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A MIXED-METHODS STUDY ON EMPLOYMENT WITHIN A FEMINIST NON-
PROFIT ORGANIZATION

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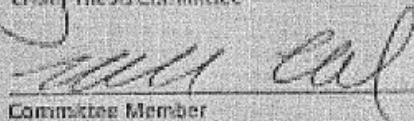
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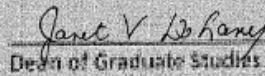
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ABSTRACT

A MIXED-METHODS STUDY ON EMPLOYMENT WITHIN A FEMINIST NON-PROFIT ORGANIZATION

Kelley A. Locher

This thesis explores the mechanisms that drive individuals employed in non-profit feminist organizations to be proponents of social change. The means to recruit additional support for women's rights is clarified by examining individual and group motivations. Quantitative and qualitative data was collected from 60 individuals currently employed in a feminist nonprofit organization. The findings provide insight into reasons why men and women actively engage in women's advocacy roles. The outcomes suggest there are two consistent characteristics that identify support of feminism: a liberal political orientation and a high educational attainment. In addition, emphasizing female kinship relationships may have a positive effect on male support of feminism. Further, reframing women's rights as a human rights issue may attract and recruit a broader community of individuals.

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Frederick Douglass, April of 1888, Washington, D.C.

A quote from a speech before the International Council of Women:

“When I ran away from slavery, it was for myself; when I advocated emancipation, it was for my people; but when I stood up for the rights of woman, self was out of the question, and I found a little nobility in the act.”

INTRODUCTION

Individuals who are enlightened on issues of sex discrimination can become committed to changing these gendered conflicts. This change is possible through involvement in many outlets, one of which includes participating in social change organizations where women’s rights are the focus. Social change organizations are dedicated to addressing “systemic problems in a way that will increase the power of marginalized groups, communities or interests.”¹ Systemic problems relating specifically to the welfare of women include, but are not limited to, the right to: hold political office, receive equal pay, equal education, reproductive freedom, and support and justice concerning sexual violence issues. Engaging in non-profit organizations (NPOs) by being active on a board of directors, as staff members or other types of volunteer activities in general has proved beneficial to women’s liberation. Political activism and women’s studies continue to enlighten women to their actual influence in society and may aid them in discarding traditional female roles.² Furthermore, engaging in advocacy work creates

¹ Chetkovich, C. A., & Kunreuther, F. (2006). *From the ground up: Grassroots organizations making social change*. Ithaca: ILR Press/Cornell University Press, 14.

² Stake, J. E., & Rose, S. (1994). The long-term impact of women's studies on students' personal lives and political activism. *Psychology Of Women Quarterly*, 18(3), 403-412.

larger social networks through which women are able to engage in dialog with other women.³

Social change organizations dedicated to women's rights can similarly prove beneficial to men's gender awareness through their own involvement and activism. Progress relating to women's rights is difficult to achieve by only targeting women, who constitute only one-half of potential participants. The current research will help uncover why it is imperative to include male voices and advocacy within feminist non-profit organizations in order to increase their mission's effectiveness and range of influence.

Research on the male role in women's advocacy is also important because gender discrimination continues to manifest in hindering women's access to political gains, educational achievement, and reproductive-health related issues, just to name a few. The examination of men who do engage actively to dismantle sexism can serve as a utility for women's advocacy organizations to increase public awareness of gender-related issues. It is therefore important to identify individuals who are capable of developing into mechanisms of social change.

By engaging men and women in non-profit advocacy, translating equal rights legislation into everyday practice is possible. The current examination aims to raise awareness of gender equality as not only a gender issue but a civil rights issue. The research is interested in exploring what drives men to be proponents of social change, concentrated on feminist issues. The main goal of the research is to provide insight into reasons why men and women actively engage in women's advocacy roles.

This research proposes that individuals can be educated about women's rights by groups similar to the current survey participants. By increasing the mechanisms used to

³ Cable, S. (1992), Women's Social Movement Involvement. *The Sociological Quarterly*, 33: 46.

recruit allies and advocates for women, the effect of social change concerning women's rights can be greater. Not only can these mechanisms of enlightenment be used for women's rights, but the development of other stigmatized minority groups' civil liberties as well.

LITERATURE REVIEW

A review of extant literature will help develop an understanding about the motivation behind male and female involvement in not-for-profit, women's rights identified organizations. It should be noted that 'women's rights organizations' and 'feminist organizations' are used interchangeably within the current research. Martin provides a definition of feminist organizations, stating: "an organization is feminist if it meets any of the following criteria: (a) has feminist ideology; (b) has feminist guiding values; (c) has feminist goals; (d) produces feminist outcomes; (e) was founded during the women's movement as part of the women's movement."⁴ This definition will operate as the foundation of targeted non-profit organizations (NPOs) in the current research. Further, the organizations are defined as feminist, or focused on women's rights, because they commit to ending repression due to sexism.⁵

Additionally, it is advantageous to examine literary evidence on distal effects that influence individual beliefs. Through this investigation, it is possible to create a framework of attributes or distinguishing qualities that are most likely to be characteristic of individuals that engage in feminist advocacy. In the following literature review, the topics of non-profit structure and feminist organizations help to provide background information on the importance of NPOs, and specifically feminist NPOs. Next, a discussion of non-profit staff motivations, coupled with a review of determinants for feminist attitudes, offers a strong base for survey questioning and expectations dictated in the research hypotheses. Finally, scholarly research on volunteerism exhibits a direct

⁴ Martin, P.Y. (1990). Rethinking feminist organizations. *Gender & Society*, 4(2), 184.

⁵ English, L.M. (2006). A Foucauldian Reading of Learning in Feminist, Nonprofit Organizations. *Adult Education Quarterly*, 56(2), 92.

correlation between one's volunteer background and desire to be involved in a feminist NPO. Overall, the literature enlightens us to the challenges that exist in involving men in women's rights organizations, while simultaneously explaining why it is important for men to get involved within this same category of NPOs.

Non-profit organizations, and specifically feminist-driven NPOs, are increasingly effective organizations that induce social change. Further, employment within these organizations can be viewed as a form of activism.

Non-profit Organizational Structure & Characteristics

Non-profit organizations (NPOs) have repeatedly operated as an integral piece of maintaining constitutional rights and helping to generate political debate throughout American history. Ferree & Martin agree that "the women's movement has successfully called into question... male dominance and institutionalized privilege based on gender... attributed in large part to the activities of feminist organizations that have worked for change."⁶ Women and other secondary-class factions lean on NPOs to strengthen and advance their own aspirations as a group. As a result of private corporations' tendency to serve from a more patriarchal point of view, the services provided by NPOs to members of the marginalized American public are invaluable.

A recent study by Li describes how the public image of non-profits is strengthened by their assumed compliance with certain ethics.⁷ Further, Aaker, Vohs &

⁶ Ferree, M. M., & Martin, P. Y. (1995). *Doing the work of the movement: Feminist organizations*. Philadelphia: Temple University Press, 3-4.

⁷ Li, Z. (2011). Social Capital and Public Image of Non-profit Organizations. *International Journal Of Business & Social Science*, 2(13), 233.

Moglinger surveyed university members and found “nonprofit organization (is) judged as higher on warmth-related traits (e.g., warm, kind, generous), than a for-profit organization.”⁸ Overall, NPOs are viewed by the public as more trustworthy than for-profits because of their governing board of directors, “service ethos, (and) autonomy from market values.”⁹ The Democratic Leadership Council and Civic Enterprises reports that nonprofits constitute 11% of the American workforce, with NPOs maintaining 9.4 million employees and 4.7 million full-time volunteers nationwide.¹⁰ The positive social reputation of NPOs, partnered with their large impact on the workforce, creates a good base where individuals can focus their mobilizing efforts in response to systems of inequality within society. Although their impact may be large, on-going and/or catastrophic financial hardships have a tendency to reduce the influence of NPOs. This leads into a discussion on the current economic standing of NPOs and theories about how their hardships may be alleviated. This discussion is important to the current research since encouraging new types of staff, volunteers or board members to become involved in women’s organizations may be vital to preserve the institutions that fight for women’s liberation.

Not-for-profit organizations maintain responsibility for supporting many social justice movements in the United States, historically and presently; however, due to the 2007 Global Financial Crisis and resulting economic recession in the United States, the financial welfare of NPOs is all the more vulnerable.¹¹ The Center for Civil Society

⁸ Aaker, J., Vohs, K. D., & Moglinger, C. (2010). Nonprofits Are Seen as Warm and For-Profits as Competent: Firm Stereotypes Matter. *Journal Of Consumer Research*, 37(2), 226.

⁹ DiMaggio, P. J., & Anheier, H. K. (1990). The Sociology of Nonprofit Organizations and Sectors. *Annual Review Of Sociology*, 16(1), 142.

¹⁰ DLC and Civic Enterprises Policy Report. (March 2009). *The Quiet Crisis: The Impact of the Economic Downturn on the Nonprofit Sector*. Washington, DC: Bruce Reed and John Bridgeland.

¹¹ DLC and Civic Enterprises Policy Report. (March 2009).

Studies at Johns Hopkins Institute for Policy Studies conducted a survey of NPOs in June of 2009. They determined that 83% of responding organizations reported some level of fiscal stress during the target period of September 2008 to March 2009, with almost 40% of the organizations reporting the stress to be “severe” or “very severe”. The fiscal stress of the current economy hinders many NPOs from upholding their mission to enhance social justice and human rights advocacy. Adaption of new staff members and board of directors may help alleviate financial stress within non-profits. Salamon distinguishes one of the six characteristics of NPOs is that they serve some “public benefit”¹²; however, without financial stability, the diverse and often underprivileged populations served by NPOs are at risk. Increased diversity within these organizations to create more revenue, as Gajewski revealed, is important to the overall well-being of individuals served by NPOs.¹³ The adaptation of personnel on staff within specifically women’s rights NPOs can provide increased resilience and growth in times of economic recessions and societal hardships.

