



2023 MANAGEMENT COMPENSATION REPORT OF NOT-FOR-PROFIT ORGANIZATIONS

SEPTEMBER 2023

CONDUCTED BY: PRM CONSULTING GROUP, INC.



“People Really Matter”

**A Fully Integrated Complement of HR
Solutions and People Strategies**

2023

**Management Compensation Report
Not-for-Profit Organizations**

Data Effective July 1, 2023

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I. Introduction

A. Overview

This is the 42nd edition of the annual survey report of management positions in not-for-profit organizations. The survey collected and tabulated total cash compensation (base salary plus other additional cash) and salary range data on a total of 100 positions.

The prevalence of special benefits and perquisites was surveyed for Top Executive and Deputy Executive Officer positions as well as for other positions at the top staff and department staff levels, while compensation practices data were surveyed by organization type. The compensation practices section covers salary administration practices as well as broad-based employee benefits, and this section includes information on dental, life insurance, disability, and other benefits. Also covered in this section are retirement plans, medical benefits, paid time off, variable pay, and board practices.

The report includes individual summary tables for all positions covered in the survey. The tables contain base salary and total cash summary statistics for each position reported by total respondents, geographical location, organization type, organization budget, total employees, and time in position. However, it should be noted not all respondents reported time in position for their matched survey positions.

B. Survey Respondents

This year's survey questionnaire was completed and returned by a total of 335 organizations. Of the total respondents, 232 organizations also participated in the 2022 survey. The names of the survey respondents are listed in [Table 1](#) in alphabetical order by type:

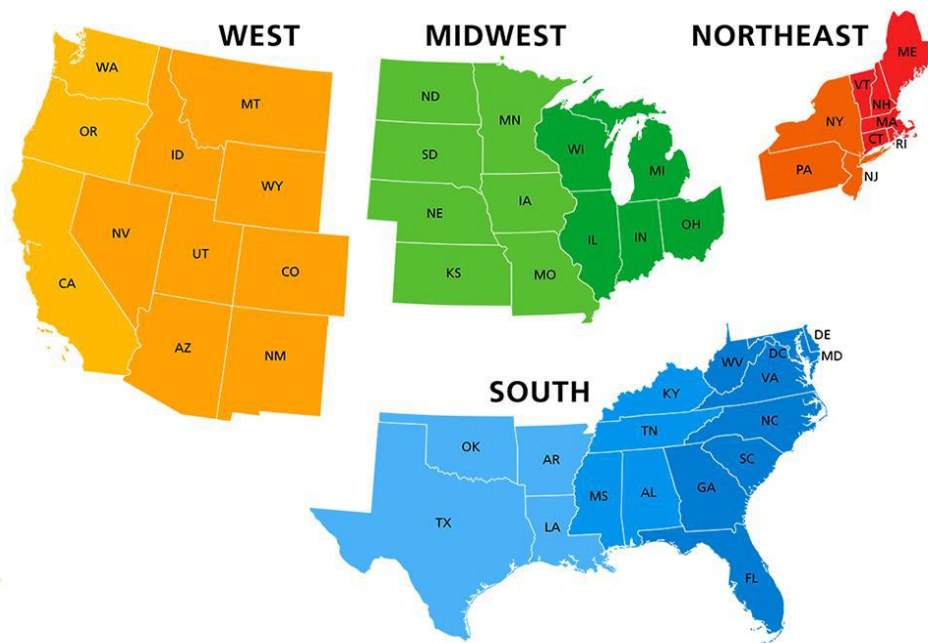
- **Trade associations** represent companies, industries or other organization groups.
- **Professional associations** represent individuals associated with specialized occupations.
- **Educational organizations** provide and/or promote educational activities.
- **Health and social welfare organizations** provide and/or promote public health and social welfare services.

I. Introduction

- **Other** represents organizations such as policy institutes, foundations, research/technical organizations, environmental groups, international development organizations, artistic/cultural organizations, and other survey respondents not included in the above categories.

Table 2 contains a demographic profile of the survey respondents. The greater Washington, DC metropolitan area (including Virginia and Maryland) represents the largest proportion of survey respondents (a total of 144 organizations, or 43%). Organizations in the “Other” type category represent the largest group – 30% of all survey respondents.

Salary data for survey respondents located in **Virginia; Maryland; Washington, DC; New York, NY; and the Chicago metropolitan area** are categorized separately for each geographic location. Other state locations, where reported, are grouped into one of four geographic survey regions as follows:



* * * * *

The continued success of this survey would not be possible without your organization’s participation. We appreciate both those organizations that have supported this endeavor from its inception, as well as new survey respondents, and we hope that the survey is helpful in your organization’s compensation planning.

Listing of Survey Respondents by Organization Type

Trade Organizations

- *American Beverage Association
- *American Chemistry Council
- *American Fuel and Petrochemical Manufacturers
- *American Gaming Association
- *American Wind Energy Association
- *America's Health Insurance Plans
- *American Property Casualty Insurance Association
- *Association of Home Appliance Manufacturers

- *BSA | The Software Alliance

- *California Hospital Association
- *CoreNet Global
Credit Union National Association

- *Distilled Spirits Council

- *Fabricators and Manufacturers Association International

- *Healthcare Distribution Alliance
- *Healthcare Financial Management Association

- *Institute of Scrap Recycling Industries
- *International Bridge Tunnel and Turnpike Association

- *Mortgage Bankers Association
- *MRA - The Management Association

- *National Association of Chain Drug Stores
- *National Association of Music Merchants
National Cooperative Business Association CLUSA International
- *National Electrical Manufacturers Association
- *National Hydropower Association
- *National Propane Gas Association
- *NOLHGA

- *Plumbing Heating Cooling Contractors Association

- *The Chlorine Institute

*U.S. Grains Council

Professional Associations

- *Academy of Nutrition and Dietetics
- *ACSESS – Alliance of Crop, Soil, and Environmental Science
- *American Academy of Actuaries
- *American Academy of Dermatology
- *American Academy of Family Physicians
- *American Academy of Neurology
- *American Academy of Pediatrics
- *American Anthropological Association
- *American Association for Clinical Chemistry
- *American Association of Neuromuscular & Electrodiagnostic Medicine
- *American Association of Nurse Anesthetists
- *American Association of Petroleum Geologists
- *American Association of Physicists in Medicine
- American Bar Association
- *American Board of Family Medicine
- *American College of Cardiology
- *American College of Chest Physicians
- *American College of Emergency Physicians
- *American College of Foot and Ankle Surgeons
- *American College of Physicians
- *American College of Radiology
- *American College of Rheumatology
- *American College of Surgeons
- *American Dental Association
- *American Geosciences Institute
- *American Health Information Management Association
- *American Health Law Association
- *American Institute of Aeronautics and Astronautics
- American Institute of Architects
- American Institute of Physics
- *American Meteorological Society
- *American Occupational Therapy Association
- *American Oil Chemists' Society
- *American Ornithological Society
- *American Pharmacists Association (APA)
- *American Retirement Association
- *American Society for Microbiology
- *American Society for Nutrition
- *American Society of Civil Engineers
- *American Society of Hematology

- American Society of Plant Biologists
- *American Welding Society
- *AOAC International
- *ASAE: The Center for Association Leadership
- *ASIS International
- *Associated General Contractors of America
- *Association for Iron and Steel Technology
- *Association for Manufacturing Technology
- Association for Materials Protection and Performance
- *Association for Professionals in Infection Control and Epidemiology
- *Association of Nutrition & Foodservice Professionals
- *Association of State and Territorial Health Officials

- *Biophysical Society

- *California Dental Association
- *Casualty Actuarial Society
- *College of American Pathologists
- *Congress of Neurological Surgeons
- *Credit Union Executives Society (CUES)

