving per student.

So, whether we look at Board engagement or at giving that results from funding strategies, the growing capacity of women to become key supporters of Catholic institutions requires concerted attention. Again, the money is important. But the reason for a renewed focus is not simply about money. Philanthropy – giving to the Church and giving to the needs of society served by the Church – is a fundamental part of living the faith. Engaging women in philanthropy is part and parcel of enabling stewardship of our role as followers of Christ.

Exhibit 4.5 Women’s Colleges: % Solicited Alumnae Giving 2014



Core Insights

1

Catholic institutions need not only to strengthen their Board outreach to women, but strengthen their philanthropic outreach to keep pace with the growing capacity of women as philanthropists.

2

While in higher education Board participation is largely on par with secular institutions, other areas lag.

3

Where giving data can be disaggregated by gender, it appears that Catholic institutions lag their secular counterparts in proportions and levels of giving by women.

The Take Away: Think Differently

There is huge opportunity in front of Catholic nonprofits of all types, opportunity that is not just about money. In fact, opportunity that is about money least of all. The opportunity is to broaden reach and engagement of Catholics and Catholic leadership through the growing role of women as institutional and economic leaders.

The changing structure of wealth and organizational leadership in the nation argues for Catholic nonprofits of all types to re-examine their assumptions. Nonprofits need to step back from the day-to-day and honestly unpack the assumptions underlying their approach to leadership, engagement, and fundraising efforts, including assumptions about:

- Who holds wealth
- Who makes decisions about wealth
- Who controls businesses and their assets
- Sources of information about community leadership
- The nature of networks
- The characteristics of prospects

Adapting to the opportunities inherent in the rise of women as wealth holders will require nonprofits to think differently about many dimensions of their strategies.

Think Differently About Business Prospects

Most nonprofits think of corporate partnerships and strategies in terms of big business, of Fortune 1000 companies. Women are indeed increasing their leadership in these companies. A gender lens on the top three management tiers of big business (C-Suite, senior or executive vice presidents, and vice presidents), and assessing the presence of Catholic women with aligned personal and philanthropic interests, should be part of

the re-examination process.

Organizations should think differently about which businesses to target and expand the aperture of the lens to include small and medium-sized enterprises. This is where women's ownership is strongest, and perhaps where personal outreach can be most immediately successful. While the number



Between 2007 and 2014, the number of women-owned small and medium sized firms increased by 32%.



of middle market firms in the nation grew by 4% between 2007 and 2014, the number of women-owned or led firms in this category increased by 32%. The potential is two-fold, individual engagement and business engagement. In this age of corporate social engagement and corporate social responsibility, even medium-sized businesses try to distinguish themselves

in the market and in communities by virtue of their engagement with causes. For most, and especially for those owned by Catholic women, engagement (sponsorship, donations, matching gifts) with education or social services through Catholic institutions deeply embedded in community can represent that commitment to customers and constituencies.

Think Differently About Information

Many changes in wealth holding are only now beginning. Be more granular in your research, by looking, for example, in local papers and business publications for major promotions that promise C-Suite futures. Engage these younger women early as they climb the ladder.

In many cases, it will not do much good to read the Wall Street Journal. Most women-owned businesses are privately held. Information will not be found in the usual places. Become involved in local business

networks and read the local business press.

Think Differently About Marketing and Language

Women care about impact, and women philanthropists place impact much higher on their scale of what is philanthropically important than do men. The Indiana University Women's Philanthropy Institute has found that women spend more time on charitable due diligence than do men.

Communication needs to be about results, and not simply philanthropic results, but programmatic results. This requires close coordination between fundraising capacity and programmatic managers, a relationship that is often not smooth in many nonprofits. Program officers resent the data demands of fundraisers, and fundraisers feel program officers are not attuned to donors' desires.

Therefore, developing effective engagement of women philanthropists will require organizations to build closer internal relationships between program and development officers. Women's strategies, then, have the side benefit of improving organizations overall.

As with any market, communicating with women means understanding market segmentation. It is critical to understand characteristics and behaviors so that communication is tailored. There is deep knowledge of characteristics and motivations of women as consumers in the communications industry. Engage marketing experts in thinking about segmentation.

Think Differently About Tradition

The National Center for Family Philanthropy notes that in nearly 90% of high net worth households, women are either the sole decision maker or an equal partner in decisions about charitable giving. As women's own wealth grows within families, that role will only increase.

Understanding how women relate to their overall family engagement in philanthropy and how they want to engage their children is important to thinking about the organizational traditions that often are used to gather, engage, and honor philanthropists. The tailgate or golf outing may, in fact, still be an effective tradition.

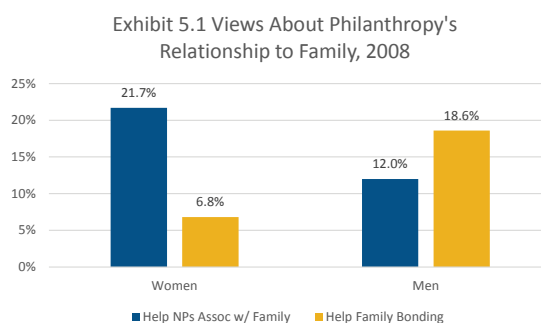
But it may not be. It is time to re-consider.

Included in unpacking assumptions is re-examining how to establish traditions that are magnets for women and how to do that in ways that align with the segmentation that guides communications. Young, earned wealth and holder inherited wealth may seek different types of engagement, and different types of recognition. Think differently about how to organize, mobilize and adapt those traditions to changing wealth and engagement.

