

**Gender-Related Distributions of  
Federation Professional Positions in 2005**

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## The 2004 Study as Baseline

In launching an initiative to advance gender equity in 2003, Advancing Women Professionals and the Jewish Community and the Mandel Center for Leadership Excellence at United Jewish Communities committed themselves to regularly monitoring the status of women professionals in the federation system. They resolved to annually collect and compile data on gender variations, so as to track progress toward achieving gender equity.

Last year, they commissioned the first comprehensive study of gender-related distributions of Federation professional positions in North America. Covering the 2004 calendar year, the study's principal findings were the following:

- Women constituted 69% of the total federation professional work force.
- Men constituted majorities in the following job titles: executive vice president/executive director, associate executive director and financial resource development director.
- There was a near even gender balance in several high ranking positions such as chief financial officer, endowment director and chief operating officer.
- Women constituted the majority in all other job titles, and they numerically dominated especially in entry-level positions.
- Among chief executives, the proportion female increased sharply with decreases in city size. That is, no women occupied the chief executive positions in the 20 largest communities, they comprised about one fifth of execs in large-intermediate and intermediate communities, and made up the majority in small communities.

## The 2005 Study: Small Variations from 2004

This report, then, the second in this series, compares distributions for 2005 with those obtained in 2004. Essentially, this report finds few variations between 2004 and 2005. While the proportion of women increased in some areas, they fell in others. Generally, changes were both small and offsetting, albeit with two offsetting trends of some significance:

- 1) **In 2005, as compared with 2004, women constituted a smaller number of chief executives, especially in the smaller cities.**
- 2) **However, throughout the system, irrespective of city size, they registered small gains in all positions other than the chief executive.**

The details follow.

## Research Background

A large and comprehensive body of research over the last decade and more has documented two sorts of gender-related disparities in the work place. First, men more frequently than women achieve sought-after positions, those marked by higher prestige, influence, visibility, and financial reward. Second, when men and women occupy seemingly comparable positions in the work force, men obtain higher levels of compensation than women. These patterns of **gender-related disparity** apply not only to the labor force in general; they also apply to professions such as law, academia, medicine, finance, science, and technology.

Not surprisingly, the patterns extend to Jewish communal life as well. One recent study of Conservative rabbis ordained since 1985 documents the two classic disparities (Cohen and Schor 2004). Fewer women than men occupy the most prestigious positions in the Conservative rabbinate (spiritual leaders of larger congregations). Moreover, men and women rabbis in similar positions (e.g., spiritual leaders of middle-sized congregations) report clear differentials with respect to monetary compensation and benefits, with men's compensation substantially exceeding that of their female counterparts. A study of JCC professionals demonstrates similar gender-related disparities in compensation for high-level professionals in the Center movement (Schor and Cohen 2002).

Preliminary examination of the federation movement through interviews with lay and professional leadership around the country uncovered evidence, albeit largely of a qualitative nature of **gender bias in the employment of women professionals in the federation movement** (Cohen, Bronznick, et al. 2004). In addition, as noted, the quantitative study of gender-related distributions in 2004, conducted last year, documented the absence of women from the top ranks of federation professional leadership (executive directors of the largest federations). This pattern was accompanied by a steady *increase in* the proportion female as one moved *down* the professional hierarchy, from executives of large federations (0%), to executives of large-intermediate federations (17%), to executives of intermediate federations (20%), to associate executives of small federations (54%).

## Objectives of this analysis of the 2005 personnel distributions

The analysis in this report, for 2005, seeks to answer these two questions:

- 1) **How are men and women distributed by professional status in the federation system? In other words, in 2005, who held which jobs?**
- 2) **In addition, how have the gender-related distributions in 2005 changed from those observed in 2004? Has there been measurable progress toward gender equity?**

While the analysis covers the entire population of professionals, it also focuses upon high-status professionals (as defined below, these make up less than a quarter of all positions in the system).

## **The Data: The UJC Annual Personnel Survey**

The analysis draws upon information provided by UJC's Mandel Center for Leadership Excellence which collects personnel data annually from its member federations in the United States and Canada. The data set includes information from 101 communities<sup>1</sup> on 1,913 federation professionals in North America from 2005, excluding UJA/Federation of New York. New York has not been included in this analysis, as was also true in 2004, due to an incomplete data set. Note: UJC anticipates that the New York federation data will be included in the 2006 report.

