

Nonprofit Organizations Salary & Benefits Report

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NONPROFIT SOLUTIONS



Executive Summary

Why does a pre-school/kindergarten teaching assistant earn the lowest average base salary? It might have something to do with the fact that it's among the positions employing the most people among nonprofits. Meanwhile, there's only one CEO or executive director, typically the highest paid position.

The 2012 Nonprofit Organizations Salary and Benefits Report, by Bluewater Nonprofit Solutions and NPT Publishing Group, provides wide-ranging data points from a slew of organizations that can gather trends and pinpoint realistic averages. In addition to the standard fare about average salaries and salary increases, the survey goes several steps beyond, drilling down to details about benefits, bonuses and turnover rates to present a rich tapestry of key data and information.

From the pre-school/kindergarten teaching assistant (\$21,345) to the chief scientific officer (\$229,237) and everyone in between – and we do mean everyone – the 2012 Nonprofit Organizations Salary and Benefits Report will paint the picture that you and your human resources department are looking for when it comes average salaries at charities.

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<u>Top 10 Positions Employing Most People</u>	<u>% of Total Positions</u>
Direct Care Counselor	15.43%
Program Director/Manager	4.23%
Case Manager, Mid Level	4.07%
Personal Attendant/Home Health Care Worker	3.02%
Teaching Assistant, PreSchool/Kindergarten	2.89%
Program Coordinator	2.49%
Teacher, PreSchool/Kindergarten	2.30%
Administrative Assistant, Intermediate Level	2.23%
Chief Executive Officer/President/Executive Director	2.16%
Counselor, Entry Level	2.00%

Responses from nearly 1,200 nonprofits compile a survey that can provide any human resources officer or executive director with a rich background and depth on benefit practices and compensation for 254 different positions within the nonprofit sector.

Huge nonprofits like the American Heart Association or Susan G. Komen for the Cure may dominate the news headlines but it's the small and medium-sized organizations that represent much of the nonprofit sector. From the local arts council or historical society to community foundations and civic leagues, the 2012 survey includes a slew of organizations that are more likely in your peer group.

Authored and administered by Roswell, Ga.-based Bluewater Nonprofit Solutions, the salary and benefits report was designed to address the unique compensation and benefit practices of charities in the United States. But average base salaries of virtually any position you can find at a nonprofit is just the start (any salary survey worth its salt gives you that).

Detailed benefits information was collected, where possible, covering plan costs, participation rates and eligibility for medical, dental, vision, life, disability and retirement plans. There are 34 general benefit offerings from employee leave to telecommuting covered as well, including flexible spending accounts, organizational leave reports and overtime practices, in addition to a benefits section specifically for executives and their employment agreements.

<u>Top 10 Employee Benefits Offered</u>	<u>% of Orgs Offering</u>
Paid Company Holidays	86.63%
Medical Insurance Coverage	84.15%
Paid Vacation	72.75%
Paid Sick Leave	68.49%
Paid Bereavement Time	67.07%
Dental Insurance Coverage	62.71%
Retirement Benefits	55.66%
Basic Life Insurance for Employee	52.64%
Flextime	49.27%
Paid Personal Days	45.39%

Key statistical measures provide guide posts within each data set, including Average (AVG), Minimum (MIN), 25th Percentile (25th PCTL), Median (50th PCTL), 75th Percentile (75th PCTL),

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and Maximum (MAX). Changes in data from 2011 to 2012 are highlighted in detailed analysis for each position, not only for base salary but also for bonus salary and total cash compensation.

An average base salary of more than \$50,000 was found for 124 positions and 20 posts had an average salary of at least six figures:

<u>10 Highest Average Paying Positions</u>	<u>Avg Total Cash Compensation</u>
Chief Scientific Officer	\$242,071
Psychiatrist	\$169,442
Chief Medical Officer	\$161,633
Physician	\$160,411
Chief Advocacy Officer	\$151,438
General Counsel/Lawyer	\$137,626
Chancellor/President	\$125,690
Deputy General Counsel/Lawyer	\$121,540
Chief Marketing Officer	\$117,088
Medical Services Director	\$113,596

Salary is just one part of the picture of compensation and nowhere is that truer than in the C-suite, where executive perks can be just as powerful as cash compensation when it comes to attracting your candidate.

