



Next Generation and Governance Report on Findings

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This report includes lessons learned and remarks gathered from 50 interviews of nonprofit chief executives and senior staff leaders that were conducted from February through June 2008 (see Appendix A for a list of interviewees). It is part of the *Next Generation and Governance* project, one aspect of a new strategic initiative at BoardSource. The project is designed to stimulate thinking and action among nonprofits regarding the roles they can play to engage Generations X (born 1965-1979) and Y (born 1980-2000) in good governance.

This report is a step in understanding results from BoardSource's *Nonprofit Governance Index 2007* survey showing that only 2 percent of nonprofit organizations have board members under 30 years of age, and 36 percent of organizations have board members between the ages of 30 and 49 years of age. These percentages are based on responses from 1,126 chief executives and 1,026 board members.

For interviewees and nonprofits that are currently engaging Generations X and Y in board service or are pursuing some sort of governance and board leadership capacity building effort to do so, this report might provide new ideas, approaches, or questions to consider. For those who are just beginning to think about governance and these generations, it might help to see what other nonprofit leaders are saying and doing to ensure inclusivity at the board level.

The remarks contained in this report relate directly to the questions presented below. Note that this report is a compilation of the feedback and comments offered by the nonprofit leaders interviewed for the project. Not all questions were used in each interview.

1. What value do younger generations add to your board?
2. In the past, what has kept your organization from adding younger generations to its board?
3. How did you know that it was the right time to add younger generations to the board?
4. Once on board, do you prepare or orient younger generations any differently?
5. What are the top three to five skills or qualities necessary for a young person to add value to the board?
6. If younger generations were added to the board, what three to five skills or qualities would the *board* need in order to work well with them?

What value do younger generations add to your board?

Interviewees report four common benefits that Generations X and Y offer nonprofit boards. Note that these findings may or may not be unique to these generations. Benefits include

- **Passion for the mission**

Passion for the mission was often the first answer given by interviewees. “Our younger board members are passionate about what we do and it gets the rest of us excited,” began Sandra Timmons of A Better Chance. “They are bringing energy, enthusiasm, and freshness to our work. It’s inspiring to our other members.”

“Their passion for our mission is important,” noted James Cleveland of Jumpstart. “They are teaching me, from their generations, the needs and interests related to our mission.”

- **Results-oriented thinking**

According to interviewees, younger board members go beyond being motivated by the mission. They connect passion with a need for real outcomes. BoardSource learned that younger board members view board experience as synonymous with leadership development, so spearheading committees, setting fundraising goals, and measuring progress against those goals are common ways that organizations benefit from their zeal.

Recognizing that personal and professional achievement can be key motivators for Generations X and Y, nonprofit leaders find that when they provide younger board members with responsibilities that build skills (e.g. developing a board orientation program, leading a committee, or organizing fundraising events), it is advantageous for both the younger board member and the organization.

- **Access to new networks and donors**

Generations X and Y want to be involved in meaningful work, not busy work. Chief executives note that when engaged, younger generations give of their time, talent, and treasure and are not burdened by the task of asking for money on behalf of the organization — particularly if the ask can be made online rather than through traditional methods of direct mail or face-to-face fundraising.

Chief executives note that while traditional methods and capital campaigns remain useful and valuable, their younger board members have introduced alternate methods, many of which are Web based, including accepting donations via credit card and PayPal. Generations X and Y board members are also raising awareness of the mission through technological vehicles, such as blogs, podcasts, social networking, and exchanging information by e-mail or listservs. The result is expedited giving, simplified giving processes, and expanded donor bases that go beyond the corporate or foundation world.

- **Fresh perspective on old problems**

Many interviewees indicate that their homogenous boards can create blind spots and may sometimes limit the organization’s ability to carry out its mission. Some say that their homogenous boards have difficulty coming up with new ideas and contacts and connecting with the needs of their organizations’ youth (under 18 years of age) or young adult constituency. New members who are unlike the current members, such as those in Generations X and Y, can bring fresh ideas, new contacts, and connections with new groups of donors.