- Ecological Society of America
- *Endocrine Society
- *Entrepreneurs Organization

- Helicopter Association International

- *Institute of Electrical and Electronics Engineers
IFF
- *Institute of Industrial and Systems Engineers
- *Institute of Management Accountants
Institute of Real Estate Management
- *International Association of Chiefs of Police
International Federation of Societies of Cosmetic Chemists

- *Million Dollar Round Table

- NASACT
- National Association of Convenience Stores
- *National Association of Home Builders
National Association of Medicaid Directors
National Association of State Head Injury Administrators
- *National Athletic Trainers' Association
National Ready Mixed Concrete Association

*National Society of Professional Engineers

*Optica

*Project Management Institute

*Radiological Society of North America

Society for Industrial and Applied Mathematics

Society for Investigative Dermatology

Society for Neuroscience

*Society of Actuaries

*Society of Petroleum Engineers

*The Electrochemical Society

The Minerals, Metals & Materials Society

Educational Associations

*Accreditation Board for Engineering and Technology

*American Concrete Institute

*American Councils for International Education

*Association for Supervision and Curriculum Development

*BetterInvesting NAIC

Earthquake Engineering Research Institute

*Federation of American Societies for Experimental Biology

Future Leaders of America

Geochemical Society

*Institute of International Education

International Literacy Association

*Lifeway

*Materials Research Society

*Modern Language Association

*NAFSA: Association of International Educators

*National Association of Colleges and Employers

*National Council of Examiners for Engineering and Surveying

National Endowment for Financial Education

*Oak Ridge Associated Universities

Room to Read

*Scholarship America

Springboard Collaborative

*Student Leadership Network

*Technical Education Research Centers

The American College of Financial Services

The Association of Theological Schools

*The Citadel Foundation

The Tau Beta Pi Association

*World Learning/SIT

Health and Social Welfare Organizations

AcademyHealth

*ACDI/VOCA

*Action Against Hunger

Alliance for a Healthier Generation

Alliance for Aging Research

*Alzheimer's Association

*American Diabetes Association

*American Foundation for Suicide Prevention

*American Heart Association

*American Kidney Fund

*American Liver Foundation

*American Lung Association

*American Red Cross

ANRF – Arthritis National Research Foundation

Arthritis Foundation

*Asthma and Allergy Foundation of America

*Autoimmune Association

*Barth Syndrome Foundation

*Bone Health and Osteoporosis Foundation

Caregiver Action Network

*CenterLink Inc.

CHAI (Clinton Health Access Initiative)

- *ChildNet Youth and Family Services
- *Crohn's & Colitis Foundation
- *Cystic Fibrosis

- *Epilepsy Foundation of America

- *Family & Children's Services

- *GBS-CIDP Foundation
- *Generations United
- GO2 for Lung Cancer
- Goodwill Industries of Southeast Wisconsin
- *Gulf Coast Regional Blood Center

- *Huntington's Disease Society of America
- *Hydrocephalus Association

- *Immune Deficiency Foundation
- *International Fibrodysplasia Ossificans Progressiva Association

- *Medical Teams International
- *Mental Health America
- *Miracle Flights
- Motion Picture & Television Fund
- Myasthenia Gravis Foundation of America

- *National Alliance for Hispanic Health
- *National Alopecia Areata Foundation
- National Ataxia Foundation
- National Breast Cancer Coalition
- National Community Action Partnership
- National Diaper Bank Network
- *National Eczema Association
- National Fatherhood Initiative
- *National Foundation for Ectodermal Dysplasias
- *National Health Council
- *National Hemophilia Foundation
- *National Industries for the Blind
- *National Kidney Foundation
- *National Multiple Sclerosis Society
- *National Psoriasis Foundation
- National Senior Communities
- *Network of Jewish Human Service Agencies
- Nonprofit Leadership Alliance

*Osteogenesis Imperfecta Foundation

*Prevent Blindness

*RESOLVE: The National Infertility Association

*Rise Against Hunger

*Ronald McDonald House

*Safe Horizon

Safer Foundation

*Sjögren's Foundation

Spectrum Designs Foundation

Spina Bifida Association of America

*The ALS Association

The Arc

The Children's Inn at NIH

The Dibble Institute

*The Hunger Project

*The LAM Foundation

*The Marfan Foundation

The MSA Coalition

The National Foundation to End Child Abuse and Neglect

*The Parent Project for Muscular Dystrophy Research

*The Trevor Project

*Tourette Association of America

*Volunteers of America

*Youth Advocate Programs

*Zero to Three

Other Organizations

*American Council for an Energy-Efficient Economy

Advanced Energy United

AIP Publishing

American Association on Health & Disability

*American Farm Bureau Federation

*Amherst H. Wilder Foundation

Annual Reviews

*Arundel Community Development Services

Atlanta Beltline
AVAC

BlueGreen Alliance and BlueGreen Alliance Foundation
*Blumont
*BPO Elks of the USA
BRAC USA

CARE International
*Carnegie Hall
*Catalyst
*Catholic Relief Services
*Center for International Private Enterprise
*Centre for Energy and Environment
CLASP – Center for Law and Social Policy
Climate Action Reserve
*Clinton Foundation
Community Housing Capital
Community Housing Partners
*Consumer Reports
CRDF Global

D-tree International
Delta Sigma Theta

Education Development Center
Elevate Energy
Enactus
*Enterprise Community Partners
*Environmental and Energy Study Institute
Evidence Action

*FHI 360
*Folger Shakespeare Library
*Freedom Forum
Friends Committee on National Legislation

*Global Communities
*Global FoodBanking Network

*Habitat for Humanity International
Havemeyer Foundation
Helen Keller International

Information Technology and Innovation Foundation (ITIF)
Institute for Market Transformation
*International Code Council
International Council on Clean Transportation
*International Rescue Committee
*International Research and Exchange Board
International Samaritan
Internet2
*Internews
IREX

Judicial Watch

*LeadingAge
Lions Clubs International
*Low Income Investment Fund
*Loyola Press
*Lutheran Immigrant and Relief Services

*Management Sciences for Health
Massachusetts Law Reform Institute
MEDA
Medical Care Development
*Monterey Bay Aquarium
*Moving Picture Institute

National Association of Development Organizations
National Community Reinvestment Coalition
*National Democratic Institute
*National Development Council
*National Endowment for Democracy
National League of Cities
*National Urban League
*NeighborWorks America
*Northwest Energy Efficiency Alliance

One Earth Future

Pathfinder International
*Pheasants Forever/Quall Forever
*PolicyLink
*Population Services International
*Presbyterian Church (USA)
*Public Broadcasting Service

*Public Health Institute

*Qlarant

Ray Charles Foundation

*Research!America

Resources for the Future

*Rocky Mountain Institute

Rotary International

Save the Children Federation

*Scenic America

*Synergos

*TechnoServe

*The Asia Foundation

*The Carter Center

*The Heritage Foundation

*The Washington Center for Equitable Growth

*Vital Strategies

*Water Environment Federation

Water for People

*WomenLift Health

World Vision US

*Indicates 2022 survey participant.

