

YOUTH INC

RAISING OUR CITY

YOUTH INC 2023 PARTNER NETWORK COMPENSATION REPORT

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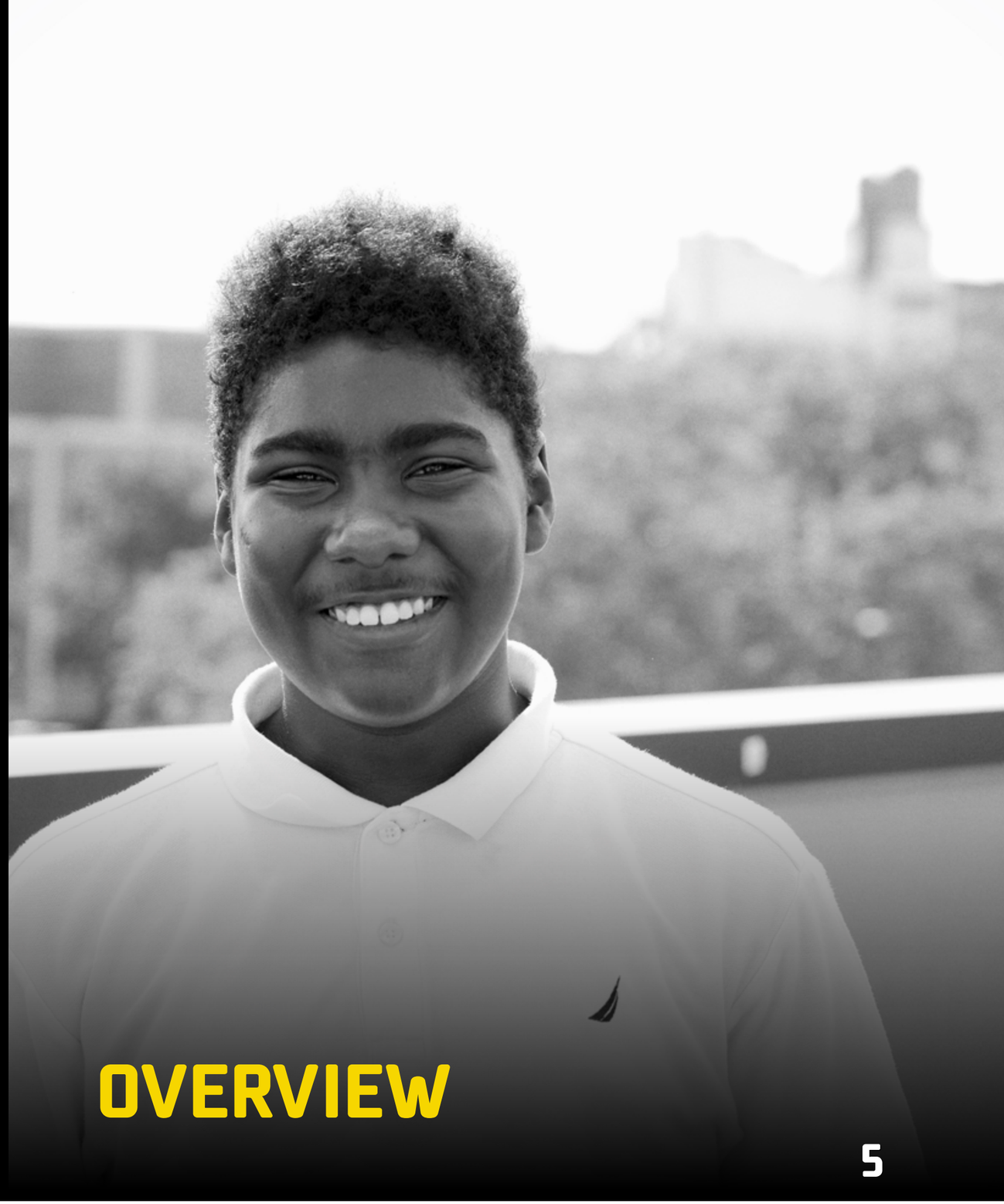
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ACKNOWLEDGMENT

The Partner Network Compensation Report is the culmination of the hard work of many individuals committed to greater transparency, equity, and insight into nonprofit compensation.

We are most grateful to our Nonprofit Partners for their tireless dedication to New York City's youth. An important part of this commitment is the recognition that we must invest in the ongoing learning, development, compensation, and well-being of nonprofit staff in order for young people and communities to thrive. We appreciate the time leaders shared to participate in the survey and to provide valuable insights on the sector that can help us accomplish our collective goals to provide informed and equitable compensation plans and staff support.

A special thanks to the following Youth INC staff: Lauren Elicks McCort, Chief Program Officer, and Krystal Cason, Director of Strategy and Operational Effectiveness, for their vision, oversight, and development of the compensation survey. Jaynellen Stokes-Walters, Associate Research and Strategic Initiatives, for leading data analysis and authoring this report. Krystalle Shoy, Director of Marketing and Communications, for leading and overseeing the report design, data visualization, and content dissemination.