Top 10 Perks offered to CEO/President/Executive Director

Additional Vacation Days	46.71%
Car or Car Allowance	40.13%
Excess Life Insurance	23.03%
Reserved Parking	18.42%
Supplemental Executive Retirement Plan (SERP)	16.45%
Paid Supplemental Disability Insurance	15.13%
Private Club Membership	6.58%
Travel Expenses for Spouse	5.26%
First-Class Air Travel	3.95%
Executive Physical / Financial or Legal Counseling	2.63%

It's no coincidence then that some of the positions with the highest average pay also are among those with the lowest turnover rate:

<u>Top 10 Positions with Lowest Turnover Rate</u>	<u>Years in Position</u>
Artistic Director	17.7
Chancellor/President	14.6
Library Assistant	14.6
Exhibits Manager	14.2
Librarian	13.7
Budget Director	13.1
Deputy General Counsel/Lawyer	12.7
Registrar	12.6
Chief Administrative Officer	12.2
Purchasing Manager	12.1

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Or perhaps it's that some of them received the highest average bonuses last year:

Top 10 Positions Receiving Highest Average Bonus Paid

Dean	20.00%
Chief Marketing Officer	11.47%
Database Architect	10.00%
Energy Auditor	9.00%
Senior Attorney/Lawyer	8.00%
Enterprise Architect	7.26%
Internal Auditor	7.00%
Director of Accounting/Controller	6.51%
Chief Scientific Officer	5.18%
Budget Director	5.09%

It wasn't just bonus pay for database architect positions that was among the highest, but the biggest increases in average pay from year to year:

Top 10 Positions with Biggest Increase in Average Pay, 2011-2012

Distribution Supervisor	60.68%
Curator	42.26%
Athletic Director	37.44%
Online Giving Manager	33.95%
Patient Financial Services Manager	30.82%
Chief Scientific Officer	30.29%
Licensed Psychologist	25.56%
Warehouse Manager	21.54%
Capital Campaign Manager	20.34%
Database Architect	18.29%

Others were not as fortunate:

Top 10 Positions with Biggest Decrease in Average Pay, 2011-2012

School Principal/Headmaster	-33.47%
Outbound Call Center Associate	-27.59%
Technical Support Manager	-26.86%
Chaplain/Clergy	-25.00%
Technical Staff	-24.06%
Chancellor/President	-22.45%
Grants Administrator	-21.27%
Admissions Director	-20.90%
Veterinary Technician	-20.49%
Dental Assistant	-19.88%

If you think executives are the only ones who receive bonuses, you might be in for a surprise, as the study breaks out what positions among charities were most often among those getting a bonus.

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<u>Top 10 Positions Most Likely to Receive Bonus Pay</u>	<u>% of Orgs Offering</u>
Research Director	72.73%
Land Protection Specialist/Coordinator	66.67%
Chief Scientific Officer	66.67%
Chief Advocacy Officer	55.56%
Software Engineer	55.56%
Policy Analyst	50.00%
Adult Education Teacher	50.00%
Food Bank Manager	50.00%
Foundation Program Assistant	50.00%
Online Giving Manager	50.00%

Within each of the 28 job families is an average annual base salary for each position title, from administration director to warehouse manager – 254 nonprofit positions in all.