Chief executives in particular value the challenging questions younger board members pose in board meetings. Generation X and Y members are not afraid to ask why or challenge assumptions. Their perspectives and experiences often serve as a reality check for boards and lead to more informed decision making.

In the past, what has kept your organization from adding younger generations to its board?

Interviewees mentioned these common barriers to entry

- **Skepticism about the need to have younger generations on boards**
A handful of organizations are still skeptical about the need to engage younger generations in board matters at all, citing a lack of national examples showing the benefits.
- **Uncertainty of where to find younger board members**
Some interviewees say that they do not know where to find prospective Generation X and Y board members. Their boards comprise mostly Baby Boomers, who tend to recruit other Baby Boomers.

Some chief executives seek assistance from external groups or services that exist to connect individuals with organizations that offer volunteer opportunities, such as the Young Nonprofit Professionals Network, BoardNet USA, Volunteer Match, and MAP for Nonprofits. Other chief executives have formed or utilize their own organization's internal auxiliary groups (e.g. alumni associations, youth advisory councils, young professional's societies, etc.), which may be a gateway for Generations X and Y to observe, learn, and engage in board service before formally joining the board.

- **Preference for a "C-Suite" or corporate officer type profile on the board**
The most common barrier is a perceived need to recruit C-Suite executives or a group of "chief officers" of a corporation. Many interviewees admit to reviewing the board composition of their nonprofit peers to determine a "who's who" list of board leaders, finding corporate executives of the Baby Boomer generation rather than Generation X or Y members.

"When putting the board together initially, we were looking at our peers of the same generations," explained Rodney Jackson of The National Center for Black Philanthropy. "We had little contact with 20- and 30-year-old executives. But the thing people like us typically miss is that young people still have their careers ahead of them. They may become CEO of General Mills someday and if so, then you want them on your board. But even if they don't become a CEO, they can still offer many benefits not the least of which is their unique perspective as young people."

- **Concerns of isolation**

Chief executives express concerns that a solitary Generation X or Y board member might not fit in with other members of the board and feel isolated. Chief executives identify the causes of this isolation as

- **minority status as the only young member**

Generations X and Y board members typically have a perspective that differs from older board members, who, if feeling challenged, may single out that perspective and demand that it be justified.

Solitary Generation X and Y board members are perceived as representing the perspectives of an entire generation. Older board members may expect younger members to speak more frequently than other members, believing that a key perspective is not heard if they do not speak.

Board members unaccustomed to constructive debate can view younger board members as an aggravation, especially when the younger members' views challenge the status-quo and the consequence of debate might be a loss of respect for each other's opinions.

“At Youth Speaks, we encourage intergenerational dialogue by holding monthly meetings called ‘Spokes,’” noted Tony Rodriguez of Youth Speaks. “Spokes allow us to hear about strategic issues from the youth perspective, learn what they want to accomplish, and gives them an opportunity to build up their confidence and the confidence of more senior board members in them.”

- **lack of social connection or mentor**

Interviewees expressed concern that some youth (under 18 years of age) in particular have few, if any, opportunities to network and build relationships with other board members in social settings after board meetings. This can cause the youth member(s) to feel disconnected from the rest of the board and vice versa.

Also, nonprofits strapped for resources may not have a formal board liaison or board mentor to offer support to the youth member(s), which can also limit social connections outside of the boardroom.

Board Profile: America's Promise

“America's Promise was founded in 1997. The initial board had a variety of corporate executives, high profile individuals and other leaders, many of whom were affiliated with our founders. The board has evolved, but maintains a mix of board members from all sectors with expertise in children's issues, increasingly representing Alliance Partners. There's been interest in inviting rising leaders — including Gen X and Y members — to join the board too.

In 2001, we formed a Youth Partnership Team. Three team members serve as Alliance Trustees, and two serve as full voting members of the board. It took about six months to one year to make this happen. We pointed to peers like National 4-H Council as an example. It looks curious if we don't have the key stakeholder — young people — at the table. We recognize every board seat is cherished, and many board members' role is to help bring in financial resources, so it's going to

be hard to get too many young people on the board. But they are leaders and part of the solution.”