OVERVIEW

METHODOLOGY

Our Compensation survey was designed to provide a complete picture of compensation information for small and mid-sized youth serving organizations in New York City. The survey gathered a wide range of data, including:

- Nonprofit leadership demographic information
- Full-time salary and position information
- Part-time salary and position information
- Benefits and other compensation offered to full-time and part-time employees

In 2022, we contacted our Partner Network (a group of 81 New York City youth development nonprofits) and asked them to complete an in-depth compensation survey to better understand the trends of salary and compensation packages they offer their employees.

79%
RESPONSE RATE

Of our 81 nonprofits, we received completed responses from 64 (a 79% response rate). The survey was also shared with nonprofits outside of the network and we received 5 additional responses from youth serving organizations in New York City.

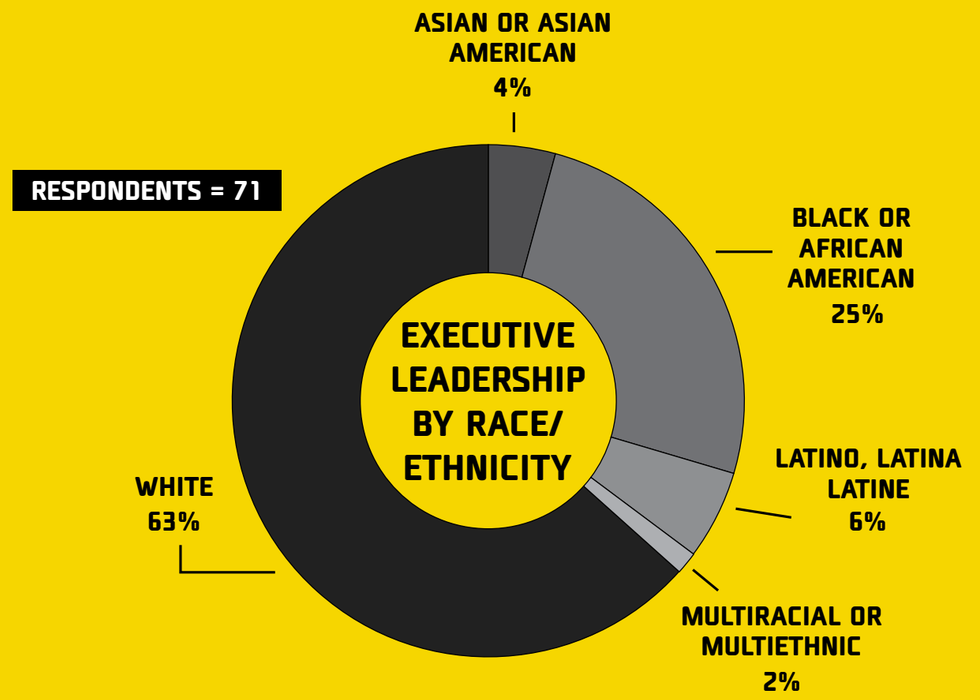
Survey responses were paired with data from Youth INC's annual Partner Network application, which includes information on annual budgets, executive director demographics, and their service category.

To ensure this report meaningfully addresses our Nonprofit Partners' questions and needs, Youth INC asked what type of data, information, and disaggregation they were interested in seeing. Top-requested variables included tenure, years of professional experience, and internal promotions. We committed to providing these breakdowns to provide greater transparency and understanding in the sector, although in some cases, the insights gleaned will be limited due to small response totals.

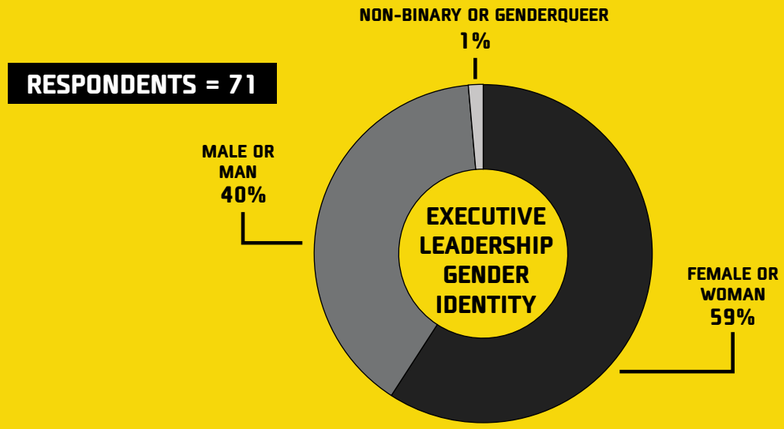
PROFILE OF SURVEY RESPONDENTS

To ensure collected survey responses were representative of the nonprofits in our Partner Network we looked at four data points.