Profile of Survey Respondents by Organization Type

	All Survey Partici- pants	TYPE OF ORGANIZATION				
		Trade	Profes- sional	Educa- tional	Health & Social Welfare	Other
A. Summary	335	32	88	29	84	102
B. Geographic Location						
Virginia	35	6	16	2	4	7
Maryland	16	--	6	1	3	6
Washington, DC	93	17	17	2	27	30
New York City	29	--	1	3	11	14
Chicago Area	30	2	17	--	5	6
Northeast	37	1	10	7	11	8
Midwest	27	3	7	3	7	7
South	35	1	13	7	5	9
West	33	2	1	4	11	15
C. Organization Budget						
Less than \$5.0 Million	62	3	14	8	29	8
\$5.0 Million - \$9.9 Million	38	4	12	4	9	9
\$10.0 Million - \$14.9 Million	29	1	9	3	8	8
\$15.0 Million - \$29.9 Million	62	12	21	5	7	17
\$30.0 Million - \$49.9 Million	38	3	13	3	6	13
\$50.0 Million - \$99.9 Million	39	7	8	2	9	13
\$100.0 Million or More	67	2	11	4	16	34
D. Total Employees						
Fewer than 15	45	4	7	7	23	8
15 - 34	60	6	15	3	19	13
35 - 69	53	9	20	3	11	10
70 - 149	65	8	21	8	6	22
150 - 299	45	5	14	3	9	14
300 or More	67	--	11	5	16	35

II. Survey Methodology

A. Data Collection and Analysis

Online survey questionnaires were used to obtain the requested compensation data, and respondents were asked to report annual base salaries data as of July 1, 2023. Other cash compensation data were requested for cash payments made at the end of the most recently completed fiscal year. Compensation data was submitted by survey respondents for a total of 18,138 employees.

The submitted data were then reviewed for accuracy and completeness. The compensation data were processed and tabulated to generate the reported summary statistics. To ensure the confidentiality of individual respondents, no compensation data are reported if fewer than three observations were included in the variable breakdowns. Only the mean (average) is reported for three or four observations.

B. Explanation of Terms

1. CASH COMPENSATION

Base Salary represents the current annual base salary reported for each survey position as of July 1, 2023.

Total Cash Compensation represents the sum of the current annual base salary plus any other cash compensation provided to position incumbents during the most recently completed fiscal year.

Salary Range represents the average salary opportunities, including salary range minimum, midpoint and maximum, reported for each position during the current fiscal year.

Number of Organizations represents the number of respondents that reported matches to each survey position.

Number of Incumbents represents the total number of full-time employees reported for each survey position by the responding organizations.

II. *Survey Methodology*

Low represents the lowest actual compensation figure reported.

25th Percentile represents the compensation figure above which 75% of all reported compensation figures fall.

Mean represents the simple average of all compensation figures reported.

Median (50th Percentile) represents the compensation figure above and below which half of all reported compensation figures fall.

75th Percentile represents the compensation figure above which 25% of all reported compensation figures fall.

High represents the highest actual compensation figure reported.

2. SUPPLEMENTAL BENEFITS AND PERQUISITES

Total Number of Organizations represents the number of survey respondents reporting any benefits and perquisites information for the surveyed position or position level.

Supplemental Benefits and Perquisites represents benefits and/or non-cash compensation provided to selected positions in addition to the broad-based benefits generally available to all employees.

Percentage of Survey Respondents Reporting represents the number of organizations checking the specific supplemental benefits or perquisites surveyed for a given position, divided by the number of organizations that reported at least one benefit or perquisite for that position or position level.

III. Compensation Data Reported

A. Total Cash Compensation Highlights

This section summarizes cash compensation data reported for the survey positions. It includes summary statistics on the actual total cash compensation and base salary data reported for each position. This section also contains the reported position salary range data.

Table 3 contains the total cash compensation data reported for each survey position for all survey respondents combined. The statistics include the lowest and highest actual total cash compensation data reported for each position.

A summary of the base salary data reported for all survey respondents combined is listed in Table 4. This table also identifies the number of reported incumbents and their mean tenure (years in position) for each position. Not all survey respondents reported tenure information for their matched survey positions. Additionally, because organizational structures vary, in some cases multiple incumbents were reported by survey respondents for certain “top staff” positions although these are typically single-incumbent positions within most organizations.

It should be noted the pay figures for certain survey positions may be lower than in the previous report. Although pay data for individual survey positions generally increases from one year to the next, there are a number of factors which may lead to lower year-to-year salary statistics for some positions. Such factors may include smaller participating organizations, new position incumbents, different survey respondents matching the position, and/or fewer or lower variable pay awards.

Additionally, there are often only incremental differences between the reported base salary and total cash compensation for certain positions because the use of variable pay opportunities varies within the not-for-profit sector. Many organizations utilize discretionary bonus plans which may not be funded every year, or which may be funded at lower levels than during the previous year depending on organizational performance and/or other financial considerations. Finally, variable pay plan designs vary widely and not all employees may be eligible for an award each year.

III. Compensation Data Reported

Overall, the difference between the mean total cash and mean base salary reported for the Top Executive Officer and the next five highest paid positions is shown below:

Highest Paid Positions	% Difference: Mean Total Cash vs. Mean Base Salary
1. Top Executive Officer	11.7%
2. Top Medical Services Position	11.0%
3. Deputy Executive Officer	5.5%
4. Top Legal Executive/General Counsel	4.8%
5. Top Strategic/Mission Executive	7.1%
6. Top Government Relations Position (Lobbyist)	4.9%

Table 5 provides a summary of salary range data and identifies the number of organizations reporting salary ranges for each survey position. Approximately 36% of the survey respondents reported salary range data this year.

Summary of Total Cash Reported for Survey Positions

Survey Position	No. of Organizations	No. of Incumbents	Total Cash Compensation					
			Low	25th Percentile	Mean	Median	75th Percentile	High
1. Top Executive Officer	299	299	\$110,500	\$284,526	\$506,492	\$412,775	\$593,601	\$5,095,504
2. Deputy Executive Officer	110	129	79,497	216,315	297,314	266,448	341,610	864,097
3. Chief of Staff	42	42	126,200	159,587	249,123	206,250	304,154	705,700
4. Board/Committee Administrator	44	45	66,346	80,000	121,979	111,128	138,298	364,000
5. Executive Assistant	159	341	36,400	67,990	86,445	79,088	95,805	181,746
6. Top Administrative Position	67	103	50,504	116,149	257,548	156,750	284,408	812,099
7. Top Financial Position	230	233	78,120	181,200	254,051	242,242	305,400	650,000
8. Controller	158	185	72,100	135,200	162,716	154,449	180,000	326,622
9. Accounting Manager	174	355	41,385	81,055	104,256	101,500	120,000	260,000
10. Top Information Technology Position	182	192	63,300	149,387	204,356	188,698	243,988	504,000
11. Network Manager	96	156	65,000	100,000	125,569	122,476	141,771	263,250
12. Database Manager	105	153	46,568	79,048	108,503	104,000	129,000	237,343
13. Website Developer	63	141	49,917	91,450	106,251	120,175	143,145	216,982
14. Webmaster	63	90	52,271	77,400	98,597	90,444	113,835	205,669
15. Help Desk/Information Technology Position	118	250	39,500	63,066	76,417	71,341	80,000	198,550
16. Office/Facilities Manager	108	149	32,292	65,000	95,133	84,254	102,210	206,856
17. Top Human Resource Position	134	135	77,000	172,556	233,378	214,780	284,045	570,332
18. Human Resource Director	113	198	50,824	123,758	147,862	141,527	167,198	236,182
19. Human Resource Manager	102	186	60,000	86,598	101,602	97,617	118,731	184,230
20. Top Legal Executive/General Counsel	96	97	76,940	208,000	292,727	269,942	372,056	603,943
21. Senior Staff Attorney	47	71	84,500	140,893	197,964	185,000	238,216	455,063
22. Staff Attorney	35	71	65,500	82,650	131,414	115,750	151,754	204,880
23. Paralegal	34	41	57,750	76,867	90,669	89,544	103,000	138,176
24. Top Governance Position	26	26	118,959	139,208	199,454	175,204	226,395	611,090
25. Top Field Services Position	20	20	138,775	153,518	224,138	210,287	280,891	409,702
26. Regional Office Head	19	90	87,687	130,005	183,227	158,733	211,341	470,400
27. Field Services Manager	19	262	52,000	71,867	108,578	92,332	114,400	267,692
28. Top Reg./Public Policy Pos. (Non-Lobbyist)	77	77	107,670	152,638	241,360	211,920	289,790	742,200
29. Reg./Public Policy Position (Non-Lobbyist)	58	155	47,592	110,000	143,132	138,000	157,500	382,610
30. Top Gov't. Relations Position (Lobbyist)	57	58	96,039	188,453	269,374	226,447	325,726	735,000
31. Federal Lobbyist	40	93	65,000	107,120	164,863	136,500	183,750	509,653
32. State Lobbyist	26	64	62,675	79,662	132,503	104,740	151,635	349,639
33. Top International Executive	14	14	157,679	181,200	232,718	203,749	296,157	357,000
34. Legislative Network Position	21	163	30,248	71,276	113,320	89,639	108,551	271,691
35. Regulatory/Legislative Specialist	40	123	51,476	80,275	92,815	85,750	92,250	191,394
36. Regulatory/Legislative Assistant	26	69	45,897	61,500	71,439	68,000	77,231	165,000
37. PAC Position	18	18	65,677	104,763	148,510	110,508	202,776	307,622
38. Top Communications Position	172	173	65,000	135,000	203,543	183,662	237,105	763,372
39. Communications/Public Relations Manager	130	237	54,000	86,200	112,375	107,581	129,376	304,350
40. Communications/Public Relations Position	95	284	30,160	59,560	82,268	71,601	93,959	595,650
41. Top Editorial Position	73	92	62,700	131,113	176,992	157,495	192,514	427,270
42. Managing Editor	83	182	43,918	89,557	109,720	101,768	132,549	207,232
43. Senior Editor	71	195	53,042	79,583	95,270	89,600	105,367	176,000
44. Editor	69	229	38,005	65,000	75,274	69,647	79,568	132,297
45. Assistant/Associate Editor	48	124	41,323	47,476	61,757	55,975	62,167	130,625
46. Content Writer	66	194	44,539	73,041	78,750	96,567	102,522	153,401
47. Art Director	50	70	66,000	92,502	111,528	113,088	129,717	183,221
48. Graphic Designer	101	225	42,000	65,327	75,413	76,200	83,000	128,000
49. Production Manager	44	62	52,893	78,411	96,568	92,880	120,226	173,250
50. Production Position	43	140	31,200	48,152	68,881	72,344	92,929	103,909