Job Family	Position Title	Average Base Salary
Administrative/General Office	Administration Director	\$57,465
	Administrative Assistant, Intermediate Level	\$31,285
	Administrative Assistant, Junior Level	\$30,268
	Administrative Assistant, Senior Level	\$39,292
	Data Entry Operator	\$29,626
	Data Entry Supervisor	\$42,865
	Executive Assistant	\$43,593
	File Clerk	\$25,562
	Mail Clerk	\$32,780
	Meetings and Events Manager/Planner	\$50,223
	Office Manager	\$39,964
Receptionist	\$26,886	
Advocacy/Government Affairs	Government Relations Director/Manager	\$78,196
	Grassroots Advocacy/Campaign Manager	\$56,704
	Lobbyist	\$73,220
	Policy Advisor	\$63,879
	Policy Analyst	\$51,219
Animal Care	Animal Adoption Counselor	\$24,004
	Animal Care Worker	\$21,841
	Animal Shelter Manager	\$36,884
	Humane Officer	\$32,900
	Veterinarian	\$77,325
	Veterinary Clinic Manager	\$63,317
	Veterinary Technician	\$26,786
Athletics/Recreation	Aquatics Director	\$34,000
	Athletic Director	\$56,717
	Recreation/Activity Leader	\$34,178
Call Center	Inbound Call Center Associate	\$30,500
	Inbound Call Center Manager	\$49,333
	Inbound Call Center Supervisor	\$39,876
	Outbound Call Center Associate	\$33,210
	Outbound Call Center Manager	\$49,615

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	Outbound Call Center Supervisor	\$41,154
Communications/Marketing	Communications/Marketing/Public Relations Assistant	\$38,537
	Communications/Public Relations Director	\$69,382
	Communications/Public Relations Manager	\$49,256
	Editor	\$53,522
	Editorial Services Manager	\$66,498
	Marketing Coordinator	\$40,748
	Marketing Director	\$63,378
	Videographer/Video Producer	\$49,750
	Writer	\$49,411
Conservation/Environmental Programs	Conservation/Environmental Program Manager	\$56,370
	Energy Auditor	\$38,863
	Environmental Program Director	\$70,132
	Environmental/Sustainability Educator	\$34,836
	Land Protection Specialist/Coordinator	\$45,083
Culture/Performing Arts	Actor	\$37,927
	Artistic Director	\$79,376
	Box Office/Sales Manager	\$37,991
	Costume Shop Manager	\$60,157
	Curator	\$58,229
	Exhibits Manager	\$49,370
	Exhibits Technician	\$34,945
	Museum Registrar	\$42,412
	Production Assistant	\$30,029
	Production Manager/Coordinator	\$52,706
	Stage Manager	\$50,787
	Technical Staff	\$44,651
Education	Academic Records Assistant	\$29,794
	Admissions Director	\$50,132
	Adult Education Teacher	\$32,546
	Assistant Principal	\$52,906
	Dean	\$89,198
	Department Chair	\$49,752
	Instructor	\$36,990
	Librarian	\$53,118
	Library Assistant	\$31,140
	Registrar	\$33,838
	School Principal/Headmaster	\$62,422
	Teacher, K – 12	\$38,938
	Teacher, PreSchool/Kindergarten	\$30,147
	Teaching Assistant, K12	\$23,204
Teaching Assistant, PreSchool/Kindergarten	\$21,345	
Executive	Chancellor/President	\$123,333
	Chief Administrative Officer	\$87,343
	Chief Advocacy Officer	\$147,757
	Chief Development Officer	\$100,349
	Chief Executive Officer/President/Executive Director	\$107,561
	Chief Financial Officer	\$99,973
	Chief Human Resources Officer	\$93,280

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	Chief Information Officer	\$108,531
	Chief Marketing Officer	\$112,518
	Chief Medical Officer	\$161,633
	Chief of Staff	\$106,220
	Chief Operating Officer/Associate Executive Director	\$103,439
	Chief Program Officer	\$90,424
	Chief Scientific Officer	\$229,237
	Executive Vice President	\$102,422
Facilities/Maintenance	Building Manager	\$49,864
	Driver	\$24,886
	Facilities Manager	\$53,460
	Groundskeeper	\$28,241
	Janitor or Custodian	\$24,568
	Maintenance Supervisor	\$40,074
	Maintenance Technician/Specialist	\$33,006
	Security Guard/Officer	\$26,652
	Security Manager	\$50,056
Finance	Accounting Clerk	\$34,093
	Accounting Manager	\$56,327
	Accounts Payable Manager/Supervisor	\$47,798
	Accounts Receivable Manager/Supervisor	\$45,576
	Assistant Controller/Assistant Director of Accounting	\$67,897
	Bookkeeper	\$37,082
	Budget Analyst	\$57,552
	Budget Director	\$86,258
	Director of Accounting/Controller	\$80,052
	Director of Finance	\$78,750
	Finance Administrator	\$49,412
	Financial Analyst	\$56,886
	Internal Auditor	\$72,098
	Senior Accountant	\$55,861
	Staff Accountant	\$44,905
Food Services	Cafeteria Manager	\$35,781
	Catering Manager	\$39,484
	Cook	\$25,353
	Food Bank Manager	\$34,526
	Food Service Assistant/Worker	\$21,907
	Food Service Manager or Supervisor	\$35,983
Grant Making	Foundation Program Assistant	\$41,479
	Foundation Program Associate	\$56,049
	Foundation Program Officer	\$65,822
Graphics/Printing	Creative Services Director/Manager	\$60,965
	Graphic Artist	\$44,523
Housing	Construction Manager	\$56,605
	Desk Clerk	\$23,196
	Director of Property Management	\$63,487
	Director of Resident Services	\$57,710
	Resident Services Coordinator	\$35,792
	Shelter Supervisor	\$34,704
Human Resources	Compensation and Benefits Specialist	\$59,858