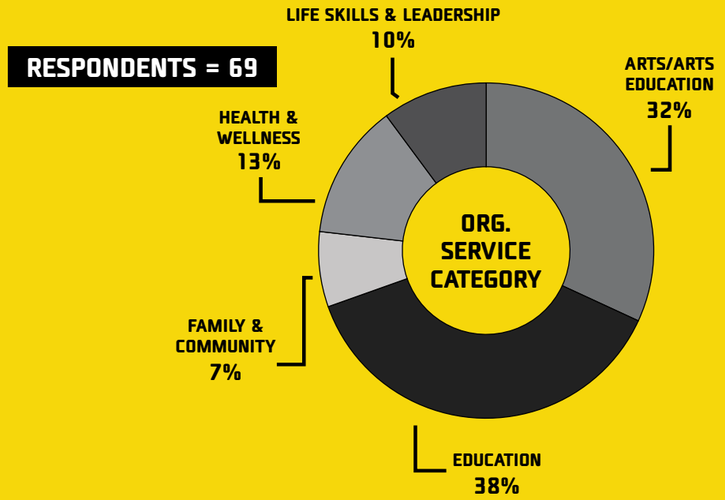
- The self-identified race of executive directors
- Whether the organization was led by its founder
- The organization's annual budget
- The organization's service category

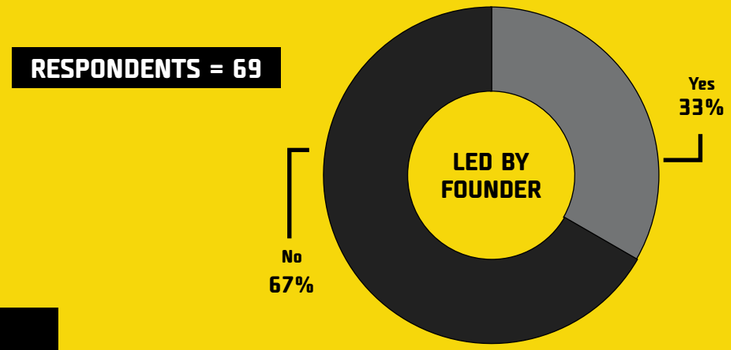


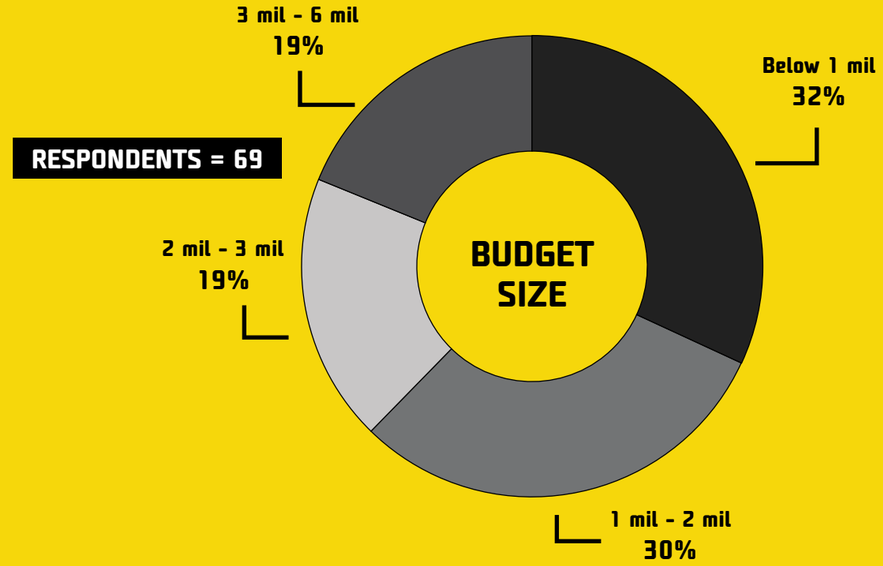
**Two organizations have a co-Executive Director model*



**Two organizations have a co-Executive Director model*







A note on Budget Size: Youth INC identified four budget categories to create peer benchmarks. We created peer groupings by reviewing various budget categories against salary and benefit data to identify trends and meaningful differences between groupings. Through this process we identified the four budget categories as peer groups. While we had hoped to include a budget range for nonprofits under $500,000 we only received 3 responses and statistically cannot include meaningful analysis from this small sample size. For budgets at a larger scale, the data revealed that salary and benefit trends for organizations over $3M were relatively the same and did not include meaningful differences. For this reason, we did not break down this budget range further for organizations between $3M and $6M.

A note on the Benefits section: There was a wide variety in the benefits offered by responding organizations and frequently respondents skipped questions when not applicable. We handle this missing data by identifying it as "did not respond" within the benefits section.

PURPOSE AND USE OF THIS REPORT

The data in this report is meant to help youth serving nonprofit organizations and their leaders develop healthy and supportive compensation plans capable of attracting and retaining high impact team members.

The COVID-19 pandemic has ushered in an unprecedented shift in the American workforce – between mass layoffs in the early days of the pandemic, adapting to new work-from-home practices, uncertain and delayed "return to office" dates, and increasing mobility and worker empowerment, the nonprofit sector has experienced a dramatic shift in its workforce. With workers reassessing their values, quality of life, compensation, and well-being in new ways, nonprofit organizations also have an opportunity to reassess how they invest, retain, and support their leaders.

