



# MANAGEMENT COMPENSATION OF NOT-FOR-PROFIT ORGANIZATIONS

## 2024 REPORT SUMMARY

CONDUCTED BY PRM CONSULTING GROUP, INC.



*“People Really Matter”*

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

**2024**

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

*Data Effective July 1, 2024*

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# I. Introduction

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## A. Overview

This is the 43<sup>rd</sup> 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 that not all respondents reported time in position for their matched survey positions.

This year's survey includes seven new positions:

- Acquisitions Editor
- Data Analytics Position
- Development Director
- Digital Marketing/Content Position
- Program Director
- Research Assistant
- Social Media Manager.

The new survey positions were added to provide data for emerging job market changes (e.g., Digital Marketing/Content Position; Social Media Manager) or to provide additional career levels for existing survey job families. Accordingly, seven positions for which there were a historically small number of organization matches were eliminated.

# I. Introduction

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## B. Survey Respondents

This year's survey questionnaire was completed and returned by a total of 334 organizations. Of the total respondents, 223 organizations also participated in the 2023 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.
- **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.

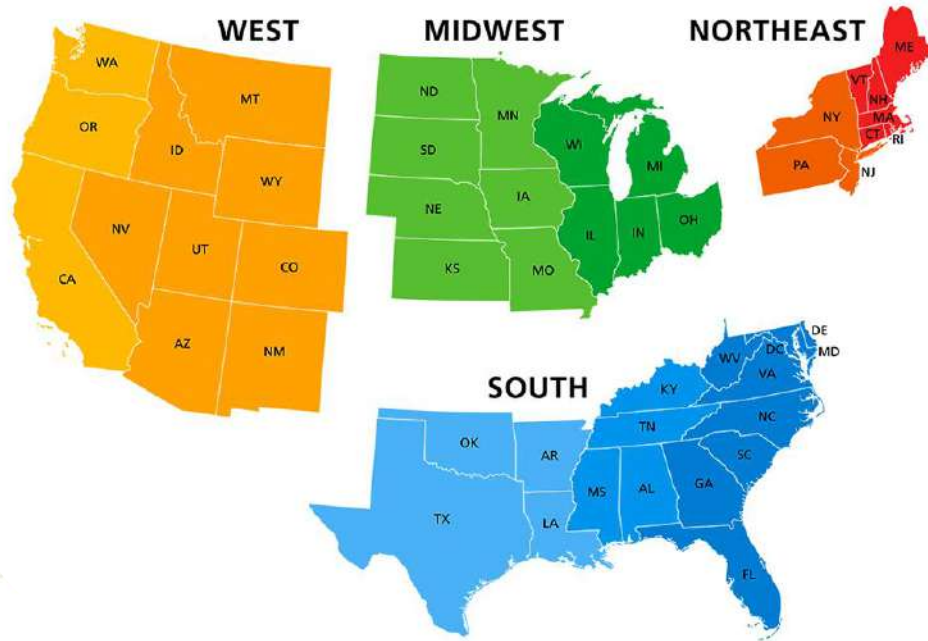
Table 2 contains a demographic profile of the survey respondents. The greater Washington, DC metropolitan area (including Virginia and Maryland) represents the largest proportion of survey respondents (a total of 135 organizations, or 40%). Survey respondents in the "Other" category represent the largest group by organization type – 26% of all survey respondents.

Nearly an equal number of respondents – approximately 20% -- fall into the smallest and largest budget categories (Less than \$5.0 million and \$100.0 million or more, respectively).

# I. Introduction

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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 Associations***

- \* American Beverage Association
- \* American Chemistry Council
- American Rental Association
- America's Health Insurance Plans
- APA-The Engineered Wood Association
- APCIA
- \* Associated General Contractors of America
- \* Association of Home Appliance Manufacturers
  
- \* California Hospital Association
- \* The Chlorine Institute
- \* CoreNet Global
- \* Credit Union National Association
  
- \* Distilled Spirits Council
  
- \* Healthcare Distribution Alliance
  
- \* Institute of Scrap Recycling Industries
  
- \* Mortgage Bankers Association
- \* MRA - The Management Association
  
- \* National Association of Chain Drug Stores
- \* National Association of Convenience Stores
- \* National Association of Home Builders
- National Bankers Association
- \* National Cooperative Business Association CLUSA International
- News Media Alliance
  
- \* Plumbing Heating Cooling Contractors Association
- Portland Cement Association



## Listing of Survey Respondents by Organization Type

- Responsible Business Alliance
- \* US Grains Council

### ***Professional Associations***

- \* ACSESS – Alliance of Crop, Soil, and Environmental Science
- \* AHIMA
- \* American Academy of Actuaries
- \* American Academy of Dermatology
- \* American Academy of Family Physicians
- \* American Academy of Neurology
- \* American Academy of Pediatrics
- \* American Association of Petroleum Geologists
- \* American College of Cardiology
- \* American College of Chest Physicians
- \* American College of Emergency Physicians
- \* American College of Foot and Ankle Surgeons
- American College of Healthcare Executives
- \* American College of Physicians
- \* American College of Radiology
- \* American College of Surgeons
- American Counseling Association
- \* American Dental Association
- \* American Geosciences Institute
- \* American Health Law Association
- \* American Institute of Architects
- American Mathematical Society
- \* American Meteorological Society
- \* American Ornithological Society
- \* American Retirement Association
- American Society for Clinical Pathology
- \* American Society for Microbiology

## Listing of Survey Respondents by Organization Type

- \* American Society for Nutrition  
American Society for Surgery of the Hand
- \* American Society of Civil Engineers  
American Society of Clinical Oncology  
American Society of Colon and Rectal Surgeons
- \* American Society of Hematology  
American Society of Landscape Architects
- \* American Society of Plant Biologists
- \* ASAE: The Center for Association Leadership
- \* ASIS International
- \* Association for Diagnostic and Laboratory Medicine
- \* American Institute of Aeronautics and Astronautics
- \* Association for Iron and Steel Technology
- \* Association for Materials Protection and Performance  
Association for Molecular Pathology  
Association of Black Cardiologists
- \* 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
  
- \* Ecological Society of America
- \* Endocrine Society
- \* Entrepreneurs Organization
  
- IEEE
- \* Institute of Industrial and Systems Engineers
- \* Institute of Management Accountants

## **Listing of Survey Respondents by Organization Type**

- \* Institute of Real Estate Management  
Insured Retirement Institute
- \* International Federation of Societies of Cosmetic Chemists  
ISPE - The International Society for Pharmaceutical Engineering
  
- \* Materials Research Society  
Minerals, Metals & Materials Society
- \* Modern Language Association
  
- \* NASACT  
National Association of State Treasurers  
National Athletic Trainers' Association
- \* National League of Cities  
  
Ohio Society of Certified Public Accountants
- \* 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  
SPIE

### ***Educational Organizations***

- \* ABET - Accreditation Board for Engineering and Technology
- \* AIP Publishing  
American College of Cardiology Foundation
- \* The American College of Financial Services

## **Listing of Survey Respondents by Organization Type**

- \* American Concrete Institute
- \* American Councils for International Education
- \* American Institute of Physics
- Association of Schools and Colleges of Optometry
  