Summary of Total Cash Reported for Survey Positions

Survey Position	No. of Organizations	No. of Incumbents	Total Cash Compensation					
			Low	25th Percentile	Mean	Median	75th Percentile	High
51. Fulfillment Position	13	24	33,000	54,646	75,774	69,675	74,428	111,600
52. Top Foundation Executive	41	41	94,890	152,092	236,720	189,643	258,186	793,256
53. Grant Proposal Manager	50	88	56,000	57,341	108,396	91,343	124,169	229,185
54. Grant Position	45	111	31,200	59,400	78,632	69,100	85,027	125,000
55. Top Marketing Position	109	112	60,887	141,590	195,041	173,446	239,280	499,695
56. Top Strategic/Mission Executive	53	53	100,849	200,524	278,252	280,000	334,768	681,320
57. Top Business Development Executive	79	96	62,573	165,418	226,638	209,422	265,259	500,000
58. Business/Product Development Manager	58	268	42,952	104,129	126,884	126,168	151,801	294,550
59. Marketing Position	113	480	41,600	67,900	93,944	85,000	108,273	299,920
60. Sales Position	43	325	33,280	37,130	96,740	81,696	100,911	243,759
61. Advertising Position	18	22	45,769	72,186	88,909	100,969	114,841	136,184
62. Top Membership Position	74	74	70,015	131,896	196,789	170,097	230,725	618,000
63. Membership Director	66	95	51,000	95,361	124,184	111,772	139,364	276,040
64. Member/Cust./Donor Rel. Mgmt. Admin.	61	91	48,604	59,741	78,746	75,381	84,467	134,334
65. Social Media Position	106	195	39,860	62,354	72,893	70,000	85,171	191,213
66. Call Center/Member Service Manager	71	193	49,000	65,475	92,770	77,284	90,513	274,279
67. Senior Call Center/Member Service Rep.	55	232	37,121	52,253	64,514	54,594	61,665	98,434
68. Call Center/Member Service Representative	71	385	35,486	41,600	53,398	45,646	51,819	95,680
69. Membership Records Position	32	94	36,402	52,002	65,353	60,649	65,037	144,576
70. Registrar	24	35	37,001	50,003	74,282	62,895	77,543	140,585
71. Top Convention/Meetings Position	96	97	94,140	122,000	166,168	150,000	183,132	453,321
72. Top Trade Show Position	13	13	79,200	117,592	206,756	156,810	289,992	427,719
73. Trade Show/Convention and Meetings Mgr.	69	179	60,945	84,090	98,289	94,394	114,559	197,505
74. Member Rel./Member Experience Position	45	135	40,553	40,553	86,350	72,000	98,865	184,896
75. Chapter/Affiliate Relations Position	31	100	54,000	76,332	90,371	99,759	153,600	224,858
76. Exhibit Manager	26	52	52,533	63,440	97,068	78,779	96,659	153,082
77. Exhibition Sales Position	25	40	52,000	69,982	95,051	87,926	118,956	159,114
78. Program Planner	15	25	53,118	69,502	83,387	75,200	87,506	161,581
79. Meetings Planner	84	184	35,585	62,038	75,664	72,050	89,446	131,334
80. Top Program Position	134	206	59,770	141,579	189,351	181,100	244,723	511,145
81. Senior Program/Section Manager	116	668	50,937	98,209	121,084	119,312	152,755	343,606
82. Program/Section Manager	128	1,467	34,038	74,550	91,921	88,057	111,404	281,200
83. Program Staff Position	132	1,683	32,562	54,423	69,330	61,931	71,375	200,113
84. Program Assistant	93	778	27,300	42,492	54,345	50,000	56,259	99,984
85. Top Volunteer Program Position	19	19	85,000	103,508	131,122	120,000	157,189	184,246
86. Top Professional Education Position	79	83	69,500	122,000	180,204	153,000	212,478	434,500
87. Education/Curriculum Developer	59	192	53,479	84,562	107,192	93,202	114,543	229,292
88. e-Learning Manager	35	43	59,280	78,375	95,264	88,644	108,145	144,899
89. Top Medical Services Position	9	9	280,001	321,213	453,752	450,521	473,850	837,473
90. Professional Certification Position	33	65	42,700	63,000	100,622	82,377	110,808	238,134
91. Top Statistician	17	17	107,162	154,818	202,369	176,507	217,399	415,318
92. Top Scientific/Technical Research Position	60	77	107,120	175,100	244,572	223,570	267,800	786,000
93. Top Engineering Position	16	16	47,840	132,557	183,663	198,140	240,960	290,000
94. Research Manager	62	171	71,458	93,400	115,361	112,500	132,190	205,000
95. Research Position	60	199	47,000	70,960	88,278	81,030	98,106	205,997
96. Standards Dev./Tech. Services Position	15	44	56,700	88,794	155,227	101,320	118,406	418,000
97. Top Development Position	119	121	46,228	143,000	201,335	181,137	246,977	429,588
98. Regional Development Position	30	138	91,065	102,578	139,133	110,000	135,067	353,669
99. Major Gifts Position	61	407	53,651	86,486	113,373	86,486	115,000	228,889
100. Fundraising Position	74	795	32,292	62,001	79,260	75,000	90,000	200,500