According to **Youth INC's 2022 Pandemic Report**, nonprofit partners experienced an 11% decrease in total full-time staff, a 23% decrease in part-time staff, and a 27% decrease in their total volunteer base, representing a loss of about 600 staff positions, and 3,400 volunteers during the height of the pandemic crisis.

When organizations experience turnover challenges and have no plan to improve staff retention and engagement, there are detrimental consequences. Turnover costs are high, organizational well-being suffers, and the organization cannot achieve and sustain impact.



NONPROFIT STAFF

As a staff member at a youth-serving organization, you may be wondering how to advocate for your own compensation and contribute to your organization's knowledge and understanding of equitable and supportive compensation packages.

You can use the data in this report in conversation with your manager and/or senior leadership as a benchmark to review against your own compensation, and, alongside your professional development plan, build a compensation plan that supports your continued engagement with your organization and the nonprofit sector.

EXECUTIVE DIRECTOR/CHIEF EXECUTIVE OFFICER

As the Executive Director/CEO, you are responsible for setting and implementing employee compensation and engagement policies that drive staff retention and fuel sustained impact. As the Executive Director/CEO, you can use the information included in this report to:

- Develop and set salary, benefits, and other compensation policies and plans for the organization
- Ensure there is equitable and fair compensation for all staff and make informed and equitable compensation decisions for the organization
- Develop and manage a total compensation strategy that pairs holistic benefits, supports, and market competitive pay
- Advocate to your organization's board of directors for necessary investments in infrastructure to achieve and sustain youth impact



BOARD OF DIRECTORS

As a board member, you are responsible for hiring and establishing compensation for the executive director/CEO that sufficiently attracts and retains the best possible talent to lead the organization. Having an executive director/CEO compensation policy is required by New York State.

This policy outlines that the board will review executive director salary every year through an independent body (ex: compensation committee) and every few years do a deep dive to understand "comparable" salary and benefits data, such as that available from salary and benefit surveys, to learn what nonprofit employers with similar missions and of a similar budget size that are located in the same or a similar geographic region pay their senior leaders.

As a board member you can use the data in this report to:

- Guide informed discussions around executive director/CEO compensation in compensation committee, executive committee, and board meetings, as well as overall budget review discussions
- Develop and manage total compensation for the executive director/CEO that pairs holistic benefits supports and market competitive pay
- Ensure the organization has an executive leadership compensation strategy aligned with succession needs and can be competitive should a sudden or expected leadership transition occur
- Make informed and equitable compensation decisions for the organization that advance diversity and equity
- Understand the resources needed by your organization to meaningfully invest in staff compensation so that you can achieve and sustain impact



SALARY

SALARY

LEADERSHIP

EXECUTIVE DIRECTOR

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Average	$132,127	$90,659	$130,533	$165,223	$166,216
25th Percentile	$100,000	$85,000	$110,000	$141,750	$146,250
Median	$130,000	$92,000	$130,000	$158,030	$160,000
75th Percentile	$156,515	$110,000	$145,000	$167,500	$171,750
Max	$300,000	$140,000	$190,000	$300,000	$280,000
Min	$32,002	$32,002	$85,000	$125,000	$70,000
Respondents	72	22	23	13	14

ED Salary by Race and Budget Size

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Asian or Asian American	$111,333 (n=3)	$45,000 (n=1)	$144,500 (n=2)	-	-
Black or African American	$131,333 (n=18)	$108,333 (n=3)	$115,806 (n=9)	$150,583 (n=3)	$181,667 (n=3)
Latino, Latina, Latine	$136,250 (n=4)	$85,000 (n=1)	$155,000 (n=1)	-	$152,500 (n=2)
Multiracial or Multiethnic	$140,000 (n=1)	-	$140,000 (n=1)	-	-
White	$132,000 (n=44)	$90,552 (n=16)	$131,778 (n=9)	$169,615 (n=10)	$164,114 (n=9)

ED Salary by Gender and Budget Size

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Female or Woman	$127,562 (n=40)	$97,059 (n=14)	$128,750 (n=11)	$156,156 (n=9)	$153,6679 (n=6)
Male or Man	$150,205 (n=27)	$107,333 (n=3)	$132,167 (n=12)	$185,625 (n=4)	$175,628 (n=8)
Non-binary or Genderqueer	$100,000 (n=1)	$100,000 (n=1)	-	-	-

ED Salary by Years of Professional Experience and Budget Size

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
4 -6 years	$85,000 (n=1)	-	$85,000 (n=1)	-	-
7 - 9 years	$130,750 (n=4)	-	$101,500 (n=2)	-	$160,000 (n=2)
10 -14 years	$132,225 (n=10)	$108,333 (n=3)	$137,667 (n=3)	$146,063 (n=4)	-
15-19 years	$141,155 (n=18)	$100,305 (n=6)	$122,708 (n=6)	$199,343 (n=3)	$201,558 (n=3)
20+ years	$136,771 (n=35)	$94,889 (n=9)	$142,273 (n=11)	$160,937 (n=6)	$155,817 (n=9)