- \* BetterInvesting NAIC
  
- Chief Executives Organization
  
- \* Earthquake Engineering Research Institute
- \* The Electrochemical Society
  
- \* Future Leaders of America
  
- \* Geochemical Society
  
- \* Institute of International Education
- \* International Literacy Association
  
- \* Lifeway
  
- \* National Association of Colleges and Employers
- National Board for Certified Counselors
- National Book Foundation
- National Council of Architectural Registration Boards
- \* National Endowment for Financial Education
- \* Nonprofit Leadership Alliance
- Nonprofit Risk Management Center
  
- Omega Psi Phi Fraternity
- ORAU - Oak Ridge Associated Universities
  
- QuestBridge

## **Listing of Survey Respondents by Organization Type**

- \* Room to Read
  
- Scholarship America
- Society for Women's Health Research
- Springboard Collaborative
- \* Student Leadership Network
  
- \* Tau Beta Pi Association
- Technical Education Research Centers (TERC)
- Thread
- The Training Source
  
- Young Women's Leadership Network

### ***Health and Social Welfare Organizations***

- \* AcademyHealth
- \* Action Against Hunger
- \* Alliance for a Healthier Generation
- \* Alliance for Aging Research
- \* The ALS Association
- \* Alzheimer's Association
- \* American Association on Health & Disability
- \* American Diabetes Association
- \* American Foundation for Suicide Prevention
- \* American Heart Association
- \* American Kidney Fund
- \* American Liver Foundation
- \* American Lung Association
- \* American Red Cross
- \* Amherst H. Wilder Foundation
- Amputee Coalition
- \* The Arc

## **Listing of Survey Respondents by Organization Type**

- \* Arthritis Foundation
- \* Arthritis National Research Foundation
- \* Asthma and Allergy Foundation of America
- \* Autoimmune Association
  
- \* Barth Syndrome Foundation
- Big Brothers Big Sisters of America
- \* Bone Health and Osteoporosis Foundation
- Boy Scouts of America
- Brain Injury Association of America
  
- \* Caregiver Action Network
- Celiac Disease Foundation
- Center for Innovation and Value Research
- \* CenterLink: The Community of LGBTQ Centers
- Child Care Aware of America
- \* ChildNet Youth and Family Services
- \* The Children's Inn at NIH
- Committee for Children
- COPD Foundation
- \* Crohn's & Colitis Foundation
- Cystic Fibrosis Foundation
  
- \* The Dibble Institute
  
- \* Epilepsy Foundation of America
- EveryLife Foundation for Rare Diseases
  
- \* Family & Children's Services
  
- \* GBS-CIDP Foundation
- \* Generations United
- \* GO2 For Lung Cancer
- \* Goodwill Industries of Southeast Wisconsin

## **Listing of Survey Respondents by Organization Type**

- \* Gulf Coast Regional Blood Center
  
- \* The Hunger Project
- \* Huntington's Disease Society of America
- \* Hydrocephalus Association
  
- \* Immune Deficiency Foundation  
Inspiritus  
International FOP Association
  
- LAM Foundation
- \* LeadingAge  
Lupus Foundation of America  
Lupus Research Alliance
  
- \* The Marfan Foundation  
Martha's Table
- \* Medical Teams International
- \* Mental Health America
- \* Miracle Flights  
Misson MSA
- \* Motion Picture & Television Fund
- \* Myasthenia Gravis Foundation of America
  
- \* National Alliance for Hispanic Health
- \* National Alopecia Areata Foundation
- \* National Ataxia Foundation  
National Bleeding Disorders Foundation
- \* National Breast Cancer Coalition  
The National Coalition for Women with Heart Disease
- \* National Community Action Partnership
- \* National Eczema Association
- \* National Fatherhood Initiative
- \* National Foundation for Ectodermal Dysplasias

## **Listing of Survey Respondents by Organization Type**

- National Foundation to End Child Abuse and Neglect
- \* National Hemophilia Foundation
- \* National Kidney Foundation
- \* National Multiple Sclerosis Society
- National Organization for Rare Disorders
- \* National Psoriasis Foundation
- \* National Senior Communities
- \* Network of Jewish Human Service Agencies
  
- \* Osteogenesis Imperfecta Foundation
  
- PAN Foundation
- \* The Parent Project for Muscular Dystrophy Research
- \* Prevent Blindness
- Project Bread
- Pulmonary Fibrosis Foundation
  
- \* RESOLVE: The National Infertility Association
- \* Rise Against Hunger
- \* Ronald McDonald House Charities
  
- \* Safe Horizon
- Selfhelp Community Services
- Services for the Underserved
  
- \* Sjögren’s Foundation
- Social Current
- \* Spina Bifida Association of America
- Susan G. Komen for the Cure
  
- \* Tourette Association of America
- \* The Trevor Project
  
- United Way of Greater Philadelphia and Northeast New Jersey



## Listing of Survey Respondents by Organization Type

- VHL Alliance
- \* Volunteers of America
  
- \* Youth Advocate Programs

### ***Other Organizations***

- \* ACDI/VOCA
- \* American Farm Bureau Federation
- \* Annual Reviews
- Armed Forces Benefits Association
- \* Arundel Community Development Services
- Atlanta Wealth Building Initiative
- \* AVAC
  
- Best Christian Workplaces Institute
- \* Blumont
- \* BPO Elks of the USA
- \* BRAC USA
  
- \* Carnegie Hall
- Catholic Foundation
- \* Catholic Relief Services
- Center for Energy and Environment
- \* Center for International Private Enterprise
- \* Centre for Energy and Environment
- \* Clinton Foundation
- \* Community Housing Capital
- \* Community Housing Partners
- Consumer Reports
  
- DC Bar Foundation

## **Listing of Survey Respondents by Organization Type**

- Delaware Community Foundation
- Direct Relief
- \* D-tree International
  
- \* Enactus
- Enterprise Community Development
- \* Enterprise Community Partners
- \* Environmental and Energy Study Institute
  
- Free Press
- \* Freedom Forum
- The Freedom Fund
- Full Circle Communities
- Future Caucus
  
- The Glazer Foundation
- \* Global Communities
- Global Refuge
  
- \* Habitat for Humanity International
- Habitat for Humanity of Omaha
- \* The Heritage Foundation
  
- \* IFF
- Institute for Health Care Improvement
- \* International Rescue Committee
- \* Internet2
- Internews
- IPRO
- IREX
  
- \* Judicial Watch
  
- Leading Edge

## **Listing of Survey Respondents by Organization Type**

- \* Lions Clubs International
- \* Low Income Investment Fund
  
- \* Management Sciences for Health
- \* MEDA  
Milken Institute
- \* Monterey Bay Aquarium
- \* Moving Picture Institute
  
- \* National Endowment for Democracy  
National Experienced Workforce Solutions
- \* National Health Council
- \* National Industries For The Blind
- \* National Urban League  
Neighborhood Housing of Chicago
- \* NeighborWorks America
  
- \* One Earth Future  
One Tree Planted
  
- \* Pathfinder International  
Presbyterian Church (USA) A Corporation
- \* Public Broadcasting Service
- \* Public Health Institute
  
- \* Qlarant  
Realize Impact  
Reason Foundation  
Reinvestment Fund
- \* Research!America
- \* Resources for the Future  
Reston Association  
Rockefeller Family Fund
- \* Rocky Mountain Institute

## **Listing of Survey Respondents by Organization Type**

\* Rotary International

\* Save the Children Federation

\* Scenic America

\* Synergos

Trinity Church Wall Street

URAC

\* Vital Strategies

WHYY

World Vision International

\* World Vision US

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\*Indicates 2023 survey participant.