The variables in the UJC data set drawn for this analysis consist of the following:

- City code
- Size of community
- Job title (the actual title of the job as is used at the particular federation)
- Job code (a three-digit code assigned by UJC data entry professionals to similar-sounding job titles)
- Gender

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<sup>1</sup> The 101 communities figure does not include the Chief Executive position for which we have data on all 155 federations – added manually from UJC records.

## Job Titles in the Federation System

Preliminary to presenting the statistical analysis, the chart below, listing dozens of job titles, provides a basic orientation to the scope and complexity of the jobs found throughout the federation system in North America.

### JOB TITLES

EXECUTIVE VP/DIRECTOR	MISSIONS DIRECTOR
ASSOCIATE EXECUTIVE DIRECTOR	ASSOC/ASST MISSIONS DIRECTOR
ASSISTANT EXECUTIVE DIRECTOR	MISSIONS STAFF
COO	WOMEN'S DIVISION DIRECTOR
SPECIAL ASSISTANT TO PRESIDENT	ASSOCIATE WOMEN'S DIVISION DIR
PERSONNEL DIRECTOR	ASSISTANT WOMEN'S DIVISION DIR
ASSISTANT PERSONNEL DIR	WOMEN'S DIVISION ASSOCIATE
OFFICE MANAGER	ENDOWMENT DIRECTOR
PLANNING DIRECTOR	ASSOCIATE ENDOWMENT DIR
ASSOCIATE PLANNING DIR	ASSISTANT ENDOWMENT DIR
ASSISTANT PLANNING DIR	SR. ENDOWMENT ASSOCIATE
SR. PLANNING ASSOCIATE	ENDOWMENT ASSOCIATE
PLANNING ASSOCIATE	CRC DIRECTOR
MARKETING DIR	ASSOCIATE CRC DIRECTOR
ASSOCIATE MARKETING DIR	ASSISTANT CRC DIRECTOR
ASSISTANT MARKETING DIR	CRC ASSOCIATE
SR. MARKETING ASSOCIATE	LEADERSHIP DEVELOPMENT DIR
MARKETING ASSOCIATE	ASSOC LEADERSHIP DEVELOPMENT DIR
FRD DIRECTOR	ASST LEADERSHIP DEVELOPMENT DIR
ASSOCIATE/ASSISTANT FRD DIR	LEADERSHIP DEVELOPMENT ASSOCIATE
FRD ASSOCIATE	YLD
CAMPAIGN DIRECTOR	HRD DIRECTOR
ASSOCIATE CAMPAIGN DIRECTOR	ASSOCIATE HRD DIRECTOR
ASSISTANT CAMPAIGN DIRECTOR	ASSISTANT HRD DIRECTOR
MAJOR GIFTS DIRECTOR	HRD ASSOCIATE
DIVISION DIRECTOR	REFUGEE RESETTLEMENT DIR/COORD
ASSOC/ASST DIVISION DIRECTOR	REFUGEE RESETTLEMENT STAFF
REGIONAL DIRECTOR	JEWISH EDUCATION DIR/COORD
ASSOC/ASST REGIONAL DIRECTOR	JEWISH EDUCATION ASSOCIATE
SR. CAMPAIGN ASSOCIATE	PROGRAM DIRECTOR
CAMPAIGN ASSOCIATE	PROGRAM ASSOCIATE
SR. MAJOR GIFTS OFFICER	RESEARCH DIRECTOR
MAJOR GIFTS ASSOCIATE	DIRECTOR MIS
CFO	ASSOCIATE DIRECTOR MIS
ASSOCIATE CFO	MIS STAFF
ASSISTANT CFO	WEBMASTER
OTHER FINANCIAL PROFESSIONAL	OTHER PROFESSIONAL STAFF
CONTROLLER	

## Men and Women in Various Jobs

Women constitute 70% of the total federation professional work force in 2005, as against 69% in 2004. An analysis of salary patterns determined that these are the most valued job titles in the federation system, both in 2004 and 2005:

- 1) Executive vice president or comparable titles for the federation CEO.
- 2) Associate executive vice president, COO or similar titles.
- 3) Assistant executive vice president.
- 4) Chief financial officer
- 5) FRD director
- 6) Endowment director
- 7) Campaign director
- 8) Planning director

Among these highly prestigious jobs in the system, only one was numerically male-dominated in 2005: executive vice president/executive director. In contrast, in 2005, women constituted numerical majorities in six of the several high ranking positions including Associate Execs/COOs, Assistant Execs, CFOs, Endowment Directors, Campaign Directors, and Planning Directors. Moreover, in the seventh high-ranking job title, women approached one half of all 17 FRD directors (8 were women).