ED Salary by Previous Experience as an Executive Director / CEO and Budget Size

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Previous experience in position	$135,490 (n=53)	$96,403 (n=12)	$133,125 (n=18)	$153,992 (n=12)	$161,818 (n=11)
No previous experience in position	$138,468 (n=15)	$104,000 (n=6)	$121,200 (n=5)	$300,000 (n=1)	$182,342 (n=3)

Figures are reported as averages unless otherwise noted
n = number of respondents

ED Salary by Length of Time in Current Role and Budget Size

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Under 1 year	$142,500 (n=6)	-	$117,500 (n=4)	$150,000 (n=1)	$235,000 (n=1)
1 - 3 years	$140,485 (n=17)	$98,167 (n=6)	$151,000 (n=5)	$178,850 (n=5)	$150,000 (n=1)
4 -6 years	$134,461 (n=12)	$109,958 (n=4)	$123,200 (n=5)	$166,515 (n=2)	$224,675 (n=1)
7 - 9 years	$147,779 (n=12)	$92,333 (n=3)	$148,667 (n=3)	$165,000 (n=1)	$177,070 (n=5)
10 -14 years	$124,525 (n=10)	$92,500 (n=2)	$123,813 (n=4)	$140,000 (n=1)	$141,667 (n=3)
15-19 years	$106,750 (n=4)	$85,000 (n=1)	$110,000 (n=1)	-	$116,000 (n=2)
20+ years	$136,518 (n=7)	$102,500 (n=2)	$110,000 (n=1)	$155,208 (n=3)	$175,000 (n=1)

ED Salary by Founder Status and Budget Size

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Founder Led	$120,242 (n=21)	$96,854 (n=8)	$124,036 (n=7)	$165,000 (n=2)	$138,000 (n=4)
Not Founder Led	$143,254 (n=47)	$100,600 (n=10)	$133,375 (n=16)	$165,264 (n=11)	$177,503 (n=10)

ED Salary by Service Category and Budget Size

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Arts/Arts Education	$128,734 (n=20)	$93,000 (n=4)	$123,125 (n=10)	$157,250 (n=3)	$166,558 (n=3)
Education	$150,773 (n=27)	$100,571 (n=7)	$139,556 (n=9)	$188,106 (n=5)	$195,058 (n=6)
Family & Community	$126,966 (n=5)	$107,415 (n=2)	$115,000 (n=1)	$175,000 (n=1)	$130,000 (n=1)
Health & Wellness	$124,111 (n=9)	$95,000 (n=4)	$145,000 (n=2)	$142,500 (n=2)	$162,000 (n=1)
Life Skills & Leadership	$122,946 (n=7)	$110,000 (n=1)	$110,000 (n=1)	$137,812 (n=2)	$121,667 (n=3)

DEPUTY DIRECTOR / ASSISTANT EXECUTIVE DIRECTOR / VICE PRESIDENT

	Overall	Below 2 mil	Above 2 mil
Average	$117,559	$99,000	$128,164
25th Percentile	$102,500	$84,500	$109,075
Median	$110,000	$93,000	$120,000
75th Percentile	$130,000	$107,500	$135,000
Max	$184,000	$130,000	$184,000
Min	$80,000	$80,000	$105,000
Respondents	11	4	7

Titles: Associate Director, Associate Head of School, Chief Operating Officer*, Deputy Director (x2), Deputy Director of Programs and Operations, Deputy Executive Director, Director of Policy, Managing Director, Talent Director, Vice President of Advancement

*this position acts as deputy director as the nonprofit also has a Director of Operations

Figures are reported as averages unless otherwise noted
n = number of respondents

Deputy Director Salary by Gender and Budget Size

	Overall	Below 1 mil	Over 2 mil
Female or Woman	$121,315 (n=10)	$105,333 (n=3)	$128,164 (n=7)
Male or Man	-	-	-
Non-binary or Genderqueer	$80,000 (n=1)	$80,000 (n=1)	-

Deputy Director Salary by Race and Budget Size

	Overall	Below 1 mil	Over 2 mil
Asian or Asian American	$86,000 (n=1)	$86,000 (n=1)	-
Black or African American	$120,000 (n=2)	$130,000 (n=1)	$110,000 (n=1)
Latino, Latina, Latine	$130,000 (n=1)	-	$130,000 (n=1)
Multiracial or Multiethnic	$142,000 (n=2)	$100,000 (n=1)	$184,000 (n=1)
White	$142,000 (n=2)	$100,000	$184,000 (n=1)

Deputy Director Salary by Years of Professional Experience and Budget Size

	Overall	Below 1 mil	Over 2 mil
4 -6 years	-	-	-
7 - 9 years	$120,000 (n=1)	-	$120,000 (n=1)
10 -14 years	$120,000 (n=2)	$100,000 (n=1)	$140,000 (n=1)
15-19 years	$117,857 (n=7)	$98,667 (n=3)	$132,250 (n=4)
20+ years	$108,150 (n=1)	-	$108,150 (n=1)