## Profile of Survey Respondents by Organization Type

	TYPE OF ORGANIZATION					
	All Survey Partici- pants	Trade	Profes- sional	Educa- tional	Health & Social Welfare	Other
<b>A. Summary</b>	334	27	78	37	104	88
<b>B. Geographic Location</b>						
Virginia	38	6	11	1	12	8
Maryland	23	--	4	5	8	6
Washington, DC	74	13	17	5	23	16
New York City	34	--	2	4	15	13
Chicago Area	30	1	18	--	5	6
Northeast	41	1	10	6	12	12
Midwest	26	3	6	4	7	6
South	30	1	8	7	9	5
West	38	2	2	5	13	16
<b>C. Organization Budget</b>						
Less than \$5.0 Million	66	3	11	14	32	6
\$5.0 Million - \$9.9 Million	39	1	11	3	14	10
\$10.0 Million - \$14.9 Million	29	3	10	4	8	4
\$15.0 Million - \$29.9 Million	59	9	19	6	15	10
\$30.0 Million - \$49.9 Million	37	4	8	3	7	15
\$50.0 Million - \$99.9 Million	39	5	9	3	8	14
\$100.0 Million or More	65	2	10	4	20	29
<b>D. Total Employees</b>						
Fewer than 15	52	2	6	10	27	7
15 to 34	54	2	12	7	20	13
35 to 69	54	12	16	4	12	10
70 to 149	61	6	18	5	16	16
150 to 299	47	3	15	5	10	14
300 or More	66	2	11	6	19	28

## II. Survey Methodology

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### 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, 2024. 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 20,079 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, 2024.

**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*

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**Low** represents the lowest actual compensation figure reported.

**25<sup>th</sup> 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 (50<sup>th</sup> Percentile)** represents the compensation figure above and below which half of all reported compensation figures fall.

**75<sup>th</sup> 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***

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#### **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***

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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:

<b>Highest Paid Positions</b>	<b>% Difference: Mean Total Cash vs. Mean Base Salary</b>
Top Executive Officer	11.0%
Top Legal Executive/General Counsel	5.1%
Deputy Executive Officer	4.7%
Top Strategic/Mission Executive	8.8%
Top Government Relations Pos. (Lobbyist)	2.8%
Top Financial Position	4.4%

Table 5 provides a summary of salary range data and identifies the number of organizations reporting salary ranges for each survey position. Approximately 33% of the survey respondents reported salary range data this year.

## Summary of Total Cash Reported for Survey Postions

Survey Position	No. of Organizations	No. of Incumbents	Total Cash Compensation					
			25th		Mean	75th		High
			Low	Percentile		Median	Percentile	
1 . Top Executive Officer	298	298	\$114,920	\$297,934	\$509,154	\$428,783	\$605,885	\$5,518,000
2 . Deputy Executive Officer	105	120	84,240	204,585	310,248	281,683	374,498	854,000
3 . Chief of Staff	62	76	120,000	161,379	232,910	211,600	300,118	465,750
4 . Board/Committee Administrator	50	59	62,756	98,460	125,969	114,750	141,358	255,000
5 . Executive Assistant	157	387	50,000	72,800	88,621	83,197	99,213	147,638
6 . Top Administrative Position	66	88	109,200	153,538	267,821	204,978	304,947	658,540
7 . Top Financial Position	218	228	81,244	188,021	271,574	259,126	326,689	780,000
8 . Controller	146	163	70,000	139,875	168,525	158,995	192,850	360,352
9 . Accounting Manager	167	332	43,988	85,484	108,463	107,128	124,169	219,314
10 . Top Information Technology Position	181	201	65,832	162,500	224,417	211,549	270,980	519,120
11 . Network Manager	102	138	67,508	106,009	135,924	128,705	149,995	277,541
12 . Database Manager	113	172	46,568	87,716	114,975	113,645	145,849	246,838
13 . Data Analytics Position	48	101	60,000	86,742	105,836	100,000	124,100	178,181
14 . Website Developer	70	129	65,000	94,640	113,136	120,000	135,720	225,662
15 . Webmaster	61	101	55,962	70,963	99,649	87,370	119,080	181,019
16 . Help Desk/Info. Technology Position	115	287	40,672	63,567	81,387	74,298	86,520	206,492
17 . Office/Facilities Manager	102	148	46,800	67,737	97,067	90,336	106,741	206,492
18 . Top Human Resource Position	134	143	92,000	181,007	247,668	240,000	299,667	595,198
19 . Human Resource Director	117	250	85,618	125,643	154,643	141,575	165,354	348,201
20 . Human Resource Manager	95	747	55,500	97,342	107,298	102,478	110,746	178,506
21 . Top Legal Executive/General Counsel	101	107	128,457	218,447	328,077	301,361	402,421	676,000
22 . Senior Staff Attorney	49	88	109,180	170,386	208,833	197,811	247,233	360,714
23 . Staff Attorney	40	78	78,000	119,702	147,886	150,937	178,171	321,360
24 . Paralegal	39	50	45,000	79,950	93,845	86,304	104,032	143,704
25 . Top Governance Position	34	34	83,600	150,189	206,287	187,764	237,540	635,533
26 . Top Field Services Position	17	26	155,250	176,040	268,122	215,799	294,613	559,780
27 . Regional Office Head	20	143	100,000	154,486	180,169	176,200	227,000	341,323
28 . Field Services Manager	17	169	64,400	79,346	104,156	95,000	115,498	179,195
29 . Top Reg./Public Policy Pos. (Non-Lobbyist)	77	84	99,209	164,450	251,282	221,946	304,037	820,080
30 . Reg./Public Policy Position (Non-Lobbyist)	58	137	79,175	106,000	141,325	130,388	165,360	299,746
31 . Top Government Relations Pos. (Lobbyist)	59	62	118,450	182,745	272,308	239,134	327,108	763,360
32 . Federal Lobbyist	40	89	88,920	106,340	161,793	137,800	212,940	334,800
33 . State Lobbyist	31	75	71,526	86,598	137,513	101,429	149,604	275,800
34 . Legislative Network Position	22	142	66,784	83,129	128,918	97,952	131,697	346,866
35 . Regulatory/Legislative Specialist	44	109	56,500	77,000	93,157	86,500	99,463	180,190
36 . Regulatory/Legislative Assistant	22	33	52,000	56,160	69,044	70,000	80,855	160,020
37 . Top Communications Position	179	190	70,245	135,271	207,646	190,598	254,093	793,908
38 . Communications/Public Rel. Manager	137	278	56,753	96,721	117,113	120,116	138,463	299,597
39 . Communications/Public Rel. Position	102	393	45,000	64,480	88,767	83,756	103,993	200,845
40 . Social Media Manager	50	61	50,000	66,960	80,892	80,000	91,733	135,604
41 . Top Editorial Position	74	95	69,960	132,909	187,414	166,000	210,430	468,680
42 . Managing Editor	75	175	64,770	94,317	118,052	115,351	137,010	245,113
43 . Acquisitions Editor	9	11	81,855	84,385	100,475	96,870	106,841	129,845
44 . Senior Editor	69	215	61,400	83,065	101,148	92,512	106,066	183,040
45 . Editor	61	230	50,960	66,946	80,182	70,604	85,213	135,850
46 . Assistant/Associate Editor	44	103	46,485	55,180	64,206	59,691	68,126	94,894
47 . Content Writer	73	142	48,344	72,474	84,536	83,200	103,225	150,281
48 . Art Director	55	80	57,200	96,538	116,205	121,447	130,646	189,942
49 . Graphic Designer	106	258	47,840	69,255	80,728	80,379	88,502	140,000
50 . Production Manager	51	80	58,012	79,430	97,941	91,613	118,344	201,663