As for patterns of change over the one-year period, we find these trends:

- 1) The number of **female executive directors declined** from 31% to 26%, a trend, as we shall see, largely accounted for by declines in the number of female executives in the small communities. In contrast, among all other high-ranking positions taken together (that is other than chief executive), we find a slight increase in the proportion female.
- 2) For some high-ranking job titles, the **gender distribution remained almost unchanged** (campaign directors, CFOs, and assistant execs).
- 3) Others registered **small growth in the proportion female** (associate executive directors, planning directors and, especially, financial resource development directors).

Job Title	Percent Female by Job Title, For Eight Highest Level Jobs					
	2004			2005		
	% Female	No. Females	Total Jobs	% Female	No. Females	Total Jobs
Execs	31%	47	152	26%	40	154
Associate Execs, COOs	44%	15	34	53%	18	34
Asst Execs	54%	20	37	57%	20	35
CFOs	50%	25	50	52%	27	52
FRD Director	33%	5	15	47%	8	17
Endowment Director	51%	18	35	55%	23	42
Campaign Director	67%	30	45	67%	26	39
Planning Directors	65%	20	31	70%	21	30
Other Professionals	76%	1040	1369	77%	1163	1510
Total	70%	1238	1768	71%	1314	1913

In job titles outside those that are highest-ranking, women are especially numerous in both years. The positions with especially high proportions of female incumbents, in 2005 as in 2004, consist of the following: office manager, planning associate, division director (a mid-level campaign position), women's division director, endowment associate, Jewish education associate, program director, and program associate. Women dominate in entry-level or associate level positions.

## **Gender Distribution for the Highest-Ranking Jobs, by City Size**

Focusing upon job title alone fails to take into account a second major job feature in the federation system: city size. The size of community and the job title largely determine the market value of jobs throughout the continental Jewish federation system. To take an illustrative example: As a group, associate executives in large cities receive higher mean compensation than do executive in intermediate or small cities.

Accordingly, both job title and city size need to be considered simultaneously in order to understand the nature of gender distribution in the federation system. Prestige, compensation, and scope of responsibility vary considerably not just across titles, but across size of community. Thus, to gain a truly detailed understanding of the shifts from 2004 to 2005, we examine the gender distributions in both years, focusing specifically upon the higher-ranking jobs in the federation system, disaggregated by city size.

We consider the patterns separately for each of the four size-of-community categories used by the UJC. The results in each of the four tables are color-coded to highlight job categories with significant change. Those rows shaded yellow are those where the percentage female increased by ten percentage points or more. Those shaded orange indicated job categories where the percentage female fell by ten percentage points or more. Unshaded rows (most of the rows) are those areas where changes were smaller than ten percentage points, or where only three or fewer job incumbents were found in either 2004 or 2005, making comparisons extremely unreliable.

Statistically, in almost all instances (with the lone exception of “other” or lower-ranking professionals) we have available very small numbers of cases, making comparisons from 2004 to 2005 somewhat unreliable. At the same time, we are not dealing with a sample, but with census-like data encompassing the entire universe of the federation system. Changes from one year to the next reflect not only genuine change in the percentage male and female, but from the reclassification or re-naming of job titles. In addition, overall, the data for 2005 are somewhat more complete, covering more communities, than in 2004. All of these differences in the data from one year to the next make them less than entirely comparable.



## Large cities: More women endowment directors, fewer campaign directors

Large communities employ the majority of federation professionals around the continent. Even with New York excluded from the calculations, the 19 largest communities are home to well over half the federation professionals outside New York. Moreover, the larger communities also, by definition, are where professional positions are more prestigious and better paid. For all these reasons, the gender-related patterns in the larger communities hold important sway over the patterns of gender variation overall.

In both 2004 and 2005, no women served as executives of large cities. However, we have many more women recorded in the position of associate executive director, moving from 7 of 17 or 41% in 2004, to 10 of 20, or 50% in 2005. There was also growth in the female proportion among endowment directors from 2004 to 2005, but a decline in their serving as campaign directors, possibly because some federations shifted titles from campaign director to FRD director.