There is balance that will be needed. On the one hand, nonprofits need to maintain the existing engagement tradition that has created and sustained loyal donors. On the other, they need to understand how new women donors wish to be engaged and establish and sustain those new traditions.

Think Differently About Family Engagement

Changing Our World's global high net worth philanthropy survey, conducted with PNB Paribas and Campden Research, found that women think about their philanthropy in terms of tying the family into critical causes and nonprofits. Men, on the other hand, thought about philanthropy more in terms of the internal bonds of family. This is an opportunity for Catholic nonprofits to think about how to develop strategies that allow an interface with entire families, to develop mechanisms that allow women to bind their children's learning about philanthropy into the Catholic organizations they support. Women look to their philanthropy as an outward linkage between their family and their community. Catholic nonprofit strategies will attract women philanthropists and leaders if they can develop philanthropic engagement opportunities that will build "docking bays" of support and engagement for families.



An Outward Line of Sight

Most nonprofits begin thinking about the future with an inward line of sight – my mission, my vision, my needs, my programs.

Approaching this changing world of women's wealth and leadership argues for beginning with an outward line of sight.

- Who are these women?
- What do they want? What are their aspirations?
- What do they need, spiritually, personally, professionally?
- What do they want to accomplish?

The strategy for building stronger and deeper relationships with women organizational and resource leaders should begin with the women themselves so that the ties that are formed are robust and lasting.

All of this will take change. Change in information, change in strategy, change in tactics. That is a problem. As John Kenneth Galbraith observed, "Faced with the choice between changing one's mind and proving there is no need to do so, almost everyone gets busy on the proof." The opportunity for Catholic organizations is real, and the need to do a better job is also suggested by the data.

Change is a good thing, because the opportunity promises stronger organizations – financially and spiritually – and new pathways for evangelization.

“

The strategy for building stronger and deeper relationships with women organizational and resource leaders should begin with the women themselves so that the ties that are formed are robust and lasting.

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Sources

Text:

Section I:

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Graphs/Data:

Introduction:

Exhibit 1.1 The U.S. Catholic Family, 2015, CARA
Exhibit 1.2 The U.S. Catholic Family, 2015, CARA

Section I:

Exhibit 2.1 National Center for Education Statistics, Chronicle of Higher Education
Exhibit 2.2 American Medical Association 2014
Exhibit 2.3 American Bar Association 2016
Exhibit 2.4 Bureau of Labor Statistics
Exhibit 2.5 Centers for Disease Control and Prevention 2015

Section II:

Exhibit 3.1 Bureau of Labor Statistics
Exhibit 3.2 Pew Research Center
Exhibit 3.3 Fortune Magazine 2014
Exhibit 3.4 Merrill Lynch, Rew Research, and Catalyst
Exhibit 3.5 Rosplok Journal of Wealth Management
Exhibit 3.6 Giving Through the Generations, Changing Our World, Campden Research, PNB Paribas, 2008

Section III:

Exhibit 4.1 <http://cara.georgetown.edu/frequently-requested-church-statistics/>
Exhibit 4.2 Changing Our World
Exhibit 4.3 Changing Our World
Exhibit 4.4 VSE 2015
Exhibit 4.5 VSE 2015

The Takeaway:

Exhibit 5.1 Across the Generations. Changing Our World, Campden Research, PNB Paribas, 2008

About Dr. Susan Raymond

Susan Raymond, Ph.D. is Executive Vice President for Research and Analysis for Changing Our World. She is responsible for designing and conducting research for both nonprofits and foundations and developing business plans and program evaluations for new and existing institutions.

Susan has held positions with the New York Academy of Sciences, The World Bank, and the US Agency for International Development. In February of 2011, Women United in Philanthropy honored Susan with the Women in Excellence and Achievement Award. In September of 2014, she was honored in Washington D.C. with the Humanitarian Award of the John and Patty Noel Foundation for her work in Africa.

Susan is an established author. Her fourth book, *Recession Recovery and Renewal: Nonprofit Strategy During Rapid Economic Change*, was published in April 2013. Susan earned her BA Phi Beta Kappa from Macalester College and her MA and Ph.D. from The Johns Hopkins University. She has worked throughout Africa, the Middle East, and Eastern Europe, as well as in Russia and Asia.

About Changing Our World

Changing Our World is a fundraising and philanthropic consulting firm with extensive experience in designing, implementing, building and managing strategic initiatives that enable nonprofits, foundations and corporations to achieve their philanthropic goals.

Our mission is simple: **to change the world through philanthropy.**

To do this, we offer our clients full-service fundraising and philanthropic counseling at its highest level performed by passionate and experienced professionals. **We have the expertise to do it right and the passion to see it through.**

Our Services include:

- Diocesan Capital Campaigns
- Parish Campaigns
- Increased Offertory Campaigns
- Feasibility Studies
- Online Fundraising
- Annual Fund Design & Support
- Fundraising Audits
- Corporate Partnerships
- Planned Giving Programs
- Major Gift Programs
- Development Outsourcing
- Board Development & Training

Our clients include:

- 750+ Catholic Parishes
- 450+ Catholic Elementary Schools
- 35+ Catholic Secondary & Higher Education Institutions
- 25+ Archdioceses & Dioceses

Changing Our World, Inc.
220 E 42nd Street
New York, NY 10017
212.499.0866
www.changingourworld.com