NPOs must utilize monetary resources to endorse the organization’s overall mission and respond to certain social problems.¹⁴ Nevertheless, as monetary resources are necessary for any organization to maintain a strong base, it should be noted that NPOs do not stress economic expansion over their mission. As previously discussed, a strong economic base is necessary to focus on the main objective of the organization, but once this base is achieved, it is not the main attraction of the NPO. Further, emphasis on

¹² Salamon, L. M. (1999). The Nonprofit Sector at a Crossroads: The Case of America. *Voluntas: International Journal Of Voluntary & Nonprofit Organizations*, 10(1), 10-11.

¹³ Gajewski, M. (2005). Strategic diversity to increase human capital in public and nonprofit organizations. *Nonprofit good practice guide*. 1-6.

¹⁴ Anheier, H.K. and Seibel, W. (1990). The third sector: Comparative studies of nonprofit organizations. Berlin: Walter de Gruyter, 21.

progress rather than financial gains allows for these types of organizations to attract individuals and volunteers who are expressly interested in implementing social change and carrying out the organization's mission. This type of goal-oriented approach of some NPOs contradicts traditional institutional structures that maintain inequality and emphasize financial achievement over individual liberties. Henceforth, individuals connected to organizations who stress progress over finance may hold a similar belief system. This research thesis will therefore focus on organizations that fit Valentinov & Larsen's definition of a neoclassical nonprofit firm, who are oriented "toward utility rather than profit maximization."¹⁵ Survey research supports this design by reporting that non-profit employees place the quality of their job above the importance of increased wages, as compared to for-profit employees.¹⁶

The nonprofit sector serves a fundamental role in advocacy by determining socio-political problems relating to women, and correspondingly producing a feasible solution or goal for them. The growth of NPO's economic importance only further highlights their socio-political influence; NPOs have absorbed "as much as 10% of nonagricultural employment and perhaps for 8% or more of the gross domestic product (GDP)"¹⁷ over the last three decades. Hammack further asserts that "it is through self-governing nonprofit organizations that Americans have expressed - and managed... diversity."¹⁸ Additionally, it is argued that diverse NPOs can create even more human capital and

¹⁵ Valentinov, V., & Larsen, K. (2011). The meaning of non-profit mission breadth: A constitutional economics perspective. *Social Science Journal*, 48(1), 38.

¹⁶ DiMaggio & Anheier, 148.

¹⁷ Hammack, D. C. (2002). Nonprofit Organizations in American History: Research Opportunities and Sources. *American Behavioral Scientist*, 45(11), 1640.

¹⁸ Hammack, 1640.

revenue due to the idea that diverse employees can better serve increasingly diverse communities.¹⁹

Researchers DiMaggio & Anheier assert that the non-profit sector “contributes to pluralism by creating centers of influence outside the state”²⁰ and is thus a main source of diversity. The most successful organizations are those that enlist staff who are diverse.²¹ NPOs should have managers that “can look at issues from a range of different points of view based on their backgrounds and experiences.”²² Noted above, increased productivity due to workplace diversity may help alleviate the financial burdens placed on NPOs. Gough argues for five ways that NPOs can increase levels of success: involving people with divergent points of view; recognizing that English proficiency should not be a criteria; seeking help from both genders; and having a balance in religious, racial, ethnic and national origin.²³ NPOs can be increasingly successful if the makeup of their organization reflects that of community members who are served.

Workplace diversity is recognized as fundamental in increasing the effectiveness of non-profit business, which in turn affects the productivity and performance of the organization.²⁴ An examination of approximately 2,000 for-profit firms executed data revealing a “positive relationship between the percentage of female directors on the board and Tobin’s q” or financial performance.²⁵ A diverse board and staff benefits both for-profit and non-profit organizations. Similarly, Brown (2002) assessed the effectiveness

¹⁹ Gajewski, 1-6.

²⁰ DiMaggio & Anheier, 151.

²¹ Carter, Simkins & Simpson, (2003).

²² Gough Jr., S. N. (2005). Five reasons for nonprofit organizations to be inclusive. *New Directions For Philanthropic Fundraising*, 2005(47), 127.

²³ Gough Jr., 140.

²⁴ Mastracci, S. H., & Herring, C. (2010). Nonprofit management practices and work processes to promote gender diversity. *Nonprofit Management & Leadership*, 21(2), 155-175.

²⁵ Carter, D. A., B. J. Simkins, & W. G. Simpson. (2003). Corporate Governance, Board Diversity, and Firm Value. *Financial Review*, 38, 50.

and attitudes of 121 NPOs. The research uncovered that diverse boards are more apt to report their performance as more contextually-based than non-diverse organizations. This means that the board takes into account “the culture, history, and values of the organization when making decisions.”²⁶ This aspect of any company is increasingly important, as the effectiveness of the organization rests on the decisions of the staff to parallel the overall mission and values of the specific company. There are many benefits in engaging a gendered or racially diverse staff. Diversity within organizations allows for multiple perspectives and experiences to take part in resolving company issues and creating an operative pathway for the organization’s aspirations to transpire.

A dialogue about the importance of diverse company staff ties in directly with the actual studied composition of large corporation’s staff, NPO’s staff and feminist-based NPO’s staff. Additionally, background information on the importance of diversity offers further understanding of the projected methodology in the present study. A report in 2011, conducted by Catalyst, found that in the United States, women comprised only 8.3% of Fortune 500 lead directors, compared to 8.8% in 2010. Further, Catalyst reported women occupied 16.1% of board seats at Fortune 500 companies.²⁷ With women comprising half of the U.S. population, these numbers are shocking. As large corporations continue to inhibit women from obtaining executive positions, NPOs have largely maintained a responsibility to counteract this perpetual marginalization by promoting more diverse establishments, regardless of the organization’s mission or focus. Although still lacking in ethnic diversity, gender divisions have fallen within NPOs. In 2010, there were 48%

²⁶ Brown, W.A. (2002). Racial Diversity and Performance of Nonprofit Boards of Directors. *Journal of Applied Management and Entrepreneurship* 7(4):43-57.

²⁷ Soares, R. (2011). 2011 Catalyst Census: Fortune 500 Women Board Directors.

women on NPOs board of directors, up 5% from 2007.²⁸ Concerning staff composition within NPOs, women fill 68% of nonprofit staff positions; Further, 40% of executive directors are male and 60% female.²⁹ The heightened rate of female staff in NPOs is highly beneficial to their fundraising success because women control the spending of 60% of the nation's wealth and "the number of women who earned \$100,000 or more tripled in the last decade."³⁰ Overall, as NPO staff structure is more heavily comprised by women, who are increasingly controlling more of the nation's wealth, there is potential for the financial situation of NPOs to improve. These statistics parallel the argument earlier about diverse non-profits' ability to create more human capital and revenue since diverse employees can better serve increasingly diverse communities.

Since feminist-based NPOs serve primarily women, the staff composition should largely reflect the target population; however, this does not mean that alternate points of view from men should be disregarded. Women's organizations cannot be expected to succeed with only the aid of other women. Being female does not automatically make you a feminist; there are still many women who do not support women's rights, and because of this, "in political and economic arenas, women can gain little without men being actively involved."³¹ As the research above noted the large gains of women within the nonprofit sector, the larger for-profit sector and political realms are still largely governed by a male presence and patriarchal viewpoints. It is for this reason that women's organizations can benefit greatly from heightened male support and presence.

²⁸ BoardSource Nonprofit Governance Index, 2010.

²⁹ Halpern, R. P. (2006). *Workforce Issues in the Nonprofit Sector: Generational leadership change and diversity*. Kansas City, MO: American Humanics, 7.

³⁰ Nardell, M., & Moore, J. (2007). *The women's sector? not quite....*

³¹ Schacht, S. P., & Ewing, D. W. (2004). *Feminism with men: Bridging the gender gap*. New York: Rowman & Littlefield, 55.

The research above overall highlights how a balance between genders within an organization may be significant to their success.

The current study aims to reveal both personal attitudes towards men being involved in feminist NPOs and self-reported statistics on the actual proportion of men and women employed within feminist NPOs. The information reported in the impending survey will aid in further clarifying the idea that although scholarly literature advocates for diversity within organizations, individual attitudes on the topic of male presence within feminist NPOs may contradict scholarly opinion. An in-depth discussion about the motivations of nonprofit employees will come next.

Non-Profit Staff Motivations

NPOs aid populations of individuals who desire to collectively voice their interests, needs, and public issues. They provide an institutionally-based portal by which these groups are able to collectively work together without absolute regulation from the government or society. Feminist organizations, in particular, are described as “a grassroots response to systemic social problems.”³² To further understand NPOs, (specifically feminist-based NPOs), staff members existing as a central component within these organizations will be assessed.

Employees hired to NPOs are expected to have the best interest of the organization in mind and share beliefs in the mission statement as rendered by the NPO. Because most staff members receive minimal financial compensation for their time-investment, their dedication to the mission of the organization can be viewed as inherent.

³² Chetkovich & Kunreuther, 14.

Studies spanning across 10 years also suggest that the characteristics of non-profit employees have not altered much.

DiMaggio & Anheier examined the differing values of non-profit employees and for-profit employees. They found non-profit employees were more willing to work for decreased wages than for-profit employees, due to their heightened emphasis on job quality and overall differing values systems. Further, NPOs only attract people who are willing to work for less in exchange for a more conducive or rewarding work environment because “entrepreneurs preoccupied with profits apply their talents elsewhere.”³³ The differing values system mentioned by DiMaggio & Anheier is subsequently highlighted in a later study by Gibelman. She studied seventy-five NPOs in the U.S., gaining data from 4,596 employees. The study participants uncovered that “humanitarianism, charity, human rights, and human well-being”³⁴ were recognized values that employees viewed as existing within human services NPOs. Human rights and well-being are at the core of feminist NPOs as well, although they direct their focus more specifically on the well-being of women and children.