It is striking that a relatively large number of women serve in what are in effect the “number 2” positions in the largest communities. This pattern is all the more noteworthy in light of women’s total absence among the most senior positions in such federations.

We can only speculate as to the reasons for this discrepancy, but, perhaps the absence of women from the lead positions in the large communities has made them more competitive for the sub-executive posts, either because of their availability in the requisite talent pool, or because the executives (who generally make the appointments of their associates) seek gender diversity in their communities’ top leadership ranks.

### LARGE CITIES

Job Title	2004			2005		
	% Female	No. Females	Total Jobs	% Female	No. Females	Total Jobs
Execs	0%	0	19	0%	0	20
Associate Execs, COOs	41%	7	17	50%	10	20
Asst Execs	31%	5	16	33%	4	12
CFOs	35%	6	17	33%	6	18
FRD Director	50%	1	2	60%	3	5
Endowment Director	40%	4	10	54%	7	13
Campaign Director	53%	8	15	40%	4	10
Planning Directors	59%	10	17	56%	9	16
Other Professionals	73%	637	872	72%	688	956
Total	69%	678	985	68%	731	1070

## Large Intermediate cities: Few changes, and a few more women in senior management

In the 19 large intermediate communities, comparing 2005 with 2004, the number of female executives remained unchanged at three. The number of women in other senior management positions either held steady or slightly increased.

Job Title	LARGE INTERMEDIATE					
	2004			2005		
	% Female	No. Females	Total Jobs	% Female	No. Females	Total Jobs
Execs	17%	3	18	16%	3	19
Associate Execs, COOs	14%	1	7	50%	3	6
Asst Execs	73%	8	11	82%	9	11
CFOs	50%	5	10	54%	7	13
FRD Director	20%	1	5	50%	1	2
Endowment Director	33%	3	9	27%	3	11
Campaign Director	80%	8	10	77%	10	13
Planning Directors	73%	8	11	83%	10	12
Other Professionals	77%	168	218	84%	215	256
Total	69%	205	299	76%	261	343

### Intermediate communities: Small offsetting changes

In the 55 intermediate communities, where about one in six of all federation professionals work outside New York, we find very small changes in gender distribution in both directions. The number of female execs rose by two (out of the 55 communities reporting in 2005). At the same time we see slight declines in the number of women serving as “Number 2” in their federations. Other senior management gender distributions remained largely unchanged from 2004 to 2005.

#### INTERMEDIATE

Job Title	2004			2005		
	% Female	No. Females	Total Jobs	% Female	No. Females	Total Jobs
Execs	20%	11	54	24%	13	55
Associate Execs, COOs	70%	7	10	63%	5	8
Asst Execs	83%	5	6	57%	4	7
CFOs	59%	13	22	63%	12	19
FRD Director	29%	2	7	25%	2	8
Endowment Director	67%	10	15	69%	11	16
Campaign Director	67%	12	18	67%	8	12
Planning Directors	67%	2	3	100%	2	2
Other Professionals	82%	182	222	84%	176	210
Total	68%	244	357	69%	233	337

## Small communities: Fewer female executives

About 9% of all federation professionals outside New York work in the 61 small communities. Of all professionals working in small communities, over a third are executives, implying that many such executives work with one or two other professionals in their federations. Very few professionals in small communities have job titles placing them in upper management positions.

From 2004 to 2005, we saw a noticeable decline in female executives in the small communities, as their percentage dropped from 54% to 40%. At the same time, the number of women in senior management positions grew (by six) owing to the increasing number of such positions reported in 2005.

Job Title	SMALL					
	2004			2005		
	% Female	No. Females	Total Jobs	% Female	No. Females	Total Jobs
Execs	54%	33	61	40%	24	60
Associate Execs, COOs	n/a	n/a	n/a	n/a	n/a	n/a
Asst Execs	50%	2	4	60%	3	5
CFOs	100%	1	1	100%	2	2
FRD Director	100%	1	1	100%	2	2
Endowment Director	100%	1	1	100%	2	2
Campaign Director	100%	2	2	100%	4	4
Planning Directors	n/a	n/a	n/a	n/a	n/a	n/a
Other Professionals	82%	47	57	86%	76	88
Total	69%	87	127	69%	113	163