Summary of Base Salaries Reported for Survey Positions

Survey Position	No. of Organizations	No. of Incumbents	Annual Base Salary				Average Tenure (Years)
			25th Percentile	Mean	Median	75th Percentile	
1. Top Executive Officer	299	299	\$281,864	\$453,565	\$387,500	\$538,828	10.0
2. Deputy Executive Officer	110	129	215,000	281,917	257,500	315,000	11.2
3. Chief of Staff	42	42	155,386	234,784	204,313	286,500	6.3
4. Board/Committee Administrator	44	45	79,568	120,014	111,128	138,298	6.8
5. Executive Assistant	159	341	67,925	85,422	78,375	93,350	6.3
6. Top Administrative Position	67	103	115,822	241,220	156,749	276,775	8.8
7. Top Financial Position	230	233	179,541	244,980	237,767	290,400	7.8
8. Controller	158	185	135,200	159,045	151,420	179,368	7.2
9. Accounting Manager	174	355	81,016	103,024	101,167	119,036	4.5
10. Top Information Technology Position	182	192	144,782	198,721	181,523	243,104	6.7
11. Network Manager	96	156	100,000	124,448	120,214	139,643	5.5
12. Database Manager	105	153	78,751	106,874	102,459	127,194	6.4
13. Website Developer	63	141	91,450	104,607	120,000	143,145	4.5
14. Webmaster	63	90	75,000	97,194	89,846	112,603	8.5
15. Help Desk/Information Technology Position	118	250	62,629	75,862	71,182	80,000	3.6
16. Office/Facilities Manager	108	149	65,000	93,982	82,154	98,856	4.3
17. Top Human Resource Position	134	135	165,253	224,970	212,214	271,546	7.3
18. Human Resource Director	113	198	121,059	145,452	139,213	161,350	4.5
19. Human Resource Manager	102	186	85,867	100,701	96,991	117,068	3.6
20. Top Legal Executive/General Counsel	96	97	208,000	279,354	260,551	345,000	6.3
21. Senior Staff Attorney	47	71	140,893	192,302	180,681	223,071	4.9
22. Staff Attorney	35	71	82,650	130,807	115,750	149,054	5.6
23. Paralegal	34	41	76,500	89,466	89,544	100,916	9.2
24. Top Governance Position	26	26	139,208	196,032	175,204	226,395	15.8
25. Top Field Services Position	20	20	153,518	219,981	204,593	278,859	4.8
26. Regional Office Head	19	90	121,039	179,511	158,733	198,791	4.1
27. Field Services Manager	19	262	71,866	102,227	91,710	110,662	4.3
28. Top Reg./Public Policy Pos. (Non-Lobbyist)	77	77	152,637	230,034	210,975	276,900	5.1
29. Reg./Public Policy Position (Non-Lobbyist)	58	155	110,000	140,866	134,528	152,637	3.7
30. Top Gov't. Relations Position (Lobbyist)	57	58	188,453	256,719	226,327	312,066	6.7
31. Federal Lobbyist	40	93	107,120	160,246	133,900	183,750	4.2
32. State Lobbyist	26	64	79,662	129,855	102,997	144,196	3.2
33. Top International Executive	14	14	163,745	225,837	191,831	296,157	5.8
34. Legislative Network Position	21	163	71,276	112,033	89,639	107,659	2.2
35. Regulatory/Legislative Specialist	40	123	80,275	91,360	84,125	89,579	3.5
36. Regulatory/Legislative Assistant	26	69	60,000	70,868	66,177	77,231	2.4
37. PAC Position	18	18	100,204	144,056	110,508	194,751	8.4
38. Top Communications Position	172	173	135,000	195,366	183,324	234,000	6.8
39. Communications/Public Relations Manager	130	237	85,200	110,526	107,491	129,376	3.7
40. Communications/Public Relations Position	95	284	59,559	81,582	71,601	93,958	3.5
41. Top Editorial Position	73	92	128,431	170,029	152,624	184,700	7.4
42. Managing Editor	83	182	88,658	108,281	101,768	127,945	7.5
43. Senior Editor	71	195	79,244	94,539	88,715	104,733	8.7
44. Editor	69	229	63,989	74,594	69,409	78,954	6.6
45. Assistant/Associate Editor	48	124	47,476	61,375	54,728	62,167	8.6
46. Content Writer	66	194	72,480	77,940	96,567	102,522	4.0
47. Art Director	50	70	92,394	109,867	111,261	125,590	9.7
48. Graphic Designer	101	225	65,300	74,729	75,035	81,933	6.6
49. Production Manager	44	62	76,197	95,422	92,065	115,050	10.5
50. Production Position	43	140	47,611	68,473	72,344	88,884	9.4

Summary of Base Salaries Reported for Survey Positions

Survey Position	No. of Organi- zations	No. of Incum- bents	Annual Base Salary				Average Tenure (Years)
			25th Percentile	Mean	Median	75th Percentile	
51. Fulfillment Position	13	24	52,514	74,711	68,240	72,391	7.3
52. Top Foundation Executive	41	41	152,092	225,623	189,643	258,186	7.0
53. Grant Proposal Manager	50	88	57,341	107,477	90,574	120,403	4.0
54. Grant Position	45	111	59,400	78,077	68,390	85,026	2.3
55. Top Marketing Position	109	112	139,750	188,172	171,141	228,379	5.4
56. Top Strategic/Mission Executive	53	53	200,524	259,728	262,000	315,000	7.2
57. Top Business Development Executive	79	96	155,507	216,739	202,988	251,660	4.5
58. Business/Product Development Manager	58	268	104,129	125,566	125,628	150,015	3.8
59. Marketing Position	113	480	67,600	92,820	84,181	107,140	3.3
60. Sales Position	43	325	35,817	92,185	73,510	85,012	3.7
61. Advertising Position	18	22	66,733	85,105	76,494	102,152	6.5
62. Top Membership Position	74	74	130,289	188,555	169,279	214,036	8.1
63. Membership Director	66	95	94,067	121,724	110,000	138,221	4.9
64. Member/Cust./Donor Rel. Mgmt. Admin.	61	91	59,635	77,703	74,300	82,735	5.6
65. Social Media Position	106	195	61,949	72,414	70,000	85,171	2.7
66. Call Center/Member Service Manager	71	193	65,475	91,822	74,509	90,040	8.1
67. Senior Call Center/Member Service Rep.	55	232	52,187	63,962	54,339	61,665	4.3
68. Call Center/Member Service Representative	71	385	41,457	53,063	45,645	51,818	3.7
69. Membership Records Position	32	94	52,002	64,659	60,491	65,002	4.1
70. Registrar	24	35	50,003	73,675	62,895	77,543	8.5
71. Top Convention/Meetings Position	96	97	122,000	161,185	149,350	182,725	9.4
72. Top Trade Show Position	13	13	113,068	192,993	156,809	215,800	9.3
73. Trade Show/Convention and Meetings Mgr.	69	179	83,660	96,626	94,097	113,593	5.5
74. Member Rel./Member Experience Position	45	135	40,553	85,363	71,636	94,565	5.7
75. Chapter/Affiliate Relations Position	31	100	76,332	89,192	98,196	152,100	5.7
76. Exhibit Manager	26	52	63,440	95,220	78,779	94,323	5.9
77. Exhibition Sales Position	25	40	68,195	89,041	75,820	107,000	6.9
78. Program Planner	15	25	68,139	82,350	75,000	87,000	8.6
79. Meetings Planner	84	184	60,000	74,731	70,740	86,636	6.1
80. Top Program Position	134	206	137,454	184,633	178,675	236,922	6.8
81. Senior Program/Section Manager	116	668	97,980	119,326	117,538	147,658	3.2
82. Program/Section Manager	128	1,467	74,486	91,229	88,024	111,040	2.8
83. Program Staff Position	132	1,683	54,321	68,723	61,798	70,999	2.3
84. Program Assistant	93	778	42,492	54,047	50,000	56,128	3.3
85. Top Volunteer Program Position	19	19	102,258	130,522	120,000	157,188	5.9
86. Top Professional Education Position	79	83	122,000	174,862	153,000	206,000	7.2
87. Education/Curriculum Developer	59	192	84,562	106,606	93,202	114,136	5.3
88. e-Learning Manager	35	43	78,188	93,209	88,361	104,777	2.7
89. Top Medical Services Position	9	9	321,213	408,640	403,939	473,850	4.0
90. Professional Certification Position	33	65	60,000	100,010	80,000	110,808	8.2
91. Top Statistician	17	17	154,818	192,116	176,506	215,104	4.7
92. Top Scientific/Technical Research Position	60	77	174,000	237,140	201,000	255,529	5.0
93. Top Engineering Position	16	16	132,506	178,084	182,140	231,000	6.9
94. Research Manager	62	171	93,400	114,778	111,600	132,190	5.2
95. Research Position	60	199	70,625	87,652	81,030	97,519	3.2
96. Standards Dev./Tech. Services Position	15	44	88,794	150,249	95,977	118,405	6.5
97. Top Development Position	119	121	142,771	194,840	181,137	237,791	5.1
98. Regional Development Position	30	138	102,578	134,104	110,000	135,067	3.8
99. Major Gifts Position	61	407	81,843	111,793	81,843	114,769	2.7
100. Fundraising Position	74	795	55,867	78,466	68,892	83,740	2.1