Leete’s research findings similarly suggest that non-profit staff weigh their “love of the job” more heavily than the wages of the job. The researcher asserts “nonprofit organizations require more intrinsically motivated and organizationally oriented employees.”³⁵ Overall, although employees are paid a wage or salary, non-profit employees weigh the non-monetary rewards of their job more heavily, since the financial benefits of working for a NPO are typically minimal. Additionally, this allows for higher

³³ DiMaggio & Anheier, 140.

³⁴ Gibelman, M. (2000). The Nonprofit Sector and Gender Discrimination. *Nonprofit Management & Leadership*, 10(3), 254.

³⁵ Leete, 429.

rates of cooperation between employees and management. The increased wage equity distribution between non-profit staff versus for-profit staff³⁶ suggests decreased hierarchy and improved cohesiveness within NPOs. Research supports this concept by explaining how wage equity is directly related to perceptions of fairness and employee motivation. Non-profit employees show increased motivation when they perceive wages within organization to be more widely dispersed versus concentrated in upper-management, similar to how for-profit organizations work.³⁷

Satisfaction within one's workplace can be measured a number of ways, including: salary/wage, non-wage benefits, organizational structure, work atmosphere and more. The continued research in contrasting the operations of NPOs and for-profit firms further determines that although NPOs generally have better non-wage benefits, this still does not directly explain non-profit employees' higher job satisfaction.³⁸ The gain of "higher intrinsic utility"³⁹ can help explain higher job satisfaction of non-profit staff as opposed to for-profit staff in the same industry sector. Other factors that have been uncovered to help explain higher job satisfaction and motivation include: increased responsibilities and family-friendly policies.⁴⁰ When persons who value increased responsibility above wage are partnered with non-profits that are typically characterized as autonomous⁴¹ a mutually beneficial situation is created. Non-profits benefit from qualified employees who are willing to accept lower wages, and the employees benefit by gaining greater job responsibility and job satisfaction. Alternate research similarly

³⁶ Leete, 442.

³⁷ Leete, 429-442.

³⁸ Benz, M. (2005). Not for the profit, but for the satisfaction?: evidence on worker well-being in non-profit firms. *Kyklos: International Review For Social Sciences*, (2), 171.

³⁹ Benz, 157.

⁴⁰ Lee, Y. & Wilkins, V. M. (2011). More Similarities or More Differences? Comparing Public and Nonprofit Managers' Job Motivations. *Public Administration Review*, 71(1) 52.

⁴¹ DiMaggio & Anheier, 142.

indicates how a positive work-family balance motivates non-profit employees, while monetary incentives motivate for-profit employees.⁴² NPO emphasis on family-friendly policies is important since there are higher percentages of managers with children in the non-profit sector than the for-profit sector.⁴³

NPOs benefit by hiring qualified (and often over-qualified) employees for lower compensation. Non-profit managers were found more likely than public managers to have a master's or advanced degree.⁴⁴ Similar research by Benz maintains that nonprofit employees receive lower wages & fewer benefits than for-profit employees, despite their higher rate of college and post-graduate degrees.⁴⁵

The research uncovered in this section provides greater understanding of non-profit workers. The socio-emotional rewards granted to persons working in successful, mission-driven NPOs not only attracts desired employee candidates for the NPOs, but also allows NPOs to gain invaluable employee work efforts and expertise for lower wages. By reviewing literature on motivation for NPO employment, we can better understand ways to increase non-profit support from targeted community members (namely, male support of feminist NPOs). The current thesis will reveal the top motives for employment of current feminist non-profit staff through a comprehensive 2-part survey. It will address both respondents employment position, annual salary, and top 5 reasons for serving as a staff member within a feminist NPO.

⁴² Sung Min Park Word, J. (2012). Driven to Service: Intrinsic and Extrinsic Motivation for Public and Nonprofit Managers. *Public Personnel Management*, 41(4) 725.

⁴³ Lee & Wilkins, 45.

⁴⁴ Lee & Wilkins, 45.

⁴⁵ Benz, M. (2005). Not for the profit, but for the satisfaction?: evidence on worker well-being in non-profit firms. *Kyklos: International Review For Social Sciences*, (2), 155-174.

Feminist Organizations & Consciousness-Raising Experiences

Non-profit organizations (NPO) whose focus is on feminism aim to equalize the social structures under which men and women participate. These organizations “engage in collective action to become protagonists of public problem solving.”⁴⁶ Deitch asserts that the “women’s movement increasingly relies on (NPOs) to coordinate and carry out social change work.”⁴⁷ Researchers further ascertain that feminist organizational structure is unique unto itself. It is therefore important not only to review NPO characteristics, but determine the strategies and importance of women’s rights-based organizations as well. For example, Deitch’s study on feminist organizations determined through interviews that bringing in personal issues and emotions to the job was a key feature in the workplace. The idea of separating work from home life was not encouraged. Even further, members of the various organizations studied believed that the convergence of home life and work life was “significant for feminist transformation of the workplace.”⁴⁸ It is possible that the involvement of work life and home life is characteristic of many organizations where human rights are the focus. Discriminatory practices that are both experienced and observed within society are directly connected to the mission of feminist and human rights organizations. Further, women who work in feminist organizations are likely to experience discrimination outside of the workplace while simultaneously fighting against sexism in their everyday job. Isolating their outside experiences would be disadvantageous if they are trying to create a safe working environment for themselves and their clients. One of Deitch’s interviewees approached this idea head-on, stating that

⁴⁶ Chetkovich & Kunreuther, 14.

⁴⁷ Deitch, C. (2007). Labor in the Vineyard of the Women’s Movement: Feminist Organizations as Workplaces. *Conference Papers – American Sociological Association*, 1.

⁴⁸ Deitch, 9.

she expects a work environment “that supports a linking of personal, personal as political, personal political and work.”⁴⁹ The idea of transformative learning in the workplace will be discussed later in the literature review.

Feminist organizational success depends on taking into account the needs of the staff, board of directors, and the people they serve. Disney & Gelb discuss four key components of feminist organizational success. This includes the following: achievement of policy objectives; building a human and economic resource base; changing patriarchal norms; and overall organizational maintenance and survival.⁵⁰ The components of organizational success that will be focused on in the following research deal with the achievement of policy changes and transforming societal norms. These features are especially important to research because, as noted earlier, it is through feminist organizations that movements and greater societal change is accomplished. Feminist organizations are viewed as the catalyst behind achieving feminist goals. Three major types of feminist goals include “(a) to change their women members by improving their self-esteem, political awareness, skills; (b) to serve women generally through providing education or services such as political education, personal counseling, health care, shelter from battering and knowledge (c) to change society so that women’s status, treatment, opportunities and condition in life are improved.”⁵¹ Interestingly noted, these generally-accepted feminist goals do not mention changing male members, or really anything relating to the inclusion of men as a means for feminist transformation and growth. The

⁴⁹ Deitch, 8.

⁵⁰ Disney, J., & Gelb, J. (2000). Feminist Organizational 'Success': The State of U.S. Women's Movement Organizations in the 1990s. *Women & Politics*, 21(4), 53.

⁵¹ Martin, 193.

topic of male support as crucial to the advancement of women's rights will be deliberated in the current thesis research.

There are multiple and conflicting approaches to defining what constitutes "feminism", but many researchers argue that "exclusion" does not need to be incorporated in this definition. Non-profit organizations are well-identified as having a female-dominated staff⁵² and feminist-based NPOs attract even more female staff members due to their mission of various women's rights interests. Unfortunately, no valid statistic exists on the proportion of men employed within specifically feminist-based NPOs. Feminist ideologies are divided between maintaining autonomy in the support for women's rights versus a cooperative movement for community change by including men in the struggle. Regardless of male presence or not, feminist-based NPOs need not fall into the same category as large corporations as "exclusionary".

Studies investigated below highlight different viewpoints on the benefits and damage of embracing men in feminist organizations. Martin enlightens us to the reality that some women's organizations will not accept men as members, while others, such as the National Organization for Women (NOW), accept them willingly.⁵³ The current research, through surveying male staff members within feminist nonprofits, is arguing for a cooperative approach of feminism.

English, however, supports an opposing point of view via a study on board members within feminist organizations. In-depth interviews of 16 individuals (staff and board members) within feminist organizations aimed to explore how learning transpires within these establishments. The research noted that although there were common

⁵² Themundo, N. S. (2009). Gender and the Nonprofit Sector. *Nonprofit and Voluntary Sector Quarterly*, 38(4), 665.

⁵³ Martin, 197.

conflicts between the board members on issues relating to decision-making and finances, “the women were able to work through the issues because it was all women on the board; women are less inclined to grandstand or to engage in impression management.”⁵⁴ The board members here largely promoted separation of the sexes to maintain heightened cooperativeness, unlike previously-reviewed research that promotes diverse board membership.

Metzendorf & Cnaan’s study on volunteers within feminist organizations revealed that the volunteers within feminist-oriented companies were all women, “men donated money, and at times, served as staff... but were not used as volunteers.”⁵⁵ The researcher concluded that the use of strictly female volunteers only further perpetuated the norm that women volunteered; men were exempt from this responsibility simply because men are not stereotyped as volunteers and henceforth are not expected to volunteer. There was no mention in the study, however, whether interested male volunteers were discouraged and turned away or if men simply did not approach the organization to be volunteers.