## Summary of Total Cash Reported for Survey Postions

Survey Position	No. of Organizations	No. of Incumbents	Total Cash Compensation					
			25th		Mean	Median	75th	
			Low	Percentile			Percentile	High
51 . Production Position	33	121	36,400	67,665	76,282	88,589	97,958	108,065
52 . Top Foundation Executive	46	47	75,000	144,012	241,637	205,542	272,007	824,986
53 . Grant Proposal Manager	70	122	57,836	70,300	109,530	93,799	127,073	246,376
54 . Grant Position	68	173	32,448	65,137	81,178	75,712	91,700	183,194
55 . Top Marketing Position	107	116	69,628	148,916	211,684	192,758	275,585	442,008
56 . Top Strategic/Mission Executive	55	62	126,663	166,800	283,647	248,995	330,143	708,573
57 . Top Business Development Executive	75	88	99,500	174,599	229,063	203,469	273,108	520,000
58 . Business/Product Development Manager	68	244	45,315	113,683	130,245	129,481	160,170	259,863
59 . Marketing Position	99	436	56,874	73,125	96,249	88,543	111,600	206,000
60 . Digital Marketing/Content Position	49	88	52,499	74,083	91,822	88,437	100,556	165,238
61 . Sales Position	41	267	46,667	82,639	97,741	88,485	103,802	189,941
62 . Advertising Position	13	16	57,749	75,589	97,624	104,917	124,316	147,394
63 . Top Membership Position	79	83	53,292	138,206	208,512	187,511	250,940	642,522
64 . Membership Director	67	96	62,400	101,986	129,905	115,114	150,000	285,720
65 . Member/Customer/Donor Rel. Mgmt. Admi	65	122	52,000	65,023	82,465	77,459	93,572	151,649
66 . Social Media Position	82	144	41,300	67,600	74,578	74,537	86,114	156,000
67 . Call Center/Member Service Manager	62	180	70,680	79,245	99,661	85,649	100,853	183,794
68 . Senior Call Center/Member Service Rep.	61	308	44,600	56,210	68,683	65,164	97,264	118,175
69 . Call Center/Member Service Rep.	79	696	39,955	46,652	55,402	49,426	60,799	95,475
70 . Membership Records Position	27	47	37,440	55,076	68,522	67,600	81,542	131,430
71 . Registrar	26	251	46,708	62,400	79,972	62,400	62,400	188,208
72 . Top Convention/Meetings Position	90	95	52,546	121,270	175,963	155,000	190,888	481,000
73 . Trade Show/Conv. and Meetings Manager	79	188	63,000	88,307	108,053	99,477	123,993	205,405
74 . Member Relations/Member Exp. Position	40	82	54,000	73,971	93,369	93,750	110,174	214,867
75 . Chapter/Affiliate Relations Position	37	97	50,000	76,128	92,034	87,143	148,320	188,280
76 . Exhibit Manager	29	44	72,275	76,833	100,400	87,522	102,986	159,206
77 . Exhibition Sales Position	24	36	54,080	80,711	109,333	110,640	125,004	176,429
78 . Meetings Planner	87	229	51,700	68,827	79,490	76,688	93,925	126,340
79 . Top Program Position	129	216	75,000	152,827	207,940	205,685	259,688	637,500
80 . Program Director	79	236	70,658	100,000	133,715	122,516	160,000	260,364
81 . Senior Program/Section Manager	129	764	59,011	105,186	115,776	122,269	154,063	270,182
82 . Program/Section Manager	136	1,348	44,583	81,510	91,079	93,727	118,862	204,000
83 . Program Staff Position	120	1,453	35,920	52,000	71,622	61,392	73,393	173,264
84 . Program Assistant	98	904	25,335	48,180	56,999	56,680	83,895	93,600
85 . Top Volunteer Program Position	26	27	52,399	84,850	133,765	115,149	173,820	310,000
86 . Top Professional Education Position	75	86	101,429	135,653	204,640	181,361	235,302	451,880
87 . Education/Curriculum Developer	67	198	73,358	88,400	114,008	98,664	119,125	200,494
88 . e-Learning Manager	42	59	51,687	81,927	95,612	90,480	104,706	214,404
89 . Professional Certification Position	25	59	60,320	85,684	106,175	118,037	118,037	174,905
90 . Top Statistician	21	22	89,034	144,199	211,668	195,096	218,044	598,000
91 . Top Scientific/Tech. Research Position	66	84	115,500	176,368	253,165	235,030	287,997	858,600
92 . Research Manager	78	204	74,316	98,249	123,089	122,597	145,092	227,240
93 . Research Position	65	242	50,716	81,561	95,016	87,464	100,955	240,240
94 . Research Assistant	27	44	40,000	51,692	64,955	62,516	78,266	103,970
95 . Standards Dev./Tech. Services Position	21	47	87,526	110,405	169,183	139,120	165,437	434,720
96 . Top Development Position	118	127	82,000	160,850	215,001	198,900	260,273	461,074
97 . Development Director	60	216	72,800	93,859	149,763	122,994	149,625	367,091
98 . Regional Development Position	27	165	95,199	111,000	145,332	129,235	174,720	248,566
99 . Major Gifts Position	69	350	54,519	84,808	118,400	84,808	124,186	235,000
100 . Fundraising Position	86	845	48,077	67,270	86,622	72,800	82,133	177,382