Average Salary Ranges Reported for Survey Positions

Survey Position	No. of Organizations	No. of Incumbents	AVERAGE SALARY RANGE		
			Minimum	Midpoint	Maximum
1. Top Executive Officer	58	58	\$312,896	\$403,568	\$494,240
2. Deputy Executive Officer	33	37	218,216	280,947	343,678
3. Chief of Staff	17	17	191,155	249,756	308,357
4. Board/Committee Administrator	22	23	96,315	120,781	145,246
5. Executive Assistant	66	208	62,855	79,158	95,462
6. Top Administrative Position	20	34	205,442	255,820	306,198
7. Top Financial Position	68	69	182,691	236,518	290,346
8. Controller	67	76	124,786	160,515	196,243
9. Accounting Manager	74	201	85,341	107,070	128,799
10. Top Information Technology Position	76	81	152,159	196,289	240,419
11. Network Manager	47	69	96,876	123,535	150,194
12. Database Manager	48	86	85,217	107,895	130,573
13. Website Developer	25	53	84,012	106,407	128,802
14. Webmaster	27	45	76,964	99,042	121,119
15. Help Desk/Information Technology Position	56	162	58,177	72,924	87,671
16. Office/Facilities Manager	45	86	75,609	97,714	119,819
17. Top Human Resource Position	53	53	172,397	227,708	283,020
18. Human Resource Director	50	115	109,973	139,408	168,843
19. Human Resource Manager	41	86	82,701	105,349	127,997
20. Top Legal Executive/General Counsel	35	36	189,417	249,689	309,961
21. Senior Staff Attorney	26	36	143,020	182,590	222,161
22. Staff Attorney	17	27	105,368	134,796	164,224
23. Paralegal	23	28	70,461	87,921	105,382
24. Top Governance Position	11	11	138,547	177,747	216,948
25. Top Field Services Position	12	12	171,067	215,164	259,261
26. Regional Office Head	8	29	147,832	181,830	215,828
27. Field Services Manager	9	127	74,691	94,972	115,253
28. Top Regulatory/Public Policy Position (Non-Lobbyist)	28	28	168,160	213,711	259,263
29. Regulatory/Public Policy Position (Non-Lobbyist)	29	88	111,098	138,519	165,941
30. Top Government Relations Position (Lobbyist)	22	23	159,260	203,652	248,044
31. Federal Lobbyist	15	49	107,722	137,286	166,851
32. State Lobbyist	10	19	86,574	108,456	130,339
33. Top International Executive	8	8	157,203	196,003	234,803
34. Legislative Network Position	11	137	92,717	115,318	137,918
35. Regulatory/Legislative Specialist	18	81	78,915	98,270	117,625
36. Regulatory/Legislative Assistant	13	48	65,413	78,502	91,591
37. PAC Position	7	7	138,308	180,885	223,463
38. Top Communications Position	59	60	155,856	199,956	244,055
39. Communications/Public Relations Manager	56	127	94,614	118,773	142,933
40. Communications/Public Relations Position	44	199	67,429	84,195	100,961
41. Top Editorial Position	29	46	124,861	159,272	193,683
42. Managing Editor	37	98	84,785	106,774	128,763
43. Senior Editor	36	124	76,231	95,953	115,676
44. Editor	34	157	61,365	76,624	91,883
45. Assistant/Associate Editor	25	75	51,346	63,812	76,279
46. Content Writer	31	61	63,229	78,558	93,888
47. Art Director	17	31	86,675	109,153	131,631
48. Graphic Designer	46	145	63,332	79,340	95,348
49. Production Manager	20	30	75,441	95,320	115,200
50. Production Position	18	39	58,039	72,831	87,623

Average Salary Ranges Reported for Survey Positions

Survey Position	No. of Organizations	No. of Incumbents	AVERAGE SALARY RANGE		
			Minimum	Midpoint	Maximum
51. Fulfillment Position	8	15	70,912	87,272	103,632
52. Top Foundation Executive	19	19	155,149	199,637	244,125
53. Grant Proposal Manager	25	58	87,803	110,185	132,567
54. Grant Position	25	73	63,284	78,565	93,847
55. Top Marketing Position	40	41	162,239	209,785	257,331
56. Top Strategic/Mission Executive	22	22	193,943	244,927	295,911
57. Top Business Development Executive	30	41	166,370	212,780	259,189
58. Business/Product Development Manager	22	176	108,181	135,670	163,158
59. Marketing Position	49	300	70,766	89,222	107,679
60. Sales Position	14	122	69,216	87,515	105,814
61. Advertising Position	5	5	79,388	97,874	116,360
62. Top Membership Position	28	28	147,858	190,030	232,201
63. Membership Director	27	49	98,264	125,077	151,890
64. Member/Customer/Donor Relationship Management Administrator	21	36	64,992	81,504	98,016
65. Social Media Position	37	93	60,721	75,806	90,892
66. Call Center/Member Service Manager	31	123	73,275	93,220	113,165
67. Senior Call Center/Member Service Representative	26	110	50,642	63,178	75,714
68. Call Center/Member Service Representative	31	205	43,570	54,076	64,583
69. Membership Records Position	12	54	52,500	65,048	77,597
70. Registrar	11	18	59,503	74,726	89,950
71. Top Convention/Meetings Position	41	42	120,519	153,896	187,273
72. Top Trade Show Position	5	5	109,584	139,467	169,349
73. Trade Show/Convention and Meetings Manager	34	126	74,744	93,119	111,494
74. Member Relations/Member Experience Position	21	93	69,573	85,657	101,741
75. Chapter/Affiliate Relations Position	11	61	83,604	104,984	126,365
76. Exhibit Manager	9	33	84,539	107,650	130,761
77. Exhibition Sales Position	10	25	78,097	99,689	121,280
78. Program Planner	8	17	63,955	79,415	94,875
79. Meetings Planner	32	86	59,545	74,917	90,289
80. Top Program Position	47	86	139,624	179,939	220,254
81. Senior Program/Section Manager	54	514	99,878	127,506	155,134
82. Program/Section Manager	54	903	74,896	94,142	113,388
83. Program Staff Position	45	971	60,037	75,040	90,043
84. Program Assistant	45	519	48,083	58,527	68,972
85. Top Volunteer Program Position	10	10	113,915	145,337	176,760
86. Top Professional Education Position	31	34	125,603	164,713	203,822
87. Education/Curriculum Developer	26	146	82,974	107,065	131,157
88. e-Learning Manager	12	18	73,794	93,404	113,013
89. Top Medical Services Position	6	6	317,750	392,230	466,710
90. Professional Certification Position	18	24	89,175	112,058	134,942
91. Top Statistician	8	8	155,286	198,706	242,126
92. Top Scientific/Technical Research Position	20	37	161,961	203,627	245,293
93. Top Engineering Position	3	3	135,772	172,815	209,858
94. Research Manager	29	111	102,988	129,253	155,517
95. Research Position	29	120	73,798	91,991	110,185
96. Standards Development/Technical Services Position	8	17	97,279	123,168	149,057
97. Top Development Position	44	44	161,420	206,958	252,495
98. Regional Development Position	16	92	108,559	133,501	158,443
99. Major Gifts Position	33	338	89,923	113,664	137,405
100. Fundraising Position	30	631	68,496	86,505	104,515