Scholars also express the advantageousness of incorporating men in feminist organizations, in any capacity (as staff, board members, volunteers or etc.).⁵⁶ Kimmel provides an interesting argument when he states “men as a group do have power, and that power is organized against women. But some men also have power over other men.”⁵⁷ Kimmel suggests that men do have the capability to understand and experience powerlessness against men. They may be capable of challenging themselves and other

⁵⁴ English, L. M. (2006). A Foucauldian Reading of Learning in Feminist, Nonprofit Organizations. *Adult Education Quarterly*, 56(2), 92.

⁵⁵ Metzendorf, D. & R.A. Cnaan (1992) Volunteers in feminist organizations. *Nonprofit Management & Leadership* 2, 262.

⁵⁶ Martin, 198.

⁵⁷ Kimmel, Michael S. (1998). “Who’s Afraid of Men Doing Feminism?” in Tom Digby, ed. *Men Doing Feminism (Thinking Gender)*. New York: Routledge. 216.

men to help end patriarchy. Although it may be very difficult for men to remove themselves from patriarchy⁵⁸, shared experiences of oppression and involvement in women's rights organizations allow for increased collaboration against institutional sexism.

Schacht & Ewing further emphasize the harms of gender separation and exclusion. They state "not only is it impossible to achieve gender equality by excluding men, but such an outlook ironically promoted essentializing notions of gender that have long been used to support and sustain gender inequalities."⁵⁹ One of the researchers highlights personal experiences to help explain how men have been important allies in her career, and that from these observations, a question arises: "To what extent could patriarchy be used to fight patriarchy?"⁶⁰

Crowe discusses two challenges men face when becoming engaged with feminism. The understanding that feminism and women's organizations are for and about women engages the assumption that if it is for women, it must be against men. Secondly, the overwhelming sense of guilt or shame feminism may bring to men causes conflict; they "feel they are being blamed — or perhaps they feel they are to blame."⁶¹ Crowe's suppositions suggest it is men who don't want to be involved in feminism, and not women's organizations excluding them from the opportunity. Either way, enhanced inclusive gender relationships can setup opportunities to explain feminism and women's rights to men without societal pressure and feelings of guilt.

⁵⁸ Klocke, B. (2008). *Roles of Men with Feminism and Feminist Theory*. Retrieved from: <http://www.nomas.org/node/122>

⁵⁹ Schacht & Ewing, 5.

⁶⁰ Schacht & Ewing, 53-55.

⁶¹ Crowe, J. (2011). Men and Feminism: Some challenges and a partial response. *Social Alternatives*, 30(1), 50.

The views of these researchers and others support the claim that enlisting the volunteerism of men in the NPO feminist sector as board members, volunteers or staff can both enlighten men to the diverse missions of feminist action, as well as, allow men to actively engage in promoting women's rights. If it really is necessary to include men in feminism to succeed, then there is no better way than through political and organizational realms. Mirshra & Singh state that feminist organizations are actually experiencing pressure to hire men - advised "not to burn your bridges with men."⁶² This declaration about the potential benefit of male staff is not advocating for men to be in leadership positions within these organizations, but rather allowing them an opportunity to become supportive participants and allies in a fight for women's rights.

Pro-feminist men's organizations are not as visible as feminist NPOs. It should be mentioned that pro-feminist individuals can support the cause of feminism without defining themselves as feminists and/or as members of the feminist movement. Cain studied both men's pro- and anti- feminist groups. Pro-feminist men's organizations emphasized that "redefining the role of men is important to changing gender relations."⁶³ Further, it was understood that a strong commitment from both male and female pro-feminists is necessary to institute change.⁶⁴ This powerful commitment to feminism could be modeled by means of embedding oneself within a social change organization whose mission includes furthering women's rights. Moreover, Disney & Gelb studied feminist organizations and presented four components of their success, two of which include mobilization and survival. Board members interviewed within these feminist

⁶² Mishra, Y., & Singh, N. (2007). Chapter 4: An Insight into Feminist Organizations. *Building Feminist Movements: Global Perspectives*. Zed Books. 39.

⁶³ Cain, C. (2008). Just a Figure of Speech? Discursive Resources of Men's Pro-Feminist and Anti-Feminist Websites. *Conference Papers – American Psychological Association*, 1.

⁶⁴ Cain, 1.

organizations maintained that “long-term success is based upon mobilization of activists already connected to movements of social change.”⁶⁵ The organizations were thus attempting to change social structures through the mobilization of individuals who already had a heightened awareness of their own inequality.

Mobilizing for women’s rights can be strengthened through a consciousness-raising (C-R) experience. This form of enlightenment became popular in the second-wave women’s movement and is still pertinent today. Multiple researchers provide evidence that it is possible for both men and women to develop a feminist outlook through what is defined as consciousness-raising experiences or transformative learning.⁶⁶ This experience is created through encouraging isolated women to form groups and discuss their gendered strife in order to become more politically-conscious. Often, the consciousness-raising experience has been dictated as only possible without the interruptions of men. Reger asserts that “political events and social structures pull women into the organizational spaces, while internal organizational strategies and processes work to transform them in collective actors.”⁶⁷ To create a lasting social change a united front of ideologies needs to organize. Non-profit organizations are one of many environments through which individuals can voice their beliefs with like-minded folks, further organize to produce consciousness-raising experiences, and generate social awareness and change in their community.

Consciousness-raising may also work in stages, with researchers revealing that four main stages can take place before full enlightenment or awareness. First, a new

⁶⁵ Disney & Gelb, 53.

⁶⁶ English, L. M. (2006); Reger, J. (2004); Chesebro, J. W., et. al (1973).

⁶⁷ Reger, J. (2004). Organizational “Emotion Work” Through Consciousness-Raising: An Analysis of a Feminist Organization. *Qualitative Sociology*, 27(2), 205-222.

identity is created; second, individuals perceive themselves as opposed to sexist establishments; third, individuals deny greater societal values and create new ones; and finally fully “support liberation efforts of... oppressed groups.”⁶⁸ These stages encourage individuals to work towards social change, and social change focused on women’s rights can be achieved through feminist organizational involvement.

English & Peters studied transformative learning within feminist nonprofit organizations. Their findings indicate that certain relationships, such as those with mentors or friends, played a key role in C-R and transformative learning of the women being studied.⁶⁹ Overall, those women who did not initially consider themselves feminists were transformed through working in feminist organizations and developing “a deeper level of understanding of the philosophical tenets of feminism and its practical commitments.”⁷⁰ This finding offers motive for the current thesis research to question whether or not men involved with feminist organizations are able to complete a similar transformation.

English targeted boards of directors within feminist organizations and observed a separation between the board members on whether or not to allow male membership. One of the organizational members who did promote male involvement alludes to consciousness-raising experiences as vital to male support of women’s rights. She states that “when they get here and they start to work in the environment... a learning curve happens. It is not imposed; it is just that their lives get opened to women’s reality.”⁷¹ It is

⁶⁸ Chesebro, J. W., Cragan, J. F., & McCullough, P. (1973). The small group technique of the radical revolutionary: A synthetic study of consciousness raising. *Speech Monographs*, 40, 146.

⁶⁹ English, L. M., & Peters, N. (2012). Transformative Learning in Nonprofit Organizations: A Feminist Interpretive Unquiry. *Adult Education Quarterly*, 62(2), 114.

⁷⁰ English & Peters, 114.

⁷¹ English, 94.

indicated that “one can become a feminist only from within”⁷² and general feminist knowledge or education are not sufficient enough to ignite transformative learning. In English & Peters’ study, what drew the women to work in feminist organizations was not necessarily the mission of the organization. Instead, formal education and background in volunteerism were found as the main reasons for the participants’ employment decision. These factors originally drew them to the organization, but it was the act of involvement and total immersion that built C-R experiences.

Although the previous studies (that observed the importance of C-R experiences) did not have male participants, it still provides a basis of understanding how involvement in feminist-based organizations can create ideological transformations. To help address this gap in the literature, the current study includes surveying both men and women who are employed in a feminist NPO. The current study draws on male and female attitudes towards the classification of men as feminists to more clearly understand how men engage with feminism. The connection between feminism and volunteerism and feminism and education will be discussed later in the review.

Determinants of Feminist Attitudes

Encouraging men to support organizations or cohorts of women who ultimately challenge their position of power can appear paradoxical. By surveying men who are supporting feminist establishments, society can gain insight into how some men do engage feminism and in what way they are empowered to enlighten other men and

⁷² Mishra & Singh, 40.

women. The cost-benefit of working at a women's rights NPO is translated into a broader tradeoff involving future social change. Stated earlier, nonprofit personnel heavily weigh the non-monetary rewards of working for a public service organization, and may therefore view their work efforts as a fundamental element of progress versus just a way to "pay the bills". The cost of working within a NPO for possibly lower pay than in a for-profit company is viewed as an impending benefit to one's spouse, child, or other groups of individuals.

Gender ideology of men and women can be partially explained through family structure, political beliefs, general upbringing and more. The Equal Rights Amendment (ERA), a policy that paralleled the beliefs of many female advocates and feminists, was defeated in 1982. The ERA was a significant large-scale political movement that required and gained promotion from both men and women. As noted earlier, the notion of men voluntarily moving away from the "status quo" to support women's rights is very peculiar. A 1978 study with over 750 interviewees concluded that 'wives' employment is an increasingly salient issue,"⁷³ with a negative correlation between men with unemployed wives and support for the ERA. Gill similarly concluded that men who had wives in the labor force held more favorable attitudes towards the ERA than men whose wives were "homemakers". The employment status of one's wife helped estimate men's subsequent support of women's rights movements. Another determinant of feminist attitudes resides in the social status of both men and women. Gill further developed consistent findings that anti-ERA women were largely more conservative in their political

⁷³ Huber, J., Cynthia R., and Glenna S. (1978). A Crucible of Opinion on Women's Status: ERA in Illinois. *Social Forces* 57: 559.

views; as well as, highly religious.⁷⁴ The findings for men who opposed the ERA paralleled the female characteristics, with anti-ERA men being largely white political conservatives.⁷⁵ A particular finding from Gill remains seemingly notable in explaining the relationship between working wives and pro-ERA attitudes. Two of Gill's studies found "pro-ERA women activists to be more highly educated than anti-ERA activists."⁷⁶ What I deduced from the findings is that educated, working females and their husbands are expected to be most supportive of equal rights for women.