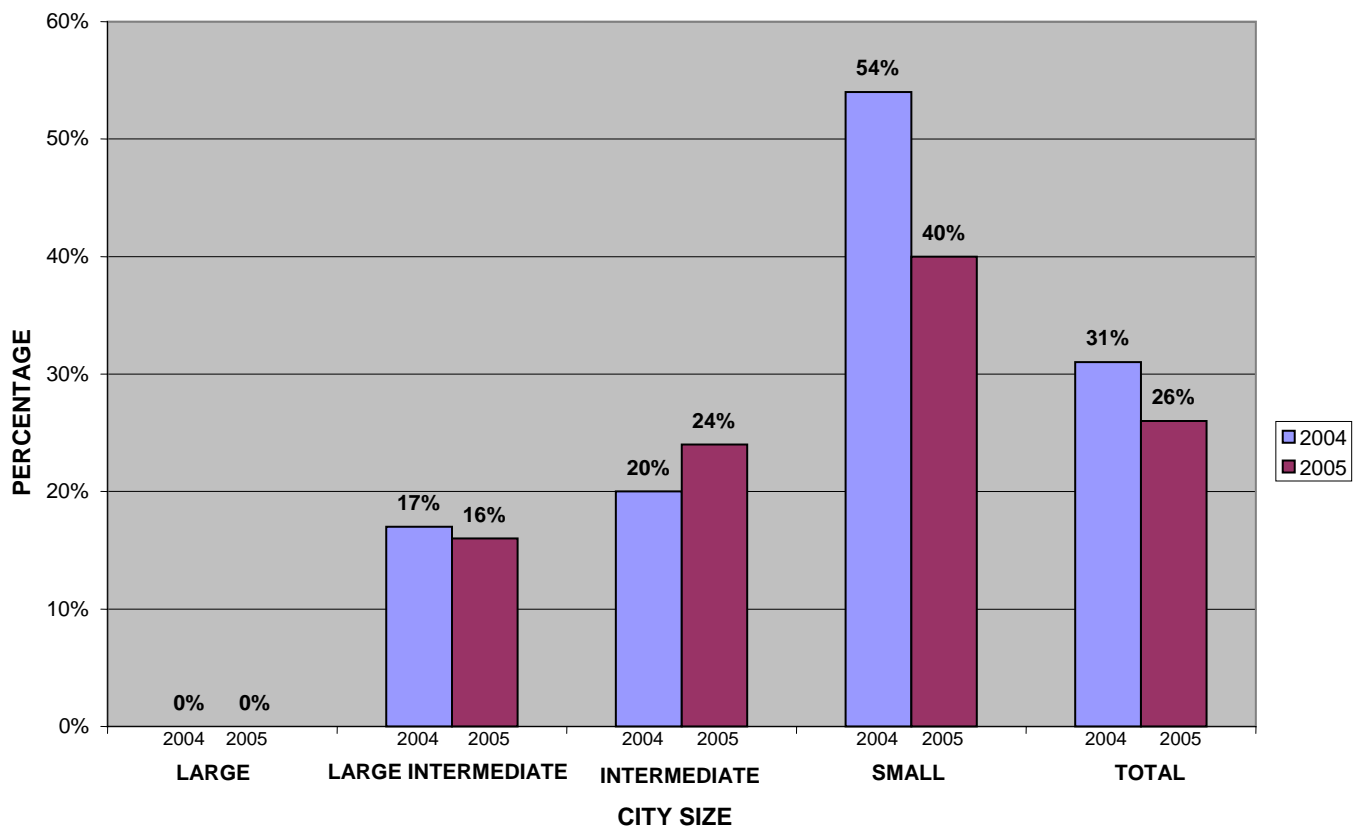
## Fewer female executives in 2005 than in 2004

Of special note is the gender distribution among chief executive positions, particularly by size of community. Here we focus on this distribution, reviewing findings presented separately by community size above.

As can be seen from the graph below, in 2005 as in 2004, the proportion female among executives **increases** sharply with **decreases** in city size. Specifically, with respect to the proportion female among chief executives in 2005, their number moves from 0% in the 20 Large cities included in the sample, to 16% in the Large Intermediate cities, to 24% in communities of Intermediate size, to 40% in the smallest communities.

Since 2004, the proportion of female executives remained essentially unchanged in the two larger community size groups. Their number slightly increased in intermediate communities, and declined substantially in the smallest communities, thereby accounting for the overall decline in female executives from 31% in 2004 to 26% in 2005.