--Kris Minor, senior vice president of alliance partnerships and programs

Note on legal issues:

A few states do not allow minors to serve on boards, and many states have laws prohibiting minors from signing binding contracts. Before inviting anyone under the age of 18 to serve on your board, verify whether your state has an age limit for board members.

How did you know it was the right time to add younger generations to your board?

A dozen interviewees noted that the best time is “now” or “anytime” to add Generation X and Y members, assuming clarity of purpose. Reasons include

- **Organization found the right people**
Many interviewees were intentional about recruiting Generation X or Y board members from their auxiliary groups (e.g. alumni associations, youth advisory councils, young professional’s societies, etc); others found them haphazardly through asking staff and board members whom they knew based on other criteria, such as entrepreneurial, marketing, or legal experience.
- **Organization serves and values Generation X and Y**
Although many interviewees admit that they are unable to pinpoint a tipping point or trigger for adding Generations X and Y to the board, they do remember that it happened as a result of the organization articulating a need to value and connect with its next generation constituents. “We’re serving a young population so we need to know what they’re thinking,” said Marian V. Marchese of Scholarship America. “It’s the same problem with for-profit boards having only men on the board but the product is geared toward women. Seems odd not to have or value a younger target audience represented on the board.”

When we asked interviewees to explain what they mean when they say they “value” younger generations, we learned that it refers to being conscious of stereotypes and respectful in communication. “The board had to change its framework of questioning,” noted Jill Pasewalk of Camp Fire USA. “We asked ourselves: How do you engage that young person in full conversation, not just ‘this is a youth question so we’ll go ask the young person’ or ‘this is a technology question so let’s ask the young person.’”

- **Organization values practicing what it preaches**
The decision to add younger generations was also reached as organizations with youth affiliations recognized the pretense of not doing so. Chief executives say the “practice what you preach” philosophy helped them make the case to add younger generations to the board. They also say that the board’s big “aha” moment often resulted from its realization that while the organization exists to serve a younger demographic, this constituency was not represented in its current leadership.

“The main trigger would be if the organization had young members,” added Karen Baker of California Volunteers. “It’s important to ask: Are they a constituency, part of your

future volunteer base, not to mention is it the right thing to do? Are they your customer? If you either serve them, or need them, then add them.”

Board Profile: Jumpstart

“At Jumpstart, the recruitment cultivation process is an 8- to 10-month process. It’s not just about deep pockets and contacts. Of 18 board members, four to five are check writers who don’t speak up a lot but will help if asked. If, in 18 months, a board member needs to be replaced due to term limits, I will ask him or her to help find a replacement. I also seek the help of younger board members to relate to younger prospective members. Prospects have to attend an event, a site, and then a board meeting. Through this process, Jumpstart seeks answers to three key questions:

1. Can this person be of value to us and do his/her interests align with our needs?
2. Is this person good with organizations at inflection points and getting them to the next level of giving? Knowing this allows Jumpstart to address who should be on the board. When you look at your board, you have to look at donor fatigue and stagnation of advice and answers to questions.
3. Will this person contribute to discussions? When all the same people are talking at board meetings, it signals a lack of diversity on the board and cues the board to watch out for insular meetings.”

--James Cleveland, president

Once on board, do you prepare or orient younger generations differently?

The consensus is to orient every board member at the same time and provide additional support on an individual basis.

- **Same orientation for all board members**
Overall, interviewees agree that one standard orientation program for all board members is the best system to ensure that they all start at the same place — understanding the mission and history of the organization — and are comfortable with each other.
- **Mentoring for minors on their boards**
Organizations with minors on the board supplement the orientation process with mentoring. At America’s Promise, a staff member serves as mentor by checking in before and after board meetings to ensure minors understand key terms and information that has been distributed prior to the meetings.