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	Employee Benefits Administrator	\$45,628
	Employee Training Manager/Specialist	\$50,508
	Human Resources Assistant	\$33,232
	Human Resources Director/Manager	\$68,257
	Human Resources Generalist	\$51,007
	Payroll Clerk	\$36,430
	Payroll Manager	\$56,147
	Recruiter	\$40,501
	Recruiting Manager	\$63,465
Income	Annual Giving Director/Officer	\$70,757
Development/Fundraising	Capital Campaign Manager	\$65,800
	Corporate & Foundation Relations Director	\$74,877
	Development Associate (Generalist)	\$38,535
	Development Director	\$68,778
	Donor Information and Gift Processing Manager	\$41,393
	Grant Proposal Writer	\$48,621
	Grants Administrator	\$54,697
	Grants Manager	\$56,283
	Major Gifts Director/Officer	\$76,328
	Membership Assistant	\$37,586
	Membership Director/Manager	\$62,724
	Online Giving Manager	\$65,329
	Planned Giving Director/Officer	\$99,176
	Prospect Research Director	\$73,200
	Prospect Researcher	\$46,528
	Regional Area Income Development Vice	\$88,459
	President/Director	
	Sales Clerk	\$22,013
	Shop Manager	\$35,632
	Special Events Manager/Specialist	\$46,192
Information Technology	Applications Developer	\$65,387
	Business Systems Analyst	\$72,186
	Database Administrator	\$60,408
	Database Analyst	\$51,956
	Database Architect	\$64,501
	Desktop Support Manager	\$57,154
	Desktop Support Specialist	\$42,760
	Enterprise Architect	\$92,033
	Information Technology Manager	\$64,016
	LAN Administrator	\$54,963
	Network Engineer	\$59,239
	Network Manager	\$67,031
	Software Engineer	\$76,971
	Systems Analyst	\$58,590
	Systems Engineer	\$69,327
	Technical Project Manager	\$76,838
	Technical Support Analyst	\$44,608
	Technical Support Manager	\$49,451
	Web Administrator	\$53,713