## Summary of Base Salaries Reported for Survey Postions

Survey Position	No. of Organi- zations	No. of Incum- bents	Annual Base Salary				Average Tenure (Years)
			25th Percentile	Mean	Median	75th Percentile	
1 . Top Executive Officer	298	298	\$290,550	\$458,792	\$401,504	\$568,111	9.1
2 . Deputy Executive Officer	105	120	204,163	296,338	277,305	339,925	8.9
3 . Chief of Staff	62	76	158,351	222,395	208,781	275,746	4.9
4 . Board/Committee Administrator	50	59	94,564	124,132	113,755	135,785	8.0
5 . Executive Assistant	157	387	72,800	87,563	82,000	97,193	5.6
6 . Top Administrative Position	66	88	153,538	258,687	202,750	299,798	8.7
7 . Top Financial Position	218	228	187,000	260,189	252,219	306,804	8.5
8 . Controller	146	163	136,971	165,022	158,303	189,371	6.2
9 . Accounting Manager	167	332	85,398	107,087	105,239	123,827	6.3
10 . Top Information Technology Position	181	201	156,894	217,904	209,633	265,952	6.5
11 . Network Manager	102	138	104,574	134,333	128,583	149,047	7.6
12 . Database Manager	113	172	87,554	113,596	112,243	143,109	6.4
13 . Data Analytics Position	48	101	84,198	105,104	100,000	124,100	5.7
14 . Website Developer	70	129	94,640	111,709	120,000	135,200	5.1
15 . Webmaster	61	101	69,838	97,896	85,525	117,520	5.7
16 . Help Desk/Info. Technology Position	115	287	63,567	80,820	72,833	84,920	5.3
17 . Office/Facilities Manager	102	148	67,299	95,934	89,635	101,210	7.5
18 . Top Human Resource Position	134	143	176,909	237,888	224,700	281,630	5.3
19 . Human Resource Director	117	250	125,602	151,441	139,353	162,516	5.0
20 . Human Resource Manager	95	747	95,014	106,093	100,027	108,098	4.7
21 . Top Legal Executive/General Counsel	101	107	217,809	312,160	290,223	391,266	7.9
22 . Senior Staff Attorney	49	88	169,218	203,901	194,365	246,819	5.9
23 . Staff Attorney	40	78	119,702	146,089	150,748	178,171	3.1
24 . Paralegal	39	50	79,664	93,290	86,304	103,327	5.2
25 . Top Governance Position	34	34	150,189	202,112	187,023	231,828	8.1
26 . Top Field Services Position	17	26	173,955	253,289	200,202	282,903	8.0
27 . Regional Office Head	20	143	154,486	173,085	175,083	212,958	5.5
28 . Field Services Manager	17	169	79,346	101,810	94,030	110,000	8.8
29 . Top Reg./Public Policy Pos. (Non-Lobbyist)	77	84	164,450	239,022	221,281	300,611	6.5
30 . Reg./Public Policy Position (Non-Lobbyist)	58	137	105,580	139,571	130,388	164,300	4.8
31 . Top Government Relations Pos. (Lobbyist)	59	62	180,000	264,856	231,781	305,216	7.1
32 . Federal Lobbyist	40	89	106,340	158,325	135,200	203,440	4.2
33 . State Lobbyist	31	75	85,598	135,593	101,429	146,229	3.0
34 . Legislative Network Position	22	142	81,782	125,499	97,952	124,174	3.4
35 . Regulatory/Legislative Specialist	44	109	77,000	92,426	86,320	99,463	2.8
36 . Regulatory/Legislative Assistant	22	33	56,160	68,540	67,600	80,855	2.3
37 . Top Communications Position	179	190	135,000	201,145	190,293	253,645	6.1
38 . Communications/Public Rel. Manager	137	278	95,125	115,084	119,635	136,291	4.7
39 . Communications/Public Rel. Position	102	393	64,480	87,783	82,487	103,993	2.8
40 . Social Media Manager	50	61	66,960	80,332	79,551	91,733	2.9
41 . Top Editorial Position	74	95	129,729	182,559	157,171	202,982	8.7
42 . Managing Editor	75	175	94,264	116,675	114,609	133,045	8.4
43 . Acquisitions Editor	9	11	84,385	100,475	96,870	106,841	12.5
44 . Senior Editor	69	215	82,931	100,169	92,512	105,729	9.1
45 . Editor	61	230	66,102	79,506	69,990	84,815	7.3
46 . Assistant/Associate Editor	44	103	55,180	63,715	57,996	68,126	7.3
47 . Content Writer	73	142	72,000	83,813	83,138	103,225	4.4
48 . Art Director	55	80	96,267	114,596	120,051	127,803	10.5
49 . Graphic Designer	106	258	69,255	79,850	77,512	87,226	7.3
50 . Production Manager	51	80	77,735	97,188	91,613	117,492	11.2

## Summary of Base Salaries Reported for Survey Postions

Survey Position	No. of Organi- zations	No. of Incum- bents	Annual Base Salary				Average Tenure (Years)
			25th Percentile	Mean	Median	75th Percentile	
51 . Production Position	33	121	67,665	75,870	88,589	93,843	5.8
52 . Top Foundation Executive	46	47	144,012	230,684	197,229	270,641	5.4
53 . Grant Proposal Manager	70	122	70,300	108,495	93,799	124,723	3.4
54 . Grant Position	68	173	65,137	80,594	75,383	91,700	3.1
55 . Top Marketing Position	107	116	148,249	203,517	191,721	254,417	4.4
56 . Top Strategic/Mission Executive	55	62	166,800	260,624	247,800	292,438	6.1
57 . Top Business Development Executive	75	88	156,999	218,859	203,350	264,096	4.9
58 . Business/Product Development Manager	68	244	112,231	127,840	129,481	156,000	5.0
59 . Marketing Position	99	436	72,296	95,164	88,400	110,891	4.4
60 . Digital Marketing/Content Position	49	88	74,083	90,814	86,312	100,000	3.5
61 . Sales Position	41	267	71,906	93,278	80,027	93,088	5.4
62 . Advertising Position	13	16	74,615	97,400	104,917	124,316	10.2
63 . Top Membership Position	79	83	134,038	199,783	177,003	237,416	8.8
64 . Membership Director	67	96	100,873	127,652	113,514	149,040	5.0
65 . Member/Customer/Donor Rel. Mgmt. Administrator	65	122	64,459	81,229	76,544	91,743	4.8
66 . Social Media Position	82	144	66,889	73,969	73,941	86,114	4.2
67 . Call Center/Member Service Manager	62	180	79,084	98,027	84,135	100,000	7.2
68 . Senior Call Center/Member Service Rep.	61	308	55,879	67,937	64,968	96,637	6.0
69 . Call Center/Member Service Rep.	79	696	46,652	54,938	48,888	60,193	6.2
70 . Membership Records Position	27	47	55,076	67,980	67,600	80,136	9.0
71 . Registrar	26	251	62,400	78,979	62,400	62,400	7.6
72 . Top Convention/Meetings Position	90	95	118,317	170,384	150,800	183,238	9.2
73 . Trade Show/Conv. and Meetings Manager	79	188	87,582	106,295	98,150	123,993	8.9
74 . Member Relations/Member Exp. Position	40	82	73,971	92,460	91,985	110,132	5.6
75 . Chapter/Affiliate Relations Position	37	97	74,813	90,759	87,143	148,320	5.9
76 . Exhibit Manager	29	44	76,596	98,539	86,717	98,909	4.1
77 . Exhibition Sales Position	24	36	73,398	101,696	98,999	111,717	6.9
78 . Meetings Planner	87	229	68,640	78,336	76,169	90,480	6.3
79 . Top Program Position	129	216	151,790	202,559	199,307	253,661	6.5
80 . Program Director	79	236	99,781	131,549	122,016	160,000	5.6
81 . Senior Program/Section Manager	129	764	104,000	114,439	121,697	151,478	4.8
82 . Program/Section Manager	136	1,348	81,132	90,420	92,985	116,619	3.1
83 . Program Staff Position	120	1,453	52,000	70,815	61,230	73,000	3.6
84 . Program Assistant	98	904	48,102	56,614	56,514	81,253	3.3
85 . Top Volunteer Program Position	26	27	84,850	133,453	115,149	173,820	7.5
86 . Top Professional Education Position	75	86	133,210	198,943	174,488	229,837	5.5
87 . Education/Curriculum Developer	67	198	88,400	113,156	98,664	117,627	4.9
88 . e-Learning Manager	42	59	79,436	94,193	90,174	104,206	4.4
89 . Professional Certification Position	25	59	84,502	104,243	118,037	118,037	7.4
90 . Top Statistician	21	22	144,199	205,493	189,350	216,428	6.6
91 . Top Scientific/Tech. Research Position	66	84	174,771	245,161	209,759	278,792	6.4
92 . Research Manager	78	204	98,249	121,416	122,597	141,552	5.1
93 . Research Position	65	242	81,561	93,836	87,049	99,825	4.0
94 . Research Assistant	27	44	50,471	64,063	62,516	78,266	3.7
95 . Standards Dev./Tech. Services Position	21	47	102,060	163,761	132,000	161,500	9.8
96 . Top Development Position	118	127	158,849	207,304	198,900	256,931	5.4
97 . Development Director	60	216	93,859	145,042	122,752	146,826	5.3
98 . Regional Development Position	27	165	110,000	141,953	125,677	170,379	5.3
99 . Major Gifts Position	69	350	78,540	117,236	78,540	124,186	4.2
100 . Fundraising Position	86	845	64,670	85,697	70,418	82,133	3.0