Karen Baker at California Volunteers personally takes on the role as mentor. Before every board meeting, Karen checks in with Gen Y board members to answer any questions they might have. She suggests mentors listen for questions, issues, or acronyms that may need translating or are not readily understood while in meetings.

What are the top three to five skills or qualities necessary for a young person to add value to your board?

Answers of “the same as any other board member” surfaced quickly. The following skills or qualities were also voiced:

- **Ability to think long-term**

Interviewees agree that younger generations have a tendency to think “long-term” is two to four years from now. They expressed a need for younger generations to think further into the future and to adopt long-term perspectives, particularly when strategic planning.

- **Excellent communication skills**

While interviewees consider Generations X and Y the most technologically capable generations yet, they also mentioned that the generation gap can manifest itself as a communication gap in boardrooms in the following ways:

- **face-to-face communication is still important**

Interviewees believe that technological skills and the use of podcasts, instant messaging, e-mail, and Web portals can improve board operations and organizational awareness, but only if younger generations sharpen their oral presentation skills, too. Younger leaders need to feel comfortable talking with board members and passing along important news and information face-to-face.

- **not every board member is computer literate**

Chief executives suggest that younger generations remember that not every board member has or uses a computer, and that may not change in the near future. Fax and mail are still important forms of communication.

- **technology does not replace the personal touch**

Interviewees tell us that technology is not always the best way to show personal sentiments. To add a more personal touch, they recommend younger board leaders pick up the phone and talk to fellow board members, meet face-to-face, and consider using pen and paper to draft thank-you letters.

- **feedback loop is different on boards**

A growing concern is that younger generations expect board members to communicate as fast as technology allows, while some boards use annual self assessments as their feedback loops. Interviewees recommend younger generations’ manage their expectations concerning instant and continuous feedback.

- **respect and credibility are essential**

Finally, much of a board’s communication and relationship building takes place informally. It is therefore important for younger generation board members to have a grasp of board politics. Jacquelyne Bailey of INROADS said, “They [younger generations] have to learn who the players are and how they operate. It helps if they have played a role in other high-level team situations.”

- **Ability to work as part of a team or committee**

Many interviewees express concern over the willingness of all three generations — Baby Boomers, Generations X and Y — to let go of the “gotta get it done myself if I want it done right” mentality. Chief executives cite prior experience working on teams, preferably as followers, as crucial for board membership. “Some level of prior experience working in a team type of setting, such as serving on a committee, is key for young people,” said Marc Spencer of JUMA Ventures.

Interviewees note that younger generations must be able to look beyond their own piece of the work and care about the board's overall work. When joining a board committee, interviewees suggest younger members ask, “What contribution can I make to help the team succeed” rather than say, “I’ll be on the team, but let me do my piece by myself.”

“We need someone who can read a budget, financial statements, and understands SOX [Sarbanes Oxley], but that’s teachable; we need someone who can bring that and so much more in terms of personal style” noted Joy Persall of Native Americans in Philanthropy. “It’s about how you build bigger and broader coalitions.”

- **Connections to human and financial capital**

Interviewees tell us the most crucial resources younger board members can bring to the table are financial and human.

Being connected to people of influence, whether they are decision makers in the community or have money, is valuable to nonprofit boards. “When we give younger people a seat on the board, we give them an authentic position on the board. They are expected to contribute like anyone else,” says David McKinney of Public Allies. “It’s not an anointed youth seat. When young people have access, they use the opportunity to network and build those relationships. Younger generations aren’t necessarily wealthy early in their careers, but they might have connections in places we might not have thought of.”

Chief executives appreciate Generation X and Y board members’ ability to see beyond the usual suspects of donors and foundations and expand the organization’s reach and dollars in innovative ways. Interviewees recognize that while having prestigious names on the organization’s letterhead is important, it is not the only way to be successful in fundraising.

“Younger generations are very willing to get involved in fundraising, and they’re not nearly as burned out because they haven’t done it for years,” adds Connie Williams of PENCIL Foundation. “They just see it as an opportunity to expand their social network and are enthusiastic to build support for a cause they support. Their enthusiasm is the key.”