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	Web Developer	\$56,404
	Webmaster	\$51,111
Legal	Attorney/Lawyer	\$71,746
	Deputy General Counsel/Lawyer	\$120,080
	General Counsel/Lawyer	\$135,595
	Legal Assistant	\$42,371
	Paralegal	\$45,160
	Senior Attorney/Lawyer	\$100,597
Medical Services	Clinic Director	\$64,577
	Community Health Worker	\$36,064
	Dental Assistant	\$32,390
	Director of Nursing	\$71,624
	Medical Assistant	\$28,494
	Medical Case Manager	\$41,611
	Medical Receptionist	\$26,978
	Medical Records Clerk	\$28,428
	Medical Services Director	\$113,596
	Nurse Practitioner	\$77,660
	Nutritionist/Dietician	\$40,243
	Occupational Therapist	\$56,583
	Patient Accounts Representative	\$33,124
	Patient Financial Services Manager	\$54,725
	Personal Attendant/Home Health Care Worker	\$22,687
	Physical Therapist	\$62,074
	Physician	\$160,411
	Physician's Assistant	\$81,265
	Registered Nurse	\$51,739
	Speech Pathologist	\$53,934
Program Administration	Partnership and Collaboration Manager	\$57,203
	Program Analyst	\$50,679
	Program Assistant	\$32,177
	Program Coordinator	\$39,858
	Program Director/Manager	\$55,047
	Project Manager (NonTechnical)	\$52,461
	Regional Area Program Coordinator	\$43,108
	Regional Area Program Director or Manager	\$64,553
Program Delivery	Case Manager, Entry Level	\$29,362
	Case Manager, Mid Level	\$33,584
	Case Manager, Senior Level	\$41,598
	Chaplain/Clergy	\$44,172
	Child Care Assistant/Babysitter	\$22,816
	Counselor, Entry Level	\$30,369
	Counselor, Mid Level	\$35,579
	Counselor, Senior Level	\$40,870
	Direct Care Counselor	\$24,031
	Driver	\$24,938
	Eligibility Specialist	\$34,333
	Job Coach	\$29,560
	Job Placement Coordinator	\$35,564
	Licensed Psychologist	\$64,267

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	Psychiatric Social Worker	\$45,389
	Psychiatrist	\$169,442
	Senior/Adult Program Assistant	\$24,348
	Social Worker, Entry Level	\$35,870
	Social Worker, Mid Level	\$40,981
	Social Worker, Senior Level	\$47,042
	Vocational or Placement Counselor	\$35,259
Purchasing	Buyer	\$41,138
	Purchasing Coordinator/Specialist	\$43,943
	Purchasing Manager	\$54,303
Regional General Management	Area Director/Manager	\$75,819
	Regional Vice President	\$107,017
Science	Research Analyst	\$54,080
	Research Assistant	\$36,459
	Research Director	\$100,126
Volunteerism	Community Organizer	\$41,730
	Volunteer Coordinator	\$35,220
	Volunteer Director	\$49,458
Warehousing	Distribution Supervisor	\$51,014
	Forklift Operator	\$24,766
	Inventory Control Clerk	\$31,442
	Inventory Control Manager	\$40,594
	Order Picker	\$26,829
	Shipping/Receiving Clerk	\$30,157
	Warehouse Manager	\$44,873

About the participants

More than half of the 1,197 participants in this year's survey had between 1 and 10 full-time employees, but results had strong representation from a variety of differently-sized organizations:

Full-Time Employees	Number of Organizations
1-10	617
11-25	218
26-50	101
51-100	100
101-200	75
201 or more	86

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The same goes for operating budget; more than 300 reported less than a half-million-dollar budget and nearly half were below \$1 million, but participants came from a wide range of operating budgets:

Operating Budget	Number of Organizations
Less than \$499,999	311
\$500,000 - \$999,999	188
\$1,000,000 - \$2,499,999	257
\$2,500,000 - \$4,999,999	129
\$5,000,000 - \$9,999,999	122
\$10,000,000 - \$24,999,999	101
\$25,000,000 - \$49,999,999	39
\$50,000,000 or more	50

Responses came from organizations located all around the country, but response was especially heavy from the Northeast, and New York State, in particular.

Geographic Region	Number of Organizations
Northeast	552
Southeast	180
North Central	175
South Central	87
Northwest	143
Southwest	60

Nonprofits completed an online questionnaire between April 1 and July 30, 2012. Participation was open to all U.S.-based nonprofits with at least one full-time employee working 30 hours or more per week. Participants were asked to register and verify that they were authorized by their organizations to complete the survey.

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About Bluewater Nonprofit Solutions

Bluewater Nonprofit Solutions is a leading provider of salary and benefits surveys, management consulting and credit card processing to nonprofit organizations. Their leading edge survey tools offer unlimited customization and flexible reporting options that allow quick, affordable tailoring of a survey to meet the needs of any associations, industry groups, professional societies, or chambers of commerce. Bluewater was founded by former nonprofit executives, and was created out of their deep knowledge and experiences providing day-to-day leadership within charitable organizations for more than 25 years. To learn more, visit www.bwnps.com

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