III. Compensation Data Reported

B. Individual Position Summary Tables

Individual pay tables for each surveyed job title begin on page 26 and are listed below. The pay tables provide summary statistics by geographical location, organization budget, organization type, total employees, and time in position (where reported). It should be noted that not all survey respondents reported time in position for matched survey positions. Accordingly, the incumbent and organization counts based on time in position are lower than the other categories/scope measures listed in the salary tables.

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2. Deputy Executive Officer	28
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4. Board/Committee Administrator	30
5. Executive Assistant	31
6. Top Administrative Position	32
7. Top Financial Position	33
8. Controller	34
9. Accounting Manager	35
10. Top Information Technology Position	36
11. Network Manager	37
12. Database Manager	38
13. Website Developer	39
14. Webmaster	40
15. Help Desk/Information Technology Position	41
16. Office/Facilities Manager	42
17. Top Human Resource Position	43
18. Human Resource Director	44
19. Human Resource Manager	45
20. Top Legal Executive/General Counsel	46
21. Senior Staff Attorney	47
22. Staff Attorney	48
23. Paralegal	49
24. Top Governance Position	50
25. Top Field Services Position	51
26. Regional Office Head	52
27. Field Services Manager	53
28. Top Reg./Pub. Policy Position (Non-Lobbyist)	54
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III. Compensation Data Reported

Survey Position Title	Page
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32. State Lobbyist	58
33. Top International Executive	59
34. Legislative Network Position	60
35. Regulatory/Legislative Specialist	61
36. Regulatory/Legislative Assistant	62
37. PAC Position	63
38. Top Communications Position	64
39. Communications/Public Relations Manager	65
40. Communications/Public Relations Position	66
41. Top Editorial Position	67
42. Managing Editor	68
43. Senior Editor	69
44. Editor	70
45. Assistant/Associate Editor	71
46. Content Writer	72
47. Art Director	73
48. Graphic Designer	74
49. Production Manager	75
50. Production Position	76
51. Fulfillment Position	77
52. Top Foundation Executive	78
53. Grant Proposal Manager	79
54. Grant Position	80
55. Top Marketing Position	81
56. Top Strategic/Mission Executive	82
57. Top Business Development Executive	83
58. Business/Product Development Manager	84
59. Marketing Position	85
60. Sales Position	86
61. Advertising Position	87
62. Top Membership Position	88
63. Membership Director	89
64. Member/Customer/Donor Rel. Mgmt. Admin.	90
65. Social Media Position	91
66. Call Center/Member Service Manager	92
67. Senior Call Center/Member Service Rep.	93
68. Call Center/Member Service Rep.	94
69. Membership Records Position	95

III. Compensation Data Reported

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70. Registrar	96
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Top Executive Officer

Responsible for directing the daily work activities of the organization. Accountable for the successful execution of organizational programs, policies and procedures. Oversees the effective utilization of the organization's financial and human resources. This is the top paid staff position reporting to the Board of Directors.

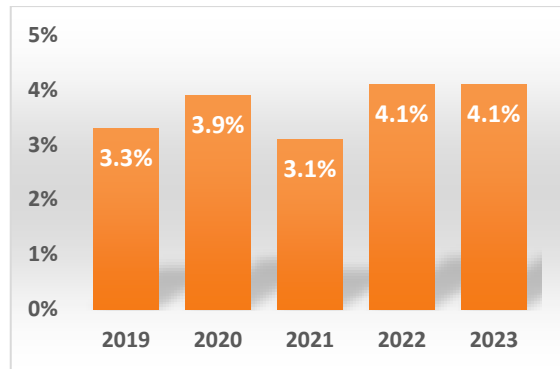
	Salaries Reported		Annual Base Salary				Bonuses Reported		Annual Total Cash			
	# of Orgs.	# of Incs.	25th %ile	Mean	Median	75th %ile	# of Orgs.	# of Incs.	25th %ile	Mean	Median	75th %ile
Total Survey	299	299	\$281,864	\$453,565	\$387,500	\$538,828	106	106	\$284,526	\$506,492	\$412,775	\$593,601
Geographic Location			SUMMARY STATISTICS FOR ALL POSITIONS ARE AVAILABLE IN THE FULL REPORT									
Virginia	34	34										
Maryland	15	15										
Washington, DC	76	76										
New York City	26	26										
Chicago Area	29	29										
Northeast	31	31										
Midwest	25	25										
South	32	32										
West	31	31										
Organization Type												
Trade	23	23										
Professional	84	84										
Educational	28	28										
Health and Social Welfare	76	76										
Other	88	88										
Organization Budget												
Less than \$5.0 Million	60	60										
\$5.0 Million - \$9.9 Million	35	35										
\$10.0 Million - \$14.9 Million	25	25										
\$15.0 Million - \$29.9 Million	51	51										
\$30.0 Million - \$49.9 Million	35	35										
\$50.0 Million - \$99.9 Million	36	36										
\$100.0 Million or More	57	57										
Total Employees												
Fewer than 15	44	44										
15 to 34	52	52										
35 to 69	46	46										
70 to 149	56	56										
150 to 299	43	43										
300 or more	58	58										
Years in Position												
Less than 2 Years	24	24										
2 to 4.9 Years	52	52										
5 to 9.9 Years	50	50										
10 to 14.9 Years	33	33										
15 Years or More	60	60										

IV. Total Compensation Practices Data Reported

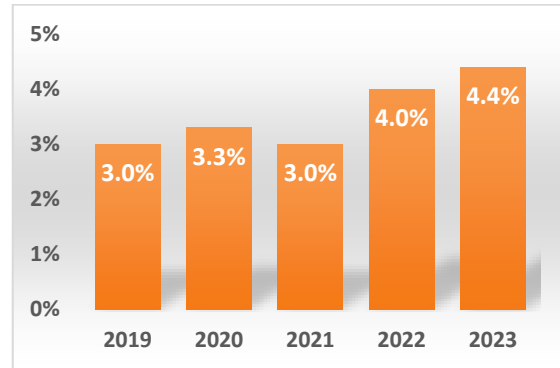
Five-Year Salary Increase Trends

The following graphs display five-year trends for top executive salary increases, salary increases for other employees, and salary range adjustments. The figures represent average percentages reported for this year and in previous survey reports in each respective year. Salary increase adjustments for other employees represent the combined averages for management, other exempt and nonexempt staff levels combined. (*Note: All figures exclude zero values.*)