Surprisingly, a number of interviewees said that giving is not an issue for their younger board members. The most common reason given is that many do not set a dollar limit. For instance, at Leadership Tomorrow, the expectation is for each board member to give at a level significant to him or her. This approach helps level the playing field for all board members and alleviates any resentment between givers and non-givers.

Board Profile: INROADS

“INROADS has a system for developing its alumni into philanthropists and board leaders. We’ve been around for 38 years. Of 20,000 alumni, a couple thousand are active. Alumni who’ve made major contributions to their organizations and are able to engage other alumni are recruited to serve on the board. We have alumni under 40 who’ve given back to us financially and allowed our intellectual capital to come back to us. I’ve seen alumni give us \$25,000. The level of giving may not be the same, but everyone has to give.

Leadership capacity has to be there. First thing we do is get potential Gen X and Y board members involved at a committee level. They act in an advisory capacity, on hold for learning, coordinating fundraising initiatives with other alums. These advisory groups report to senior alumni who are partners or senior vice presidents in other companies. We have a young man now who works for a major firm and gave us the opportunity to use the firm as a consulting firm when we were looking at our organization’s future plan. In some cases, you have younger alumni and they help coordinate efforts. Where we’ve had younger generations on the board, they are already at a level where they’ve had the means to give. Once you get younger generations exposed to committee work and board service upfront, they’re all over it.”

--Jacquelyne E. Bailey, national vice president

If younger generations were added to the board, what three to five skills or qualities would the board need in order to work well with them?

Just as members of Generation X and Y who are joining boards need support and training, so do Baby Boomers and prior generations who are currently serving on boards. Interviewees agreed and listed the following board development needs:

- **Training on how to work with younger generations**
Interviewees recognize that there’s something different about the way Generations X and Y receive their news, have an availability of knowledge, and use information technology between themselves and others. Interviewees remind us that Baby Boomers often need help understanding and appreciating how Generations X and Y communicate and view and frame governance issues differently from Baby Boomers and differently from each other.

“Where the mission is education, young people point us in the direction of alternative options like social networking,” noted Jack Kosakowski of Junior Achievement.
“Discussions tend to be broader and there’s a lot more interest in service and delivery, not just the work of the board.”
- **Building respect and trust**
In addition to training, chief executives said that many older board members need to adopt a more positive outlook toward younger leaders. They encourage board members to

- **view Generations X and Y as leaders today**
Interviewees say many board members are uncertain about the younger generations' propensity to govern at this point in their lives, given their limited professional experience.

They also report that in social settings, Baby Boomers sometimes connect with younger board members by comparing them to their children or grandchildren. While intentions are good, such comments may come across as condescending.

- **remember what it was like when you joined a board**
“Many adults forget what it was like the first time they served on a board,” began Maureen Sedonaen of Youth Leadership Institute. “We need to be more sensitive to their experience.”

Interviewees note that younger generations may already feel inferior to more experienced board members. “The more experience we have, the more we tend to neglect younger people’s perspective and experience,” noted Ben Nemenoff of American Humanics. “The ability to revert is key. I try to put myself in the shoes of a 22-year-old and ask: What was my thinking like at that age? Do I need to act differently? Does the culture of our board appeal to them? It kind of gives some grounding as to how to respond.”

- **view younger leaders as assets rather than threats**
Chief executives tell us that their older board members often view their younger counterparts as threats to traditional ways of operating. For instance, when a Generation X or Y board member presents a new idea or raises a question that challenges a current approach, some older board members respond by saying “We’ve always done it like this.” Chief executives tell us that their boards need to develop a willingness to think positively about both the presence and intentions of younger members in order to work well with them.

“The effective boards of the future,” began Dr. Elfred Anthony Pinkard of UNCF Institute for Capacity Building, “will view young people with appreciation of the fresh, bold, and expansive perspectives they bring to our understanding of how knowledge is assimilated and intellectual capital is utilized.”