Deputy Director Salary by Years of Professional Experience and Budget Size

	Overall	Below 1 mil	Over 2 mil
Previous experience in role	$135,000 (n=4)	$86,000 (n=1)	$151,333 (n=3)
Does not have previous experience in role	$107,593 (n=7)	$103,333 (n=3)	$110,788 (n=4)

Deputy Director Salary Promoted From Within and Budget Size

	Overall	Below 1 mil	Over 2 mil
Promoted from within	$114,538 (n=4)	$100,000 (n=1)	$119,383 (n=3)
Not promoted from within	$121,667 (n=6)	$98,667 (n=4)	$134,750 (n=2)

Deputy Director Salary by Length of Time in Current Role and Budget Size

	Overall	Below 2 mil	Over 2 mil
Under 1 year	$108,000 (n=2)	$108,000 (n=2)	-
1 - 3 years	$128,800 (n=5)	$100,000 (n=1)	$136,000 (n=4)
4 -6 years	$80,000 (n=1)	$80,000 (n=1)	-
7 - 9 years	$140,000 (n=1)	-	$140,000 (n=1)
10 -14 years	$105,000 (n=1)	-	$105,000 (n=1)
20+ years	$108,150 (n=1)	-	$108,150 (n=1)

Figures are reported as averages unless otherwise noted
n = number of respondents



PROGRAMS

HEAD OF PROGRAMS

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Average	$88,347	$73,453	$81,500	$101,188	$103,053
25th Percentile	$72,000	$64,889	$71,500	$79,638	$85,000
Median	$81,900	$72,000	$78,750	$98,501	$100,000
75th Percentile	$102,002	$82,000	$86,250	$116,754	$112,500
Max	$175,000	$107,500	$142,000	$175,000	$159,885
Min	$40,000	$40,000	$50,000	$60,000	$65,000
Respondents	57	13	20	12	12

Titles: Academy Program Director, Artistic Director, Associate Chief Program Officer, Associate Executive Director of Programs, Chief Program Officer (x7), Director Art Education Programs, Director of Community Partnerships, Director of Curriculum & Engagement, Director of Education (x2), Director of FIRST Programs, Director of In-School Programs, Director of Program Operations, Director of Programming & Communications, Director of Programs, Director of Programs (x10), Director of Strategic Partnerships & External Affairs, Director of Student Services, Director of Teen Programs and Community Engagement, Director of Therapeutic Services, Director of Volunteers & Community Engagement, Education Director (x2), Education Program Manager, Grant Administrator, Litigation Director, Managing Director of Elementary/Middle School Programs, National Program Director, Program Director (x7), Senior Director of Programs, Senior Director of Programs & Partnerships, Senior Program Director, Youth Program Director (x2), Youth Program Manager

Figures are reported as averages unless otherwise noted

Head of Programs Salary by Race and Budget Size

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Asian or Asian American	$109,250 (n=2)	-	-	$123,500 (n=1)	$95,000 (n=1)
Black or African American	$88,002 (n=22)	$75,667 (n=3)	$77,220 (n=10)	$133,001 (n=3)	$89,641 (n=6)
Latino, Latina, Latine	$83,224 (n=4)	$72,445 (n=2)	-	$94,003 (n=2)	-
Multiracial or Multiethnic	$86,250 (n=4)	$70,000 (n=1)	$85,000 (n=2)	-	$105,000 (n=1)
White	$88,862 (n=23)	$71,333 (n-6)	$87,614 (n=7)	$83,958 (n=6)	$124,696 (n=4)
Palestinian Arab	$85,000 (n=1)	$85,000 (n=1)	-	-	-
Decline to Disclose	$74,500 (n=1)	-	$74,500 (n=1)	-	-

Head of Programs Salary by Years of Professional Experience and Budget Size

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
1 - 3 years	$75,667 (n=3)	$75,667 (n=3)	-	-	-
4 -6 years	$74,106 (n=8)	$60,000 (n=2)	$75,667 (n=3)	$73,000 (n=1)	$86,423 (n=2)
7 - 9 years	$79,429 (n=15)	$68,847 (n=4)	$74,950 (n=6)	$102,117 (n=3)	$80,000 (n=2)
10 -14 years	$94,372 (n=18)	$77,500 (n=2)	$93,600 (n=8)	$93,725 (n=4)	$105,000 (n=4)
15-19 years	$115,699 (n=7)	-	$60,000 (n=1)	$133,335 (n=3)	$116,628 (n=3)
20+ years	$95,350 (n=4)	$88,750 (n=2)	$70,000 (n=1)	-	$133,900 (n=1)

Head of Programs Salary by Gender and Budget Size

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Female or Woman	$87,995 (n=44)	$69,308 (n=11)	$84,500 (n=12)	$96,876 (n=10)	$102,421 (n=11)
Male or Man	$91,318 (n=11)	$96,250 (n=2)	$76,083 (n=6)	$122,750 (n=2)	$110,000 (n=1)