PERCENTAGE FEMALE CHIEF EXECUTIVES



## **Looking Forward**

Although women make up the vast majority in the field, very few serve in the most prestigious and best-compensated positions in the federation system.

We can continue to analyze data collected in future years to learn of additional changes. We hope to establish procedures that can help us understand, and portray year-to-year changes in gender variations in status and promotion in the federation system

**APPENDIX A**

<b>Percent Female by Job Title, Throughout the Federation System</b>				
<b>Job Title</b>	<b>2005</b>		<b>2004</b>	
	<b>Total Jobs</b>	<b>% Female</b>	<b>Total Jobs</b>	<b>% Female</b>
<b>EXECUTIVE VP-DIRECTOR</b>	154	26	152	31
<b>ASSOCIATE EXECUTIVE DIRECTOR</b>	22	50	25	40
<b>ASSISTANT EXECUTIVE DIRECTOR</b>	35	57	37	54
<b>COO</b>	12	58	9	56
<b>SPECIAL ASSISTANT TO PRESIDENT</b>	15	100	6	100
<b>HUMAN RESOURCES DIRECTOR</b>	15	73	9	78
<b>OFFICE MANAGER</b>	31	97	24	96
<b>PLANNING DIRECTOR</b>	30	70	31	65
<b>ASSOCIATE PLANNING DIR</b>	12	67	10	70
<b>SR PLANNING ASSOCIATE</b>	20	90	22	91
<b>PLANNING ASSOCIATE</b>	24	71	20	80
<b>MARKETING DIR</b>	47	74	47	68
<b>ASSOCIATE MARKETING DIR</b>	11	64	10	70
<b>SR. MARKETING ASSOCIATE</b>	20	70	14	57
<b>MARKETING ASSOCIATE</b>	60	73	52	75
<b>FRD DIRECTOR</b>	17	47	15	33
<b>FRD ASSOCIATE</b>	26	92	7	57
<b>CAMPAIGN DIRECTOR</b>	39	67	45	67
<b>ASSISTANT CAMPAIGN DIRECTOR</b>	23	74	17	65
<b>MAJOR GIFTS DIRECTOR</b>	14	71	12	75
<b>DIVISION DIRECTOR</b>	36	78	31	81
<b>REGIONAL DIRECTOR</b>	11	82	10	80
<b>SR. CAMPAIGN ASSOCIATE</b>	48	81	51	88
<b>CAMPAIGN ASSOCIATE</b>	114	85	115	81
<b>SR MAJOR GIFTS OFFICER</b>	13	77	6	50
<b>CFO</b>	52	52	50	50
<b>OTHER FINANCIAL PROFESSIONAL CONTROLLER</b>	122	70	104	70
<b>WOMENS DIVISION DIRECTOR</b>	49	73	43	70
<b>WOMENS DIVISION ASSOCIATE</b>	39	97	42	98
<b>WOMENS DIVISION ASSOCIATE</b>	13	92	18	94
<b>ENDOWMENT DIRECTOR</b>	42	55	35	51
<b>ASSOCIATE ENDOWMENT DIR</b>	23	70	19	58
<b>ASSISTANT ENDOWMENT DIR</b>	18	72	18	78
<b>SR ENDOWMENT ASSOCIATE</b>	32	81	33	67
<b>ENDOWMENT ASSOCIATE</b>	28	79	25	88
<b>CRC DIRECTOR</b>	38	63	37	70
<b>CRC ASSOCIATE</b>	21	90	19	79
<b>YLD</b>	25	88	9	100
<b>HRD ASSOCIATE</b>	11	100	12	100
<b>JEWISH EDUCATION DIR-COORD</b>	26	65	25	76
<b>JEWISH EDUCATION ASSOCIATE</b>	51	94	46	91

Job Title	2005		2004	
	Total Jobs	% Female	Total Jobs	% Female
<b>PROGRAM DIRECTOR</b>	97	81	70	81
<b>PROGRAM ASSOCIATE</b>	63	84	51	88
<b>DIRECTOR MIS</b>	25	32	23	22
<b>ASSOCIATE DIRECTOR MIS</b>	15	13	15	33
<b>MIS STAFF</b>	58	45	52	38
<b>OTHER PROFESSIONAL STAFF</b>	99	70	158	68
<b>Total</b>	1913	71	1768	70



## **APPENDIX B**

### **References**

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