Final Thoughts and Acknowledgments

When BoardSource launched these interviews in spring 2008, we were unsure of what the response would be. There was already a considerable amount of research and dialogue on demographic shifts and executive transitions of retiring baby-boom leaders in the nonprofit workforce. Would yet another discussion about next generation leadership be a nuisance or nuance for the sector?

Thanks to the insight of interviewees of esteemed organizations focused on next generation board leadership, this report tells an unforeseen story. Amidst greater pressure for accountability, impact, effectiveness, and good governance practices, nonprofit boards are also taking strides to develop and aid the next generation — their successors in walking the path of nonprofit leadership.

While this report presents no ready rule of thumb, no one-size-fits-all intergenerational governance model, it constitutes new understanding of perspectives and practices for engaging Generations X and Y in good governance. This understanding, in turn, can help other boards assess their intentions and refocus their efforts to do the same. Some boards may need to amend bylaws, board structure, orientation, or meeting agendas, for example; some may not need to change much at all. The important thing is for boards to start thinking about where they stand with younger generations, where they would like to be, and how they are going to get there.

BoardSource would like to express our sincere gratitude to all who participated in this report and who gave generously of their time to the interview process. Without your insight, this report would not be possible.

Appendix A: Names of Interviewees and Organizations

Cassie Alaniz, Executive Director, Wonder, Inc.
CJ Callen, Executive Director, Changemakers
Judith Alnes, Executive Director, MAP for Nonprofits
Jeff Amy, Vice President Field Services/Executive Development, Boys & Girls Clubs of America
Jacquelyne E. Bailey, National Vice President, INROADS
Karen Baker, Secretary of Service and Volunteering, California Volunteers
Brian Bolton, Executive Director, California Association of Volunteer Centers
Rebecca Borden, Manager of Professional Development, Americans for the Arts
Betsy Brand, Co-Director, American Youth Policy Forum
Sue Carter, Executive Director, Volunteer San Diego
Vanessa Clemens, Board Liaison, National Council of La Raza
James Cleveland, President, Jumpstart
Steve Culbertson, President & CEO, Youth Service America
Ilana Golin, Research Associate, Civic Ventures
Col. Robert L. Gordon III, Senior Vice President for Civic Leadership, City Year
Rodney Jackson, President and CEO, National Center for Black Philanthropy
Carmen Joge, COO, Congressional Hispanic Caucus Institute
Jim Kielsmeier, Founder and President/CEO & **Jacqueline Heap**, Executive Assistant, National Youth Leadership Council
Hope Kessler, Executive Director, ORT America
Jack Kosakowski, Executive Vice President & COO JA Worldwide® and President Junior Achievement USA
Gabrielle Kurlander, President and CEO, All Stars Project
Amy Lee, Director of Online Initiatives, KaBOOM!
Jan Levy, Executive Director, Leadership Tomorrow
Annelle Lewis, Senior Vice President of Affiliate Services, National Urban League
Rustin Lewis, Chief Executive Officer, College Bound
Andy King, Senior Director, Nonprofit and Government, Points of Light Foundation & Volunteer Center National Network
Marian V. Marchese, Vice President of Strategic Alliances, Scholarship America
Nancy Martin, Director of Capacity Building Initiatives, National Youth Employment Coalition
David McKinney, Vice President of Alumni Leadership Network & **Merilou Gonzales**, Director of Alumni Relations, Public Allies
Kris Minor, Senior Vice President of Partnerships & Programs, America's Promise
Ben Nemenoff, Director, AH AmeriCorps*ProCorps and Next Generation Nonprofit Leaders Program. American Humanics
Laura Niznik, Director of Communications and Member Services, California Women LEAD
Jill Pasewalk, President and CEO, Camp Fire USA
Joy Persall, Executive Director, Native Americans in Philanthropy
Maria Teresa Petersen, Co-Founder and Executive Director, Voto Latino
Milli Pierce, Director of Member Development, Learning and Innovation, Public Education Network
Dr. Elfred Anthony Pinkard, Executive Director, Institute for Capacity Building at UNCF
Tony Rodriguez, Board Chair, Youth Speaks
Maureen Sedonaen, Founder and President, Youth Leadership Institute
Kate Seely, Special Projects Manager, Hispanics in Philanthropy
Josh Solomon, Co-Chair, Young Nonprofit Professionals Network