More recent studies on determining one's support of women's equal rights conclude similar findings on the importance of religiosity and political orientation. Bettencourt et al, studied adult attitudes towards feminism. They determined individuals with a more liberal political orientation and low level of religiosity as having favorable attitudes towards feminism.⁷⁷ As estimated, conservative political orientation is associated with more traditional views of gender-role responsibilities. Men with conservative attitudes have been largely characterized as: having low levels of education and income, being self-defined as working class, having higher numbers of children, and having mothers who did not work and were poorly educated.⁷⁸ Similarities between male and female positive attitudes towards feminism reside in the following domains: younger

⁷⁴ Gill, S.K. (1985). Attitudes toward the Equal Rights Amendment: Influence of Class and Status. *Sociological Perspectives*, 28(4), 446.

⁷⁵ Gill, 457.

⁷⁶ Gill, 446.

⁷⁷ Bettencourt, K., Vacha-Haase, T., Byrne, Z. (2011) Older and Younger Adults' Attitudes Toward Feminism: The Influence of Religiosity, Political Orientation, Gender, Education, and Family. *Sex Roles* 64(11/12), 868.

⁷⁸ Ciabattari, T. (2001). Changes in men's conservative gender ideologies: Cohort and period influences. *Gender & Society* 15(4), 579-584.

age, low levels of religiosity, higher educational attainment and a liberal political identification.⁷⁹

Cornish studied a small sample of pro-feminist men in order to determine how to reach men in feminism. He explored how these men engaged feminism and reconstructed (or were still reconstructing) their identity and role within society. This particular study uncovered how family-of-origin can be a distinct factor in men's interest in feminism. Either coming from a very patriarchal or very flexible upbringing caused these men some sort of conflict and the subsequent need to "acknowledge the pain, responsibility and shame associated with participation in patriarchy."⁸⁰ It was found that the men from flexible family structures rebelled against their dual-responsibility households while the men who came from patriarchal households felt guilt from their participation and re-enactment of their father's male role within the home.⁸¹ In this particular sample of men, two contradictory household upbringings helped determine their similar adult attitudes and beliefs towards gender-equality.

Through these various studies, conducted across the last 30 years, a complex image of the types of women and men who are most likely to support women's rights emerges. Although the research highlighted provides this framework of characteristics, women are still far more likely than men to support feminist issues. The rationality behind this statement lies in the forefront idea that feminist issues only directly benefit

⁷⁹ Bolzendahl, C.I. & Myers, D.J. (2004). Feminist Attitudes and Support for Gender Equality: Opinion Change in Women and Men, 1974-1998. *Social Forces*, 83(2), 773-780.

⁸⁰ Cornish, P.A. (1999). Men Engage Feminism: A Model of Personal Change and Social Transformation. *Journal of Men's Studies*, 7(2), 194.

⁸¹ Cornish, P. A. (1999). 179.

women. However, through association with women, by kinship or other social relationships, men can similarly benefit from implementing equal rights for women.

Research ascertains that men are exposed to the importance of feminism largely through significant others. Men's interest in women's equality is largely based on kinship connections, documented by Bolzendahl & Myers in their 2004 research findings. They assert "men benefit indirectly from feminist returns to their spouses - while women do not - and therefore men's feminist attitudes can be produced by their own interest structures."⁸² Social exchange theory is useful in explaining why discrimination against one's spouse is not beneficial to the growth of a household income. Many men have to give up some of their heightened gendered status in order to increase their social class standing, in the case of the working female spouse. Ciabattari emphasizes that although men may concede some power to women in order to make financial or other gains, they still may not hold strong beliefs in full gender equality. The researcher states that men "try to protect their women (wives, mothers, daughters) from gender discrimination while simultaneously defending their own masculine privilege."⁸³ Here, the researcher utilized the phrase "their women", thus alluding to the idea that these women are property of the men, which only further reinforces the necessity of male exposure to feminist ideals.

The literature displays men's motive to enhance gender equality as egocentric and largely a result of their own kinship relationships; however, men are still a significant force in gaining this gender equality and exposing feminist ideals. Men still control the economic, political, and religious spheres of power. Without confronting the unequal power relations and ideologies from within these spheres (as some men are able to do),

⁸² Bolzendahl & Myers, 761.

⁸³ Ciabattari, 576.

women's rights cannot progress. Connell presents great symbolism by describing men as "gatekeepers for gender equality."⁸⁴ The perception of men as gatekeepers for equal rights parallels the aims of the current investigation in determining how men can retreat from being seen as a "gatekeeper" and engage solidarity. The above research is still cautious about concluding whether including men in the fight for women's rights, amidst all of their power relations, is actually beneficial. However, based on the wide-reaching range of literature in this particular review, it still holds that the thesis is supporting the inclusion of men in women's rights in any capacity: as staff, volunteers, board of directors or other.

The current study pulls together similarities in literature from 1985 to present-day in order to provide a lasting image of individuals who are more likely to support feminism. The present survey targets men who are currently supporting feminist establishments. Through this research, society can gain insight into how some men do engage feminism and in what way they are empowered to enlighten other men and women.

Volunteerism & Feminism

Noted earlier, a non-profit group's success usually depends on the mobilization of individuals who already associate with human rights activism and social change organizations. It is possible that individuals who are not already involved in human rights organizations in some capacity are not interested in becoming involved. An

⁸⁴ Connell, R. W. (2005). Change among the Gatekeepers: Men, Masculinities, and Gender Equality in the Global Arena. *Signs: Journal Of Women In Culture & Society*, 30(3), 1802.

organization's success similarly depends on volunteer member's experience, volunteered time, and decision-making skills. Volunteerism can be defined by four main components: "free will behavior, with no monetary reward, aimed to help strangers/beneficiaries, on a long-term basis or in a formal setting."⁸⁵

A background in volunteerism was one of the main factors associated with the desire or decision to be employed within a women's rights organization, according to a study done by English & Peters. All NPOs benefit from the unpaid work and skills that volunteers provide; further, specifically feminist NPOs provide volunteers with an opportunity to increase their awareness of gender-specific issues and possibly experience transformative learning, as was highlighted earlier. Lee & Wilkins revealed that people who volunteered were 10% more likely to work in the nonprofit sector; and more specifically, "nonprofit managers were much more likely to be volunteers than public managers."⁸⁶ The positive correlation mentioned here dictates that it is both the act of being employed in a NPO that encourages people to volunteer, and that people who have backgrounds in volunteerism are more likely to choose to work within a NPO.

It can be argued that these non-profit volunteers provide free time altruistically; however, many studies maintain that tenets of social-exchange theory have a large impact on whether people choose to volunteer their time to organizations. Social-exchange theory declares that "people act for some future obscure benefit, but, since they cannot assure such a benefit, social exchange requires trust."⁸⁷ As an example, The Public Health Institute (PHI), a non-profit organization, developed the Central California Regional

⁸⁵ Haski-Leventhal, D. (2009). Altruism and Volunteerism: The perceptions of altruism in four disciplines and their impact on the study of volunteerism. *Journal For The Theory Of Social Behavior*, 39(3), 273.

⁸⁶ Lee & Wilkins, 53.

⁸⁷ Haski-Leventhal, 283.

Obesity Prevention Program (CCROPP) in 2006. Part of this program involves enlisting volunteer members of the community to clean up the parks in order to create a safe outdoor environment for young children. The tradeoff here is ultimately that through community volunteer clean-up, (their) children would be more physically active in a safe, outdoor, environment. More direct examples of social-exchange volunteering include parents joining the parent-teacher association (PTA) in order to improve their child's school atmosphere and educational experience. These parents and community members, although not guaranteed an educational or community improvement through their volunteerism, believe it is a fair exchange.

In the current study, the cost-benefit of volunteering is translated into a broader tradeoff involving future social change. It can be further assumed that a similar cost-benefit mindset exists of working within a NPO for fewer wages. Stated earlier, nonprofit personnel heavily weigh the non-monetary rewards of working for a public service organization, and may therefore view volunteering efforts as a fundamental element of progress versus a desired leisure activity. The cost of using time to volunteer for free versus paid work is viewed as an impending benefit to one's spouse, child, or other group of individuals. For example, individuals might work with a NPO focused on women's reproductive rights because they do not want the bodies of women or girls present in their life to be politically governed in future years. Social exchange theory helps present motives behind volunteer efforts and explains why certain individuals and groups donate their time to social change.

On the whole, the extant literature helps explain how non-profit women's rights organizations can benefit from the inclusion of male members. Male inclusion can

provide greater financial support; as well as, an opportunity to recruit and enlighten additional fellow male community members. The purpose of this study is to increase the mechanisms used to recruit allies and advocates for women. The present survey explores these mechanisms through investigating individuals who currently work in feminist NPOs; as well as, uncovering their attitudes towards organizational structure, classification as a feminist, and reasons behind their current employment. The literature review highlighted gaps in the above topics, which will be addressed by the current mixed-methods study and further explained in the ensuing thesis segments.

METHODS AND MATERIALS

The present study on staff within women's rights non-profit organizations (NPOs) investigated the motivation behind male and female support of feminist-based non-profit organizations in the United States. The research is exploratory in nature and expects for the results to both connect with the previous literature reviewed and supplement future related research. The mixed-methods research used a triangulation design where the quantitative and qualitative data were collected concurrently. They will be first be analyzed separately and then concurrently to determine how they inform or expand the other. They are both equally important to the goal of the present research.