## Average Salary Ranges Reported for Survey Postions

Survey Position	No. of Organi- zations	No. of Incum- bents	AVERAGE SALARY RANGE		
			Minimum	Midpoint	Maximum
1 . Top Executive Officer	53	53	\$349,792	\$458,113	\$566,433
2 . Deputy Executive Officer	27	28	225,663	295,512	365,362
3 . Chief of Staff	23	25	163,217	217,402	271,587
4 . Board/Committee Administrator	19	19	104,184	128,204	152,225
5 . Executive Assistant	56	159	66,884	82,887	98,889
6 . Top Administrative Position	25	26	211,219	270,660	330,102
7 . Top Financial Position	66	68	189,704	244,867	300,029
8 . Controller	64	73	126,397	161,886	197,375
9 . Accounting Manager	72	196	85,348	107,535	129,723
10 . Top Information Technology Position	73	79	161,840	207,401	252,961
11 . Network Manager	45	67	101,604	129,409	157,213
12 . Database Manager	45	81	87,584	110,067	132,551
13 . Data Analytics Position	22	60	81,888	104,873	127,858
14 . Website Developer	30	68	83,230	104,816	126,403
15 . Webmaster	28	51	77,387	98,314	119,242
16 . Help Desk/Information Technology Position	51	119	63,215	78,300	93,386
17 . Office/Facilities Manager	46	88	76,540	97,461	118,382
18 . Top Human Resource Position	57	61	176,167	229,041	281,915
19 . Human Resource Director	57	164	112,162	142,051	171,941
20 . Human Resource Manager	41	669	85,783	107,088	128,393
21 . Top Legal Executive/General Counsel	35	38	205,872	270,001	334,129
22 . Senior Staff Attorney	23	40	133,037	170,764	208,491
23 . Staff Attorney	17	31	105,292	134,846	164,400
24 . Paralegal	20	29	67,788	85,251	102,713
25 . Top Governance Position	13	13	152,670	198,182	243,694
26 . Top Field Services Position	10	17	167,743	215,719	263,696
27 . Regional Office Head	8	73	157,103	196,227	235,350
28 . Field Services Manager	9	108	81,978	106,038	130,097
29 . Top Regulatory/Public Policy Position (Non-Lobbyist)	35	38	166,441	217,004	267,567
30 . Regulatory/Public Policy Position (Non-Lobbyist)	26	59	113,933	143,006	172,079
31 . Top Government Relations Position (Lobbyist)	14	14	172,926	219,344	265,762
32 . Federal Lobbyist	14	29	109,151	140,277	171,403
33 . State Lobbyist	10	19	86,054	109,463	132,873
34 . Legislative Network Position	11	109	100,468	122,956	145,445
35 . Regulatory/Legislative Specialist	19	36	71,147	89,581	108,015
36 . Regulatory/Legislative Assistant	9	12	53,584	66,902	80,220
37 . Top Communications Position	59	63	161,982	209,004	256,026
38 . Communications/Public Relations Manager	52	89	96,921	122,459	147,997
39 . Communications/Public Relations Position	46	144	74,681	92,298	109,914
40 . Social Media Manager	17	28	65,873	83,576	101,278
41 . Top Editorial Position	26	28	139,558	178,845	218,132
42 . Managing Editor	30	52	88,456	112,628	136,799
43 . Acquisitions Editor	5	5	90,791	117,584	144,376
44 . Senior Editor	26	53	77,591	98,500	119,409
45 . Editor	30	65	63,632	79,750	95,868
46 . Assistant/Associate Editor	20	28	54,265	67,668	81,070
47 . Content Writer	37	73	67,167	83,986	100,805
48 . Art Director	23	36	92,143	117,418	142,692
49 . Graphic Designer	47	116	65,780	81,839	97,898
50 . Production Manager	19	31	73,330	90,627	107,924

## Average Salary Ranges Reported for Survey Postions

Survey Position	No. of Organi- zations	No. of Incum- bents	AVERAGE SALARY RANGE		
			Minimum	Midpoint	Maximum
51 . Production Position	12	26	56,079	69,500	82,922
52 . Top Foundation Executive	15	15	159,583	202,342	245,102
53 . Grant Proposal Manager	31	75	90,668	113,764	136,860
54 . Grant Position	34	100	64,821	81,036	97,252
55 . Top Marketing Position	35	36	164,631	211,776	258,922
56 . Top Strategic/Mission Executive	26	32	192,214	249,308	306,402
57 . Top Business Development Executive	30	39	169,775	217,972	266,168
58 . Business/Product Development Manager	27	98	108,791	137,854	166,917
59 . Marketing Position	38	159	76,030	95,441	114,851
60 . Digital Marketing/Content Position	23	49	73,034	92,649	112,265
61 . Sales Position	13	153	70,693	90,191	109,690
62 . Advertising Position	4	4	79,445	99,319	119,193
63 . Top Membership Position	23	23	144,111	185,787	227,464
64 . Membership Director	24	44	99,318	126,075	152,832
65 . Member/Customer/Donor Relationship Management Administrator	21	62	61,866	76,960	92,055
66 . Social Media Position	25	56	63,508	78,831	94,155
67 . Call Center/Member Service Manager	28	113	75,434	96,273	117,113
68 . Senior Call Center/Member Service Representative	25	145	52,711	65,860	79,009
69 . Call Center/Member Service Representative	35	341	47,023	58,807	70,591
70 . Membership Records Position	7	18	52,687	65,681	78,675
71 . Registrar	7	9	55,456	70,822	86,189
72 . Top Convention/Meetings Position	37	38	123,911	159,220	194,529
73 . Trade Show/Convention and Meetings Manager	41	67	84,732	105,684	126,637
74 . Member Relations/Member Experience Position	16	28	70,207	86,519	102,832
75 . Chapter/Affiliate Relations Position	14	35	72,975	94,191	115,407
76 . Exhibit Manager	11	24	78,155	97,441	116,728
77 . Exhibition Sales Position	7	10	83,801	108,454	133,107
78 . Meetings Planner	38	127	64,527	81,583	98,638
79 . Top Program Position	45	96	156,710	201,838	246,967
80 . Program Director	34	105	109,826	139,325	168,824
81 . Senior Program/Section Manager	57	509	93,572	118,004	142,436
82 . Program/Section Manager	55	670	78,027	97,952	117,877
83 . Program Staff Position	41	622	63,437	78,921	94,405
84 . Program Assistant	37	322	49,005	59,240	69,475
85 . Top Volunteer Program Position	11	11	102,634	131,875	161,116
86 . Top Professional Education Position	29	35	143,909	184,103	224,298
87 . Education/Curriculum Developer	26	48	95,867	121,827	147,788
88 . e-Learning Manager	11	13	73,223	91,467	109,711
89 . Professional Certification Position	10	10	87,357	111,831	136,304
90 . Top Statistician	11	12	131,268	171,034	210,800
91 . Top Scientific/Technical Research Position	21	38	169,566	215,341	261,116
92 . Research Manager	30	91	100,087	125,488	150,890
93 . Research Position	26	108	77,565	97,485	117,404
94 . Research Assistant	13	22	56,496	70,434	84,371
95 . Standards Development/Technical Services Position	7	10	117,037	149,773	182,508
96 . Top Development Position	41	44	172,293	221,242	270,191
97 . Development Director	24	150	113,058	143,488	173,918
98 . Regional Development Position	17	142	109,106	139,749	170,393
99 . Major Gifts Position	30	248	94,660	119,834	145,008
100 . Fundraising Position	36	568	69,050	86,676	104,302