Marc Spencer, Executive Director, JUMA Ventures
Elizabeth Swanson, Director of Governance, Girl Scouts of the USA
Sandra Timmons, President, A Better Chance
Sala Udin, President, Coro Leadership Center
James Weinberg, Founder and CEO, Commongood Careers
Wendy Wheeler, President and Founder, Innovation Center for Community & Youth Development
Connie Williams, Executive Director, PENCIL Foundation
W. Kenneth Yancey Jr., CEO, SCORE! Association
Jennifer Zaniwski, Director of Affiliates, National 4-H Council

Appendix B: Interview Questions

The following list of questions guided the interviews. Not all questions were used in each interview.

1. Tell me about the board's composition. Does the board have a diversity of ages represented?
2. What value do you see when younger generations are added to the board?
3. How would you know that it was the right time to add younger generations to the board?
4. Once on board, do you prepare or orient younger generations any differently?
5. Thinking about your board, what 3-5 skills or qualities are necessary for *younger generations* to be valuable members of the board?
6. If younger generations were added to the board, what 3-5 skills or qualities would the *board* need in order to work well with them?
7. Would you recommend that other nonprofits add younger generations to their boards?
8. What other recommendations, if any, would you have for organizations considering adding Generation X or Y to their board?

Appendix C: Suggested Resources

- *The Changing of the Guard: What Generational Differences Tell Us About Social Change Organizations*, Francis Kunreuther (Nonprofit and Voluntary Sector Quarterly, vol. 32, no. 3, September 2003)
- *The New Boss: Younger than the Old Boss*, Mark Hogan (BusinessWeek.com, December 18, 2006)
- *Daring to Lead 2006: A National Study of Nonprofit Executive Leadership*, Rick Moyers, Timothy Wolfred, et al. (San Francisco: CompassPoint Nonprofit Services, 2001)
- *A New Generation Reinvents Philanthropy*, Rachel Emma Silverman (The Wall Street Journal, August 21, 2007)
- *The Nonprofit Sector's Leadership Deficit*, Thomas Tierney. (Boston: The Bridgespan Group, 2006)
- *The Next Generation: Today's Professionals, Tomorrow's Leaders* (New York: Catalyst, 2001)
- *14 Points: Successfully Involving Youth in Decision Making* (Somerville: Youth on Board, 2005)
- *Crunch Predicted in the Nonprofit Sector*, Phillip Rucker (Washington, DC: The Washington Post, March 3, 2008)
- *Fresh Faces on Board*, Eman Quotah (Chronicle on Philanthropy, June 12, 2008)
- *Ready to Lead? Next Generation Leaders Speak Out*, Marla Cornelius, Patrick Corvington, et al. (San Francisco: CompassPoint Nonprofit Services, 2008)

- *The Health of the Human Services Workforce*, Paul C. Light (Washington, DC: The Brookings Institution's Center for Public Service, 2003)
- *Workforce Issues in the Nonprofit Sector: Generational leadership change and diversity*, Patrick Halpern (Kansas City, MO: American Humanics, 2006)
- *Urban Institute National Survey of Nonprofit Governance*, Francie Ostrower (Washington, DC: The Urban Institute, 2008)
- *Good to Great and the Social Sectors*, Jim Collins (New York, 2005)
- *Building Board Diversity*, Rebecca Gardyn (The Chronicle on Philanthropy, December 11, 2003)
- *Nonprofit Organizations Turn to City's Young Professionals*, Sandra Zaragoza. (Austin, TX: Austin Business Journal, June 13, 2008)
- *Nonprofits Expand their Search for the Next Generation of Leaders*, Frank Sietzen (The Examiner, January 29, 2007)
- *Nonprofits Face Generation Gaps for Boards, Donors*, Todd Cohen (Nonprofit Times, vol. 19, August 1, 2005)