The large-scale social aim of the current study, mentioned in the "Introduction" portion of this thesis, is to raise awareness about gender equality as a human and civil rights issue, not just a women's issue. The act of surveying individuals who support women's rights, through multiple analysis strategies and approaches, may possibly help encourage positive social change. A more in-depth conversation of future research and importance of the topic will follow in the "Discussion" portion of this thesis.

Participants and Procedure

To investigate the motivation behind male and female support of feminist-based non-profit organizations in the United States, surveys containing demographic and open-ended questions were created and dispersed to staff members within women's rights nonprofit organizations (NPOs). In order to be designated eligible for participation, the

NPOs being targeted for potential survey participants must be identified as feminist-based, meaning the organization aims to equalize unfair social structures targeted against women. The targeted organizations were determined by what they filed as their NTEE (National Taxonomy of Exempt Entities) Classification on their nonprofit 990 tax form. Filing a code of “R24” on the 990 form meant the organization was focused on Women’s Rights. It is possible for one NPO to file multiple NTEE codes; however, as long as “R24” was one of the codes filed, they were deemed eligible for surveying by the current research program.

Guidestar (www.guidestar.org) is a website which allows individuals to search NPOs by their NTEE code. Utilizing Guidestar, which holds a database of over 1.8 million U.S. nonprofits, I was able to retrieve a list of 290 organizations who listed “R24” as one of their NTEE classifications. All NPOs listed on www.Guidestar.org with a NTEE classification of R24 automatically fit the criteria for involvement in the current study. This was the only method for retrieving data on women’s rights NPOs. Individuals employed within these organizations in any capacity were eligible to be surveyed. From this list of 290 women’s rights NPOs, an attempt at retrieving the contact information for all of the staff members at each of these organizations were uncovered. This was done by contacting all possible organizations and requesting all of their employee’s work or personal emails. Many of NPOs that were initially contacted did not provide the contact information of their staff, and were consequently removed from the target list.

Research surveys were created and dispersed to all of the individuals who provided me with contact emails through Towson University’s CampusLabs Baseline program. The survey was open from 6/27/2013 - 7/18/2013 and emailed out through a

mass-mailing to 286 separate emails. Research criteria required the targeted populations to be adult men and women who were currently employed within a nationally classified 501(c) Nonprofit Organization (NPO). The 286 individuals who were e-mailed surveys currently served as staff from within 78 different large and small scale women's rights NPOs.

Out of the 286 individuals contacted, 60 random respondents actually completed the survey, an email response rate of almost 21%. Male and female staff members within NPOs were chosen as the target study group due to their under-compensated direct involvement with an organization whose mission aims to equalize unfair social structures targeted against women.

Methods of Measurement and Research Design

The participants were emailed through the Baseline program with assurance that "The identity of the organization under which you serve will not be disclosed in the research. Your survey answers will be completely confidential and your identity will remain anonymous." The participants were knowledgeable about obtaining a copy of the final thesis and the research cover letter, approved by Towson University's Institutional Review Board. Data were collected from the targeted individuals through a comprehensive 2-part survey questionnaire. The survey was comprised of twelve demographic questions and eight open-ended questions. The survey questions were approved by Towson University's Institutional Review Board (IRB) for the Protection of Human Participants.

Mixed-Methods Approach:

The mixed-methods approach in the present study allows for a more comprehensive analysis of individuals employed within a feminist-based NPO. There are multiple purposes for conducting the current mixed-methods study. First, the different methods are used for varying topics being investigated. The qualitative and quantitative portion of the research both hold strengths that are not matched by the other. The qualitative portion focuses on comparing demographic profiles to those explored in the literature review. It is most useful in validating previous research that estimates demographic characteristics individuals to be most likely to support feminism. It is important to continue to add to existing literature on this topic so large-scale shifts and patterns in demographic correlations may be noticed.

The qualitative analysis is used to uncover themes associated with supporting women's rights. Since, the focus population within the current study is relatively small within the United States, (see previous "Participants and Procedure" section), it is therefore largely absent in extant literature. Utilizing one form of research would only have collected a portion of the material necessary to help explain participant motivation and drive to work for a feminist non-profit organization. Qualitative research is very helpful when reviewing a limited number of cases. The themes uncovered from this study can be used apart from the qualitative results to compare to other distinct groups of individuals working in social service settings.

Through the mixed-methods triangulation approach (also known as a convergent design), the two systems of analysis complement each other by providing a fuller understanding of who supports women's rights and why. The concurrent triangulation

approach offers greater validity in the research since both of the methods are complementing the other's weakness, discussed above. Further, possible unexpected results in the two surveys may be somewhat clarified by additional findings in the open or closed-ended survey. Overall, it is important to increase the scope of the study to gain knowledge on both measurable traits and small group attitudes so future research can build upon these quantitative results and/or qualitative findings. The purposes of this mixed-methods study are to (a) describe the demographic characteristics of specific individuals employed in non-profit feminist-based organizations and (b) explore the motivation of supporting women's rights by the same individuals employed in feminist-based non-profit organizations.

Demographic Questions:

The quantitative portion of the current research was completed through twelve multiple-choice demographic questions, all of which included the choice of "no answer". The demographic questions were expected either to strengthen or abate the demographic profile of individuals who are most likely to support women's rights, as provided by the literature review. Further, the survey aimed to add to existing literature regarding individuals who forego a higher monetary compensation for the socio-emotional rewards commonly associated with nonprofit employment.⁸⁸ The literature reviewed depicts demographic characteristics of individuals who are more likely to hold a favorable attitude towards feminism. These include: a liberal political orientation; low level of religiosity; younger age; lower numbers of children; and high educational attainment.⁸⁹

⁸⁸ Leete, 429-442.

⁸⁹ Bolzendahl & Myers, 773-780.

The demographic findings of the current study are not intended to estimate the demographic characteristics of individuals who work for feminist NPOs. Instead, they will be used to compare the current sample with previous literature to determine how well the current sample replicates earlier studies.

Open-Ended Questions:

The purpose of the current study is to increase the mechanisms available to recruit advocates for women's rights. The open-ended survey questions intended to uncover new themes that can help leverage support for women's rights. The qualitative portion of the current research was completed through eight open-ended survey questions. Each question had varying purposes within the research, but developed into multiple themes after data analysis. The survey questions were expected to investigate the underlying motivational aspects of male and female support of women's rights and individual volunteerism efforts. The open-ended questionnaire also explored the topic of exclusionary practices in women's rights organizations towards men from a personal perspective. The survey overall aimed to provide insight into why individuals actively engage in women's advocacy roles.

Ethics:

The purpose of the study was disclosed to the participants previous to their involvement. The participants were aware that the study was both voluntary and confidential. They were informed that individuals reading the results of the survey would not be able to identify them. Participants were also informed that the final results of the

study were available to them upon request. The study has been approved by Towson University's Institutional Review Board (IRB) for the Protection of Human Participants.

RESULTS

The results of the current study are provided in three forms. The first is a statistical interpretation of the survey respondents' demographic characteristics. The data reported in this section are specific to the current research, not the population at-large. In the second part of the survey, the researcher utilizes phenomenological analysis. This tradition of inquiry was used in order to better examine the different perspectives of participants, understand their common experiences, and identify the affect the phenomenon of working in a feminist nonprofit organization has on their lives.⁹⁰

The purpose of the open-ended questions is to provide insight into reoccurring themes and ideas among the respondents; further, drawing definitive conclusions about all women and men who work in women's rights NPOs is not the goal of the research. The final portion of the results focused on a convergence of quantitative and qualitative research in order to produce a more complete understanding of individuals employed in feminist NPOs.

⁹⁰ Creswell, J. (2013). *Qualitative Inquiry and Research Design: Choosing Among Five Approaches*. Thousand Oaks: Sage Publications.

Statistical Results

Table 1. Demographic factors of 60 men and women employed in a non-profit women's rights organization.

Demographic Factor	n (%)	Annual Personal Income	
Sex		> \$29,000	11 (18%)
Male	10 (16%)	\$30,000-\$49,000	16 (26%)
Female	49 (81%)	\$50,000-\$69,000	12 (20%)
Age		\$70,000-\$89,000	6 (10%)
Average Age	39	\$90,000-\$149,000	8 (13%)
Range	21-70	< \$150,000	1
Marital Status		Political Ideology	
Now Married	27 (45%)	Conservative	2 (4%)
Domestic Partnership	8 (13%)	Moderate	12 (25%)
Divorced	8 (13%)	Liberal	14 (29%)
Separated	1 (1%)	Very Liberal	18 (37%)
Never Married	14 (23%)	Religious Affiliation	
Education		Catholic	7 (14%)
Some College Credit	8 (13%)	Protestant	9 (19%)
Associate Degree	1 (1%)	Jewish	4 (8%)
Bachelor Degree	25 (41%)	Other	9 (18%)
Post-Graduate Degree	25 (41%)	None	15 (31%)
Race/Ethnicity		Non-Profit Role	
Asian	6 (10%)	Director or Manager	21 (42%)
Black or African American	7 (11%)	Staff	14 (29%)
Native Hawaiian/Pacific Islander	1	Administrative	7 (14%)
White	38 (63%)	Other	7 (14%)
Other	9 (15%)	Duration of Current Employment	
Annual Household Income		> 2 years	18 (37%)
> \$29,000	6 (10%)	3-5 years	14 (29%)
\$30,000-\$49,000	7 (11%)	6-10 years	10 (20%)
\$50,000-\$69,000	10 (16%)	11+ years	6 (12%)
\$70,000-\$89,000	3 (5%)	Gender of CEO	
\$90,000-\$149,000	14 (23%)	Male	1
< \$150,000	11 (18%)	Female	47 (97%)

Table 1 displays the demographic characteristics of the current study participants. Please refer back to this table for details of statistical results throughout the subsequent discussion section.