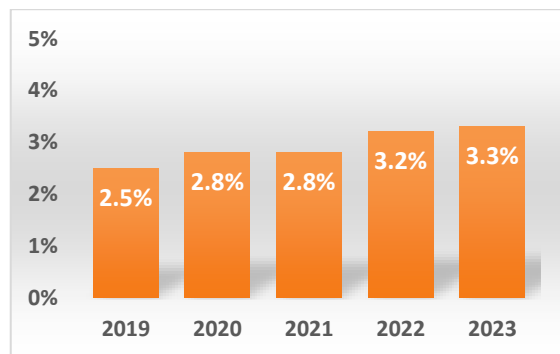
**Average Actual
Top Executive
Salary Increases**



**Average Actual
Salary Increase
Adjustments – All
Other Employees**



**Average Actual
Salary Range
Adjustments**



Summary of Compensation Practices

All Survey Partici- pants	TYPE OF ORGANIZATION				
	Trade	Profes- sional	Educa- tional	Health & Social Welfare	Other

A. Salary Administration

o Organization Uses a Formal Salary Structure

-- Yes	141	8	46	18	35	34
-- No	71	6	20	5	33	7

o Type of Structure Used

-- Traditional salary range	116	6	38	15	30	27
-- Broadband	14	2	5	2	2	3
-- Other	8	0	2	1	2	3

o Most Recent Salary Range Adjustment

-- 25th percentile	3.0%	3.0%	3.0%	3.0%	3.0%	2.9%
-- Mean	3.3%	3.3%	3.5%	3.2%	3.2%	3.2%
-- Median	3.0%	3.0%	4.0%	3.0%	3.0%	3.0%
-- 75th percentile	4.0%	4.0%	4.0%	3.7%	4.0%	3.6%

o Next Planned Salary Range Adjustment

-- 25th percentile	3.0%	3.3%	3.0%	3.0%	3.0%	2.3%
-- Mean	3.3%	3.7%	3.2%	3.2%	3.4%	3.1%
-- Median	3.0%	3.5%	3.0%	3.0%	3.3%	3.0%
-- 75th percentile	4.0%	4.0%	4.0%	3.9%	4.0%	4.0%

o Most Recent Salary Increase

Top Executive

-- 25th percentile	3.0%	4.0%	3.1%	3.2%	3.1%	3.0%
-- Mean	4.1%	4.5%	4.0%	4.2%	4.2%	4.4%
-- Median	4.0%	4.2%	4.0%	4.0%	4.0%	4.0%
-- 75th percentile	6.0%	6.2%	6.0%	5.9%	6.0%	6.1%

Management

-- 25th percentile	3.0%	3.5%	3.0%	3.3%	3.0%	3.0%
-- Mean	4.4%	4.1%	3.9%	4.2%	4.2%	4.5%
-- Median	4.0%	4.0%	4.0%	4.0%	4.0%	3.8%
-- 75th percentile	5.9%	6.0%	5.8%	5.8%	6.0%	6.0%

Summary of Compensation Practices

	All Survey Partici- pants	TYPE OF ORGANIZATION				
		Trade	Profes- sional	Educa- tional	Health & Social Welfare	Other
<u>Other Exempt</u>						
-- 25th percentile	3.6%	3.9%	3.0%	4.0%	4.0%	4.0%
-- Mean	4.4%	4.1%	4.0%	4.0%	4.0%	4.0%
-- Median	4.0%	4.7%	3.9%	3.9%	3.9%	4.0%
-- 75th percentile	5.8%	5.9%	5.8%	5.8%	5.9%	6.0%
<u>Nonexempt</u>						
-- 25th percentile	3.3%	3.0%	3.0%	4.0%	3.5%	3.5%
-- Mean	4.3%	4.0%	4.2%	3.9%	4.0%	3.9%
-- Median	4.0%	3.8%	4.0%	4.0%	3.9%	4.0%
-- 75th percentile	5.8%	6.0%	5.8%	5.7%	6.0%	5.9%
o Next Planned Salary Increase						
<u>Top Executive</u>						
-- 25th percentile	3.1%	3.0%	3.1%	3.3%	3.2%	3.2%
-- Mean	4.0%	3.8%	4.3%	4.2%	4.0%	3.8%
-- Median	4.0%	3.5%	4.0%	3.6%	4.0%	3.5%
-- 75th percentile	6.5%	6.9%	6.6%	6.7%	6.5%	6.6%
<u>Management</u>						
-- 25th percentile	3.0%	3.0%	3.0%	3.4%	3.0%	3.0%
-- Mean	3.9%	4.0%	4.2%	3.6%	3.9%	4.1%
-- Median	4.0%	4.0%	3.8%	3.5%	4.0%	4.0%
-- 75th percentile	6.5%	6.7%	6.6%	6.7%	6.4%	6.5%
<u>Other Exempt</u>						
-- 25th percentile	3.0%	3.0%	3.0%	3.1%	3.0%	3.0%
-- Mean	3.9%	3.8%	4.1%	3.7%	4.0%	4.0%
-- Median	4.0%	4.6%	4.0%	3.9%	4.0%	4.0%
-- 75th percentile	6.4%	6.7%	6.5%	6.6%	6.4%	6.4%
<u>Nonexempt</u>						
-- 25th percentile	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
-- Mean	4.2%	4.9%	3.9%	3.6%	4.0%	3.9%
-- Median	4.0%	4.6%	4.0%	3.5%	4.0%	4.0%
-- 75th percentile	6.4%	6.7%	6.6%	6.5%	6.4%	6.4%
o Criteria for Determining Annual Salary Change Budgets						
-- Internal financial considerations	203	13	58	21	60	51
-- General external market conditions	180	10	60	15	54	41
-- Published survey data	166	9	55	15	47	40
-- Other	31	0	2	5	7	17

VI. About PRM Consulting Group

PRM Consulting Group, Inc. (PRM) provides a fully integrated complement of consulting services tailored to meet our clients' human resource management needs. We focus on each client and work collaboratively with them to maximize employee performance and improve organizational efficiency. We create the strategies and solutions to assist clients in attracting, retaining and engaging the caliber of employee talent necessary to achieve their mission and objectives.

Our philosophy is to provide advice and counsel which places the client's interests first. PRM accepts only those assignments that we are fully qualified to perform. We seek to deliver the highest possible quality services in helping clients maximize their people resources.

PRM was formed in 1999 by experts from some of the world's top consulting and corporate firms. As a result, our consulting resources include seasoned professionals with a demonstrated track record of developing effective client solutions. With roots in rewards and performance consulting, PRM has grown into a broad-based organization and human resources consultancy with expertise in such areas as recruiting, employee communications, organizational effective, succession planning, and benefits administration.

We blend our practice area expertise with our industry knowledge to help clients develop the right solutions for their unique challenges. We are intimately familiar with a variety of industry market sectors, including general industry, technology, not-for-profit, health care, higher education, governmental and quasi-governmental organizations.

Each client's needs differ. Staff levels, competency, conflicting priorities and limited resources all affect how our clients use our services. To PRM consultants, collaboration means fully understanding what our clients need and marrying our services to ensure value-added success. We regularly work with clients on a variety of projects which may focus on:

- Benchmarking and best-practices analysis
- Diversity
- Expert advice
- Implementation and communication
- Outsourcing

VI. About PRM Consulting Group

- Pay equity
- Program design
- Strategy definition
- Survey design and administration.

We integrate our consulting services across all functional areas within human resources so that programs and policies fit together. The specific human resource areas in which we maintain particular expertise include:

- Employee benefits and perquisites
- Employment and recruitment
- Organizational development and communication
- Retirement and capital accumulation
- Rewards and recognition
- Performance management
- Training and development.

PRM is dedicated to helping not-for-profit organizations maximize and enhance their people resource capabilities.

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