### III. Compensation Data Reported

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#### 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.

Survey Position Title	Page
1. Top Executive Officer	31
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## Top Executive Officer

Directs 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.

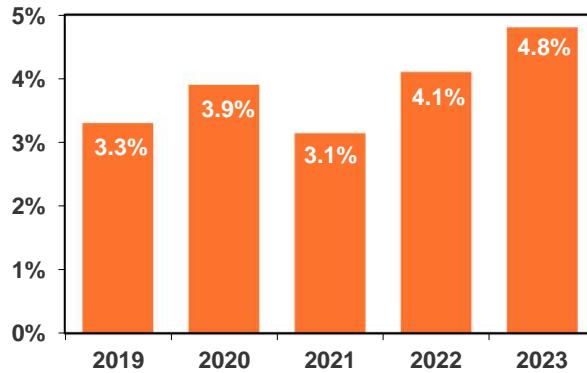
	Salaries Reported		Annual Base Salary				Bonuses Reported		Annual Total Cash			
	# of Orgs.	# of Incs.	25th %ile	Mean	Median	75th %ile	# of Orgs.	# of Incs.	25th %ile	Mean	Median	75th %ile
<b>Total Survey</b>	<b>298</b>	<b>298</b>	<b>290,550</b>	<b>458,792</b>	<b>401,504</b>	<b>568,111</b>	<b>109</b>	<b>109</b>	<b>297,934</b>	<b>509,154</b>	<b>428,783</b>	<b>605,885</b>
<b>Geographic Location</b>												
Virginia	37	37	357,588	613,481	475,000	678,383	20	20	380,449	737,801	489,196	831,600
Maryland	22	22	248,641	372,318	353,279	473,200	5	5	248,641	394,009	353,279	522,950
Washington, DC	62	62	316,500	500,960	451,224	593,000	26	26	345,778	566,245	460,776	644,003
New York City	30	30	322,920	415,740	369,438	449,736	8	8	328,200	438,734	390,057	469,731
Chicago Area	27	27	336,034	509,261	484,858	678,365	10	10	353,757	545,800	503,360	683,474
Northeast	34	34	296,038	426,521	366,002	497,564	7	7	299,511	441,295	380,002	561,455
Midwest	23	23	185,855	382,114	310,000	496,613	8	8	199,565	429,627	310,000	574,324
South	29	29	237,500	375,350	300,000	524,700	12	12	237,500	405,057	321,146	578,121
West	34	34	277,982	422,733	367,000	522,706	13	13	295,950	474,212	404,061	564,378
<b>Organization Type</b>												
Trade	20	20	407,944	914,615	690,462	1,127,640	17	17	436,098	1,262,301	879,000	1,842,286
Professional	74	74	350,550	530,332	483,449	674,332	25	25	362,541	564,700	544,198	695,938
Educational	35	35	236,175	351,956	312,000	450,900	8	8	242,675	360,422	320,000	450,900
Health and Social Welfare	97	97	240,350	361,904	326,560	434,515	39	39	248,059	389,611	347,693	471,220
Other	72	72	299,478	441,111	431,320	528,383	20	20	324,350	476,210	469,879	574,142
<b>Organization Budget</b>												
Less than \$5.0 Million	62	62	174,402	250,313	233,826	312,000	24	24	178,635	261,413	242,780	331,008
\$5.0 Million - \$9.9 Million	37	37	250,000	345,740	312,040	367,000	13	13	250,388	379,752	320,000	371,400
\$10.0 Million - \$14.9 Million	27	27	312,843	406,494	385,000	458,900	14	14	341,343	450,775	397,160	527,343
\$15.0 Million - \$29.9 Million	53	53	336,000	477,224	429,286	516,432	22	22	336,000	519,201	438,438	569,878
\$30.0 Million - \$49.9 Million	31	31	367,000	621,315	494,400	672,854	8	8	415,444	738,479	535,600	672,854
\$50.0 Million - \$99.9 Million	33	33	360,402	563,766	480,000	668,705	11	11	360,402	637,331	524,762	678,080
\$100.0 Million or More	55	55	484,900	623,181	582,400	712,539	17	17	496,523	688,294	626,080	843,300
<b>Total Employees</b>												
Fewer than 15	49	49	171,600	236,711	228,000	293,220	22	22	171,606	251,990	228,000	325,000
15 to 34	50	50	252,791	333,624	312,920	352,634	18	18	271,550	355,792	324,492	385,453
35 to 69	51	51	295,290	488,529	406,000	546,880	26	26	295,290	568,901	450,000	624,357
70 to 149	51	51	357,875	545,514	452,296	585,165	15	15	376,500	620,679	474,495	611,251
150 to 299	41	41	420,000	547,762	498,619	669,542	12	12	429,760	624,541	549,000	678,080
300 or more	56	56	430,730	593,671	569,966	701,832	16	16	486,241	630,644	595,963	765,562
<b>Years in Position</b>												
Less than 2 Years	28	28	287,300	451,575	433,600	605,879	10	10	291,050	501,977	450,000	628,310
2 to 4.9 Years	49	49	230,000	363,439	329,868	438,438	24	24	238,628	401,358	347,693	481,500
5 to 9.9 Years	55	55	296,046	412,331	390,180	503,380	17	17	298,956	439,208	390,180	520,716
10 to 14.9 Years	25	25	229,791	379,426	295,413	433,867	14	14	229,791	420,730	313,220	539,550
15 Years or More	44	44	317,000	535,324	418,758	656,883	21	21	322,987	628,392	483,758	677,745