Many of the demographic characteristics of the current participants correspond with the literature determining characteristics of individuals who are likely to support women's rights. The literature suggested both male and female political conservatives to

be unsupportive of equal rights for women⁹¹ and a liberal political orientation more likely to support women's rights. In the current study, individuals who identified with a moderate or liberal political orientation constituted approximately 91% of the survey participants. Further, Bozendhal & Meyers revealed that characteristics associated with positive attitudes towards feminism include: younger age, low levels of religiosity, higher educational attainment and a liberal political identification.⁹² The current survey similarly found respondents working within a women's rights' NPO to have high educational attainment, with approximately 82% of respondents holding a bachelor's degree or higher.

Another category that the literature equated with higher levels of support for feminism includes low levels of religiosity. Having no religious affiliation is analogous to having a low level of religiosity; however, it is also possible to affiliate with a specific religion, but not practice that faith. In the current study, only 31% of respondents recorded no religious affiliation. A weakness in this demographic question is that it did not account for higher or lower levels of religiosity from within each religion. Therefore, current reporting results on religiosity are not equivalent to the literature review outcomes. Additionally, an area where the current study and literature may or may not correspond is the category of 'younger age' being associated with positive attitudes towards feminism. The average age of the current respondents is 39, with a wide range between 21-70 years of age. An age of 39 being categorized as 'young' or 'old' is subjective, so no similarities between literature and the current study can be made on this trait. Overall, strong similarities between the literature reviewed and the current findings

⁹¹ Gill, 457.

⁹² Bolzendahl & Myers, 773-780.

include individuals with liberal political orientation and a high educational attainment to be more supportive of feminism and women's rights.

While there are interesting statistics noted in the current study that were not found in the literature reviewed, these findings cannot be reported as being statistically significant, due to the small sample size surveyed. 2010 census data chronicles the percent of women and men never-married by age 35 is 10%-14% of the U.S. population.⁹³ In the current study, however, 23% of respondents reported "never-married", with an average age of 39. The findings reveal the current respondents to have a slightly higher average of no marriage than the general U.S. population. Another interesting finding compares the current respondents' annual income to the average U.S. household income. The 2012 U.S. census estimates the current median household income to be \$51,000.⁹⁴ However, in the current study, 43% of respondents reported having an annual income of over \$50,000. Leete (2000) & Benz (2005) emphasize that non-profit employees are typically under-paid due to the idea that they weigh non-monetary rewards higher than their salary. Although this literature is not confirmed by the scattered income results in the current study, the participants reported similar attitudes in the open-ended portion of the survey. Finally, only one respondent reported having a current CEO who is male. The remaining respondents stated that their current non-profit CEO is female. Next, the open-ended survey questions will be examined to further explore respondents' personal characteristics and opinions.

⁹³ U.S. Decennial Census (1890-2000); American Community Survey (2010): <http://www.census.gov/hhes/socdemo/marriage/data/acs/ElliottetalPAA2012figs.pdf>

⁹⁴ Noss, A. (2013). American community survey briefs. *Household Income: 2012*, Retrieved from: <http://www.census.gov/prod/2013pubs/acsbr12-02.pdf>

Open-ended Themes and Findings

The purpose of this study is to explore the motivation of supporting women's rights by individuals employed in feminist-based non-profit organizations (NPOs). The qualitative portion of this mixed-methods study is needed to help further develop a range of stimuli associated with the motivation to support women's rights. The phenomenological approach was used in the current study to construct an understanding of why individuals support women's rights by uncovering shared beliefs and language among the target group. Here, the phenomenon being studied is the experience of individuals employed within feminist nonprofit organizations.

Phenomenological Analysis:

Once the survey responses were collected from Towson University's Baseline program, they were transcribed into a readable Microsoft Word document for easier analysis. The researcher has no personal or professional connection to any of the feminist NPOs surveyed. Therefore, I was able to openly approach the survey data in order to determine strong themes and meaning emerging from the survey. Furthermore, phenomenology in the current study begins with the shared circumstance of being employed in a feminist nonprofit organization and the experiences relating to this condition.

I first analyzed the survey data by reducing the survey responses to significant statements, sentences, words or quotes that provide an understanding of how the participant experiences the phenomenon.⁹⁵ This step was completed by color-coding each category to distinguish between the different statements (it should be noted that the actual

⁹⁵ Creswell, J. (2013).

shade used to highlight was not symbolic). The color-coding took place both within each survey question and between all survey questions. Then, the significant information was re-transcribed into a list based on their color-coding. Finally, these clusters of information were developed into meaningful themes.⁹⁶

The themes developed from the survey responses provide “descriptions of what the participant experienced... descriptions describing the context or settings that influenced the experience...”⁹⁷ The experience taking place in the current study is being employed in a feminist NPO. Three meaningful themes emerged from the survey data, which are further described in the “Findings” portion below.

Although the survey questions were reviewed by Towson University’s Institutional Review Board (IRB), the content analysis of the survey responses was completed by one individual. No expectations were previously generated about the outcome of the survey results. Qualitative data analysis computer programs were not used in the current research platform.

Findings:

THEME 1 - Self-preservation as motivation

The first theme that emerged from the open-ended inquiries is that self-preservation can serve as motivation in everyday life. A majority of the survey respondents self-identified as women (81%). These respondents work in an organization that supports women’s rights in some capacity. Further, many of the respondents reported also regularly volunteering in the community. Working at a feminist-based NPO, and

⁹⁶ Creswell, J. (2013), 65-67.

⁹⁷ Creswell, J. (2013), 175.

even further, volunteering to benefit women outside of that work, is directly related to the self-protection of one's gender. Being employed in a feminist-based NPO is self-serving in some capacity, and the open-ended responses help explain why.

Gender is one of the most prevalent characteristics of humans: it enables nearly all individuals to instantly become categorized, without means of escape or reversal. Gender is a mostly permanent label, and for women specifically, this label can be frequently disadvantageous. The respondents were very aware of the different types of inequalities afforded to women and frequently listed them as reasons why they worked in a women's rights NPO. Additionally, frequent use of first-person pronouns further emphasized a strong connection between the individual and their work. For example, in response to listing a reason why you work at a women's right NPO, one individual stated: *"Women still do not have social, political, or legal equality in the US or elsewhere in the world, which is horrible, unfair, and enraging. I channel my rage by working for women's rights."* The respondent first explained that they believe inequalities to exist; then, how they feel about these inequalities; and finally, how they manage those feelings. As a result of being enraged by gender inequality, the respondent turned towards non-profit employment. They were motivated to help women's rights in order to curtail their own rage towards gender discrimination. Another respondent simply stated: *"As a woman, women's rights are very important to me."* And further, *"I believe women are often treated as second class and subservient; we haven't escaped the historical presence of women being possessions."* Both of these women place themselves inside of the context of why they work for a women's rights organization.

It is a clear concept that women's rights would be important to women. The need to personally escape from prejudice while simultaneously helping many others do so is possible through employment in a women's rights NPO. This message materialized through numerous claims from within the current survey concerning reasons why individuals support women's rights.

THEME 2 – The understanding that 'women's rights' is synonymous with 'human rights'

The study participants frequently cited the need for increased support of women's issues, especially from men. Because men are often the perpetrators of violence towards women⁹⁸, it is important to have positive male role models help negate these negative actions. The difficulty in obtaining this much-needed male support lies in the enduring notion that women's rights are a women's issue. Distinctive "women's issues", such as unequal pay and domestic violence, still frequently emerge regardless of laws declaring basic human rights for all citizens (specifically speaking about the U.S. only). Violations of these basic human rights often occur under the distinction of being female. The respondents in the current survey are extremely aware of this problem, and consequently state the phrase "human rights" repetitively within their responses. The respondents understand that increasing numbers of individuals may support or better understand women's rights if it is introduced as a human rights issue, because after all, we are all human. One respondent effectively summarizes this idea: *"Women's rights is about equality and about human rights, and that affects EVERYONE."*

The respondents' need to reframe the topic of women's rights to human rights is motivated by the need for increased male support. Simply stated: *"We cannot achieve*

⁹⁸ Bureau of Justice Statistics Crime Data Brief, Intimate Partner Violence, 1993-2001, February 2003.

gender equality if we do not include members of all genders.” Theme 1 expressed a common self-interest in working towards equality, while the current idea (theme 2) focuses more directly on the inclusion of men, which is motivated by an emphasis on human rights. These varied ideas enhance previous understandings of what drives individuals to be proponents of social change. Individuals can be held more accountable for the support of human rights (women’s rights) merely by a change in language; further, all individuals may be more motivated to enhance human rights within this discussed context.

THEME 3 - Hypothetical Futures

Through the open-ended questions, the respondents further revealed an overall concern for the hypothetical futures of their kin and the community at-large. The respondents consistently hold themselves responsible for the potential futures of cohorts they do not personally know. There were strong mentions of aiding and enhancing the futures of specifically women and children. Not only does the respondents’ work in a feminist non-profit organization attempt to promote lives, it fights against regression at the same time. The respondents’ declared passion to fight for the improved futures of unknown individuals also includes personal kinship relationships whether they voice it or not. Within the open ended responses, 17 of the 29 respondents revealed that they have at least one female child. The respondents’ female children, (and possible mothers, sisters, aunts, etc.), are automatically included as individuals within this overarching goal of empowering girls and women under certain capacities.