Head of Programs Salary by Previous Experience in Role and Budget Size

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Previous experience in role	$98,299 (n=12)	$79,833 (n=3)	$78,550 (n=6)	$175,000 (n=1)	$146,893 (n=2)
No previous experience in role	$87,016 (n=43)	$75,043 (n=9)	$83,400 (n=13)	$94,478 (n=11)	$94,285 (n=10)
Not Disclosed	$74,500 (n=1)	-	$74,500 (n=1)	-	-

Head of Programs Salary Promoted From Within and Budget Size

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Promoted from within	$85,254 (n=27)	$78,722 (n=4)	$72,833 (n=9)	$87,292 (n=6)	$100,966 (n=8)
Not promoted from within	$93,550 (n=28)	$75,000 (n=8)	$90,000 (n=10)	$115,084 (n=6)	$107,225 (n=4)
Not Disclosed	$74,500 (n=1)	-	$74,500 (n=1)	-	-

Figures are reported as averages unless otherwise noted
n = number of respondents

Head of Programs Salary by Length of Time in Current Role and Budget Size

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Under 1 year	$84,356 (n=16)	$76,750 (n=4)	$85,243 (n=7)	$85,500 (n=2)	$91,667 (n=3)
1 - 3 years	$93,367 (n=23)	$72,972 (n=4)	$81,811 (n=9)	$130,626 (n=4)	$99,458 (n=6)
4 -6 years	$90,663 (n=11)	$80,000 (n=1)	$74,167 (n=3)	$87,981 (n=5)	$127,443 (n=2)
7 - 9 years	$69,675 (n=2)	$58,500 (n=1)	-	$80,850 (n=1)	-
10 -14 years	$110,000 (n=1)	-	-	-	$110,000 (n=1)
15-19 years	$88,750 (n=2)	$88,750 (n=2)	-	-	-
Not Disclosed	$74,500 (n=1)	-	$74,500 (n=1)	-	-

OTHER TOP-LEVEL PROGRAM STAFF

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Average	$69,830	$58,672	$67,318	$72,826	$81,518
25th Percentile	$60,000	$50,000	$62,000	$60,000	$75,500
Median	$65,000	$58,250	$64,000	$67,000	$80,000
75th Percentile	$81,000	$61,250	$71,000	$87,050	$91,350
Max	$100,000	$86,002	$90,000	$100,000	$98,000
Min	$44,562	$44,562	$58,500	$47,986	$60,000
Respondents	45	12	11	11	11

Titles: Assistant Director For Programs, Associate Director (x2), Barn Director, Coordinator of Bridge Year Program, Director (x2), Director of Advocacy, Director of Apprenticeship, Director of Education, Director of Family and Community Engagement, Director of Girls Program, Director of Boys Program, Director of College Readiness, Diretctor of Lacrosse, Director of Learning & Social Impact, Director of Professional Development, Director of Soccer Programs, Director of Student Support and High School Placement, Education Coordinator, Head Girls Wrestling Coach, Catalyst Programs Manager, Multi-Site Director, New York State Program Director, Program and Volunteer Manager, Program Director (x5), Program Manager (x7), Senior Afterschool Program Director, Senior Director of Admissions and Impact, Senior Editorial Manager, Senior Programs Manager, Senior Program Director (x2), Volunteer and Program Manager, Youth Program Director, Youth Program Manager, Youth Sailing Manager, Public Programs Manager, Membership Manager

Figures are reported as averages unless otherwise noted
n = number of respondents

Mid-Level Program Staff

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Average	$61,509	$56,883	$62,719	$68,787	$61,784
25th Percentile	$55,000	$50,500	$53,750	$63,000	$58,313
Median	$60,000	$57,500	$60,000	$66,000	$60,000
75th Percentile	$69,750	$61,000	$70,000	$80,000	$67,500
Max	$83,500	$70,784	$83,500	$80,000	$72,000
Min	$40,000	$40,000	$48,000	$54,000	$50,000
Respondents	55	19	16	9	11

Titles: Afterschool Program Director, Apprenticeship Facilitator, Assistant Director of Workforce Development, Assistant School Program Directors, Associate Director of Alumni Advancement, Bilingual Therapist (x4), Borough Coordinators, College Success Manager, Community Manager (x3), Community Organizer (x2), Coordinator (x2), Director - Central New York Region, Director of Curriculum, Education Associate, Head Boys Coach, High School & Middle School Program Manager (x2), High School Education Director, Manager of Out-of-School Time programming, Alumni Programs Manager, Partnership and Engagement Specialist, Program Coordinator (x4), Program Director, Program Manager (x14), A Sustainability & Arts, Access Program Manager, Programming Lead, Senior Program Manager (x2), Site Coordinator, Site Director, Student Needs Coordinator, Youth Program Coordinator

Junior Level Program Staff

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Average	$52,396	$43,200	$50,864	$56,050	$54,455
25th Percentile	$45,450	$40,000	$45,000	$48,000	$51,000
Median	$51,750	$40,000	$51,500	$53,000	$55,000
75th Percentile	$56,750	$50,000	$54,000	$61,500	$60,000
Max	$90,000	$51,000	$75,000	$90,000	$65,000
Min	$35,000	$35,000	$35,000	$36,625	$41,000
Respondents	38	5	11	11	11