# IV. Total Compensation Practices Data Reported

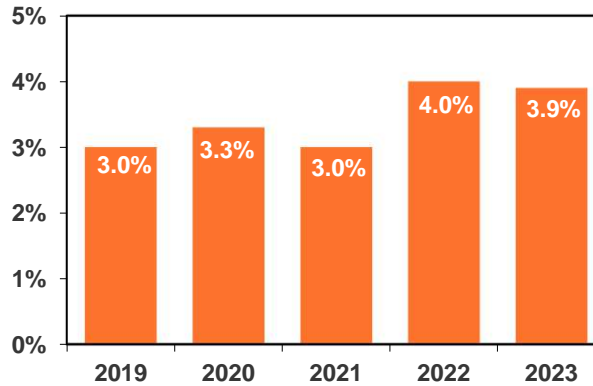
## Five-Year Salary Increase Trends

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.*)

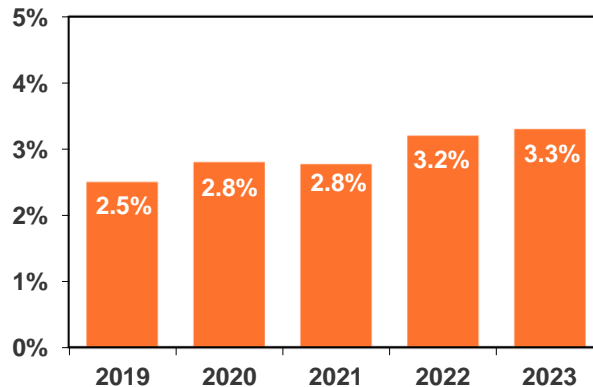
**Average Actual  
Top Executive  
Salary Increases**



**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	163	7	47	18	48	43
-- No	80	7	20	8	37	8

#### o Type of Structure Used

-- Traditional salary range	135	6	37	17	38	37
-- Broadband	21	1	8	0	8	4
-- Other	5	0	1	1	1	2

#### o Frequency of Salary Structure Updates

-- Annually	57	1	17	8	18	13
-- Every Other Year	11	0	4	0	4	3
-- Every 2 Years	15	0	2	2	4	7
-- Every 3 - 5 Years	8	0	3	1	3	1
-- Other/As Needed	12	0	5	0	6	1

#### o Most Recent Salary Structure Adjustment

-- Within the Past Year	34	0	11	5	9	9
-- Over 1 Year to 2 Years Ago	41	1	13	4	14	9
-- Over 2 to 3 Years Ago	8	0	2	1	3	2
-- Over 3 Years Ago	7	0	3	0	4	0

#### o Most Recent Annual Salary Range Adjustment

-- 25th percentile	3.0%	2.7%	3.0%	2.9%	2.0%	2.7%
-- Mean	3.3%	3.1%	3.5%	3.2%	3.2%	3.1%
-- Median	3.0%	3.0%	3.0%	3.3%	3.0%	3.0%
-- 75th percentile	4.0%	3.5%	4.0%	3.8%	4.0%	3.6%

#### o Next Planned Annual Salary Range Adjustment

-- 25th percentile	3.0%	3.0%	3.0%	3.0%	2.9%	2.5%
-- Mean	3.6%	3.6%	3.3%	3.3%	3.9%	3.8%
-- Median	3.0%	3.0%	3.0%	3.2%	3.0%	3.0%
-- 75th percentile	4.0%	4.0%	4.0%	3.6%	4.3%	4.1%

## Summary of Compensation Practices

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

### o Most Recent Salary Increase

#### Top Executive

-- 25th percentile	3.0%	3.0%	3.0%	3.2%	3.0%	3.5%
-- Mean	4.8%	3.6%	4.0%	4.2%	5.0%	4.6%
-- Median	4.0%	3.7%	3.9%	3.9%	4.0%	4.0%
-- 75th percentile	5.0%	4.0%	5.0%	5.1%	5.8%	5.0%

#### Management

-- 25th percentile	3.0%	3.5%	3.0%	3.0%	3.0%	3.3%
-- Mean	4.0%	3.8%	3.7%	3.8%	4.3%	4.2%
-- Median	4.0%	3.9%	3.6%	3.5%	4.0%	4.0%
-- 75th percentile	4.5%	4.0%	4.0%	4.0%	5.0%	5.0%

#### Other Exempt

-- 25th percentile	3.0%	3.5%	3.0%	3.0%	3.0%	3.5%
-- Mean	4.0%	4.0%	3.6%	4.3%	4.1%	4.2%
-- Median	3.9%	4.0%	3.3%	3.8%	4.0%	4.0%
-- 75th percentile	4.0%	4.1%	4.0%	4.3%	4.6%	4.5%

#### Nonexempt

-- 25th percentile	3.0%	3.2%	3.0%	3.0%	3.0%	3.0%
-- Mean	3.8%	4.0%	3.6%	3.9%	3.7%	4.2%
-- Median	3.5%	3.7%	3.3%	3.2%	3.1%	3.8%
-- 75th percentile	4.0%	4.3%	4.0%	4.0%	4.0%	4.2%

### o Next Planned Salary Increase

#### Top Executive

-- 25th percentile	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
-- Mean	3.1%	3.3%	3.7%	3.7%	4.4%	3.0%
-- Median	3.5%	3.0%	3.8%	3.5%	4.0%	3.5%
-- 75th percentile	3.7%	3.4%	4.0%	4.3%	5.0%	3.4%

#### Management

-- 25th percentile	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
-- Mean	3.1%	3.3%	3.7%	3.7%	4.4%	3.0%
-- Median	3.5%	3.0%	3.8%	3.5%	4.0%	3.5%
-- 75th percentile	3.7%	3.4%	4.0%	4.3%	5.0%	3.4%

## Summary of Compensation Practices

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

### Other Exempt

-- 25th percentile	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
-- Mean	3.1%	3.3%	3.7%	3.7%	4.4%	3.0%
-- Median	3.5%	3.0%	3.8%	3.5%	4.0%	3.5%
-- 75th percentile	3.7%	3.4%	4.0%	4.3%	5.0%	3.4%

### Nonexempt

-- 25th percentile	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
-- Mean	3.1%	3.3%	3.7%	3.7%	4.4%	3.0%
-- Median	3.5%	3.0%	3.8%	3.5%	4.0%	3.5%
-- 75th percentile	3.7%	3.4%	4.0%	4.3%	5.0%	3.4%

### o Type of Formal Job Evaluation Plan Used

-- Job family/work level	84	4	18	9	32	21
-- Point factor	27	0	14	2	7	4
-- Other	17	1	4	1	7	4
-- None	104	6	29	14	36	19

## **B. Retirement Benefits**

### o Type(s) of Qualified Retirement Plan(s) Provided

-- 401(k) plan	131	15	42	9	43	22
-- 403(b) plan	121	0	26	18	45	32
-- Defined benefit plan	17	2	9	1	4	1
-- Other	15	2	5	1	3	4

### o Primary Plan (if More than One Provided)

-- 401(k) plan	131	15	42	9	43	22
-- 403(b) plan	121	0	26	18	45	32
-- Defined benefit plan	17	2	9	1	4	1
-- Other	15	2	5	1	3	4

### o Status of Defined Benefit Plan (if Used)

-- Contributions are made for all employees	12	2	6	1	3	0
-- Plan frozen for all contributions	2	0	1	0	1	0
-- Frozen for those hired after a specific date	2	0	1	0	0	1

## ***VI. About PRM Consulting Group***

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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**

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- 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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