The respondents provided an overwhelming amount of reasons why they participate in feminist non-profit work. These responses often included the words “believe in” and “passion for”. One respondent helps summarize their employment purpose by stating “*Working for gender equality will really make a better life for everyone*” and further, “*We have a responsibility to protect both women and children.*”

The idea of acting on an issue in the present day to enhance the future of some group or civilization is not new. The idea of working towards an improved hypothetical future can be explained by numerous different theories including: the common good approach; social-exchange theory; social development theory; and many more. Although not a new concept, the current analysis is still unique and important in discovering ways to enhance the support of women’s rights. An emphasis on the hypothetical futures of women and children is important to the recruitment of male support. Both the literature and the current qualitative study prominently emphasize how increased male support can produce great improvements in women’s rights. One respondent explains “*Men can and should be appealed by causes that enhance a safer world for women and girls*”... “*Every man has a woman in their life one way or another*”. The respondents express that some men can be influenced to actively support women’s rights through kinship relationships, just as some women are moved by same-gender relationships.

Summary of findings:

Three prominent themes were uncovered in the current findings. First, the self-preservation of women (as a woman) can serve as motivation to work towards gender equality through many different portals. These portals include employment and

volunteerism. Second, the ability to re-frame women's rights as human rights may help increase general support of the cause. Instead of utilizing a phrase (women's rights) that is grammatically possessive, more individuals might be inclined to support human rights, which dictates inclusion of all genders. Finally, emphasizing the hypothetical futures of kin may increase necessary male support of women's rights. The basic understanding that most men come from women and are connected to women through multiple human relationships is a strong base from which male support of women's rights can be encouraged. Themes emerging from the qualitative portion of the research help further explain why men and women currently or potentially will support women's rights.

Results of the Convergent Mixed-Methods Design:

The results from the quantitative data interpretation helped inform why certain qualitative themes were most prevalent. Results from the two methods utilized in this study converge together in many facets in order to produce a more complete understanding of why individuals work in feminist NPOs. Demographic results show 81% of survey respondents to be female. The high proportion of women in the survey may have had a direct influence on the coinciding emergent theme that women use feminist nonprofit work as a way to preserve their gender. A higher rate of male respondents may have adjusted the focus of the responses to be less concentrated on women's techniques of self-preservation, thus reshaping one of the themes in the current qualitative findings.

Another prominent finding from the quantitative survey outcomes include a high percentage of individuals identifying with a moderate or liberal political orientation. Only

two respondents identified with a conservative political orientation. A basic understanding of liberalism (meaning a liberal political ideology), summarized from the Merriam-Webster dictionary includes individuals supporting economic and social equality while attempting to eliminate discriminatory practices towards humans. Liberals believe that advocating for changed public policy or other government-based changes will enhance the distribution of health, wealth, education and other factors of well-being. Liberalism is focused on preserving and enhancing civil rights and progressive values. Again, many of the respondents in the current survey identified themselves as having a liberal political orientation. Likewise, the respondents also strongly emphasized their beliefs about the importance of human rights in the qualitative analysis. The open-ended responses were overwhelmingly liberal in their attitude towards individual entitlement to equal human rights. The qualitative analysis found a constant emphasis on women's rights equating to human rights. This is possibly because of their knowledge about many other minority groups that deserve to be defended, in addition to women.

Further, it is interesting to note that feminist non-profit organizations are liberal organizations themselves because they argue on behalf of the specific populations they serve, for enhanced rights and policy changes. So not only are many of the surveyed individuals reporting a liberal political orientation, they are employed within a highly liberal organization as well. It is possible to consider the two scenarios: either liberals are likely to be employed in a human-rights non-profit organizations, or individuals working in feminist NPOs hold a more liberal attitude due to their liberally-based work environment. Here, both sides of the data heavily weighed the characteristic and theme of liberalism among individuals working in feminist nonprofit organizations. The

demographic reporting of a liberal political orientation was further informed by the theme of human rights being equal to women's rights.

Converging the two methods in the present study in order to enhance the belief that certain characteristics of individuals may influence their beliefs and motivations. In the present study, one's gender as a female is seen to largely influence their motivation to work for an organization that positively impacts this personal characteristic. Further, one's political orientation was also demonstrated as a strong influence in their viewpoint on supporting human rights as an enhanced alternative to promoting women's rights. The convergence technique allows for enhanced confidence in the aforementioned results, as well as, led to a richer finding on the various influence of specific personal characteristics.

DISCUSSION

The purpose of this mixed-methods study was to describe the demographic characteristics of individuals employed in non-profit feminist-based organizations and explore particular motivations of these same individuals. The quantitative phase revealed multiple personal characteristics which help predict support for feminism. The qualitative phase revealed three themes, (self-preservation as motivation; women's rights is human rights; and hypothetical futures), that established reasoning behind what motivates men and women to engage in female advocacy. The mixed-methods research allowed for results and findings to help further inform one another. This included an emphasis on the importance of female gender in greatly determining motivation to work for an organization focused on improving the rights of women. Further, political orientation was a strong indicator in respondent's conceptualization of articulating 'human rights' as a more effective way to advocate for women's rights.

The qualitative data highlighted the presence of three significant themes that helped reinforce what was already known about methods of educating men and women about human rights. In the current study, all of the themes emphasize a need for individuals to understand how their lives and the lives of those around them are affected by institutional structures and sexism. Deitch's study highlighted a respondent who discussed how working in a feminist organization accentuated that the "personal was political." The personal and the political are interconnected. An understanding of this may possibly increase support for feminism and human rights. What can be taken away from the theme of self-preservation as motivation includes the importance of: educating

individuals about gender inequalities; humanizing women's rights; and emphasizing how all genders benefit from gender equality.

Further, the theme of hypothetical futures previously emerged in extant literature when discussing how the cost-benefit of volunteering is translated into a broader tradeoff involving future social change. Haski-Leventhal claimed that people volunteer their time "for some future obscure benefit..."⁹⁹ Her discussion on social-exchange theory and volunteering reinforces current findings about why people work for a feminist NPO where monetary rewards may be minimal. Both of the findings indicate that various endeavors are carried out in order to strengthen and enhance targeted communities in the long run.

Additionally, there is an emphasis on the importance and potential of kinship relationships in both the literature and the qualitative findings. The respondents claimed that most men are deeply connected to women through kinship relationships. Bolzendahl & Myers similarly discuss how men can benefit from increased women's rights, specifically highlighting increased wage potential for their female partners. Revealing ways in which men benefit from improved women's rights may result in increased support from men. Connecting these themes to similarities in extant literature adds to knowledge about what approaches to increasing support for women's rights may be most effective.

While the qualitative data provided a more complete understanding of why individuals support women's rights, the quantitative data uncovered demographic characteristics of individuals who actively support feminist organizations. It is important

⁹⁹ Haski-Leventhal, 271-299.

to recognize that individuals who are more likely to support feminism were found to hold a liberal political orientation and have a high educational attainment. According to the literature reviewed and the current study, these two characteristics, which estimate positive attitudes towards feminism, have stayed relatively constant for the last 30 years. I am not going to advocate for changing individual political orientation. However, it is beneficial to support enhanced individual educational attainment, if that means increased open-mindedness towards women's rights. High educational attainment may not only mean that an individual is intelligent, but also that they understand a previously-discussed idea that women's rights is human rights. Individuals who hold a favorable attitude towards feminism are likely to comprehend institutional and systematic discrimination as a human problem, and not an isolated issue for any specified minority. It is important to understand what characteristics of individuals inform particular attitudes and beliefs towards many different topics. These characteristics are the base of principles and laws that dictate our very humanity.

One discovery from the qualitative investigation that is especially important was respondents adjusting the term "women's rights". I believe this finding is capable of being a catalyst in increasing male support of women's rights. Changing the way someone thinks about a subject can directly affect how they act towards that issue. Framing women's rights as human rights allows individuals to make decisions about supporting human rights without the stigma of being labeled pro-feminist/feminist. People have the right to make their own decisions without fear of being stigmatized by other members of society. Moreover, people should be able to approach issues that don't outwardly affect them without the fear of rejection. For example, the phrase 'women's

rights' refers to the ownership of rights by women; this possessive term not only excludes men from ownership, but also allows avoidance of their connection to women's rights. It is actually quite ironic that a movement shaped from unfair male privilege, called the Women's Movement, simultaneously excludes men from involvement while trying to gain equal rights with them. For these reasons, the individuals surveyed in the current study over and over again stated their issue as a human rights issue, and not a women's issue. This adjustment encourages all individuals to be concerned about human rights, and holds all individuals accountable for equal human rights as well. Further, and perhaps most importantly, calling something a human rights issue allows for an embrace of all minority rights, not just women's.

Future Research:

Future research should use the current study as a base to conduct quantitative and/or qualitative studies on a much larger scale. Based on the current sample size, both in terms of the number of companies and the number of participants, there is no claim that the present study is statistically valid or significant. Future research should delve further into the significance of reframing women's rights into a human rights issue, as the current research was especially intrigued by the potential of this restructuring. Finally, future research should take into account the complicated measures of conducting a mixed-methods study with such minimal literature available and potential survey participants. Expanding the target population to include more advocacy NPOs or focusing on one form of analysis may enhance and simplify much-needed future research and clarification. This study provided only one perspective of individuals employed within a

feminist NPO. Additional research studies would be helpful in achieving the overarching goal of the current research, which is to enhance active support of human rights by all individuals.

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John F. Kennedy High School in Wheaton, MD.

Collegiate institutions attended:

2006-2010

University of Maryland, College Park

Bachelor of Arts, Sociology

2010-2013

Towson University

Master of Science, Social Science

Professional positions held:

- Campaign Associate at United Way of Palm Beach County
- Program Coordinator for HandsOn Tutoring & Mentoring, AmeriCorps VISTA Program

Professional Memberships held:

- 2012/2013 Member-at-Large, American Association of University Women (AAUW)
- 2013 Member, AmeriCorps Alumni – Palm Beach Chapter