Titles: Advocate Supervisor, Assistant Manager, Assistant Program Director, Attorney (x2), Community Coordinator, Community Manager, Company Manager, Content and Development Provider, Education and Curriculum Lead, Education Coordinator, Instructor, Manager of Programs, Teacher, Program Assistant, Program Associate (x4), Program Operations Associate, Program Coordinator (x7), Program and Volunteer Coordinator, Academy Coordinator, Workforce Program Coordinator, Program Manager (x2), Registration Manager, Site Directors, Social Worker, Specialist, Student Needs Specialist, Family Engagement and Community Engagement Specialist

Figures are reported as averages unless otherwise noted



EDUCATION

TOP-LEVEL EDUCATION STAFF

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Average	$70,388	$70,000	$67,500	$75,000	$70,775
25th Percentile	$63,750	-	$66,250	-	$58,375
Median	$70,000	-	$67,500	-	$72,300
75th Percentile	$77,400	-	$68,750	-	$84,700
Max	$85,000	-	$70,000	-	$85,000
Min	$53,500	-	$65,000	$75,000	$53,500
Respondents	8	1	2	1	4

Titles: Director of Education Director of Middle School Programs, Director of Program Excellence, Math Instructional Interventionist, Project Designer, School Counselor, Senior Teacher, Teacher

Figures are reported as averages unless otherwise noted

MID-LEVEL EDUCATION STAFF

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Average	$57,953	-	$56,250	$65,000	$54,390
25th Percentile	$53,000	-	$51,875	$62,500	$51,750
Median	$59,670	-	$56,250	$65,000	$58,500
75th Percentile	$62,500	-	$60,625	$67,500	$59,085
Max	$70,000	-	$65,000	$70,000	$59,670
Min	$45,000	-	$47,500	$60,000	$45,000
Respondents	7	-	2	2	3

Titles: Community Educator, Educational Specialist, Teacher (x3), Program Director, Program Excellence Manager

ARTISTIC DIRECTORS

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Average	$50,601	$32,002	$50,000	$50,400	$70,000
25th Percentile	$45,501	-	-	-	-
Median	$50,200	-	-	-	-
75th Percentile	$55,300	-	-	-	-
Max	$70,000	-	-	-	-
Min	$32,002	-	-	-	-
Respondents	4	1	1	1	1

Titles: Artistic Director (x2), MAP Director, Project Director

Figures are reported as averages unless otherwise noted



RESEARCH & EVALUATION

TOP-LEVEL RESEARCH AND EVALUATION STAFF

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Average	$95,000	$111,000	$75,000	-	$96,333
25th Percentile	$74,500	-	-	-	$82,500
Median	$93,000	-	-	-	$92,000
75th Percentile	$111,000	-	-	-	$101,500
Max	$111,000	-	-	-	$111,000
Min	$73,000	-	-	-	$73,000
Respondents	5	1	1	-	3

Titles: Director of Evaluation, Director of Research (x2), Director of Research and Evaluation, Senior Manager of Professional Development and Evaluation

MID-LEVEL RESEARCH AND EVALUATION STAFF

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Average	$78,000	$77,000	-	-	$78,500
25th Percentile	$74,500	-	-	-	$75,250
Median	$77,000	-	-	-	$78,500
75th Percentile	$81,000	-	-	-	$81,750
Max	$85,000	-	-	-	$85,000
Min	$72,000	-	-	-	$72,000
Respondents	3	1	-	-	2

Titles: Assistant Director, Data Quality & Analytics, Associate Director, Research and Learning, Senior Program Outcomes Manager

Figures are reported as averages unless otherwise noted



OPERATIONS & FINANCE

HEAD OF OPERATIONS

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Average	$90,614	$74,620	$76,472	$114,428	$107,978
25th Percentile	$70,500	$65,750	$70,000	$95,738	$85,000
Median	$83,750	$81,250	$70,000	$116,325	$110,000
75th Percentile	$106,913	$84,375	$81,200	$135,015	$135,000
Max	$145,000	$88,000	$125,000	$135,061	$145,000
Min of Annual Salary	$50,000	$51,217	$50,000	$90,000	$76,745
Respondents	30	6	11	4	9

Titles: Chief of Staff, Chief Operating Officer (x8), Deputy Director for Strategic Operation, Deputy Director of External Affairs & CXO, Director of Administration, Director of Employee Experience, Director of Finance and Operations, Director of Operations (x6), Director of Operations and External Affairs, Director of Program Operations, Human Resources Manager, Manager of Finance and Operations, Office/Operations Manager, Operations Director, Operations Manager, Senior Director of Finance and Operations, Senior Director of Operations, Senior Director of Operations

Figures are reported as averages unless otherwise noted

Head of Operations Salary by Race and Budget Size

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Asian or Asian American	$135,061 (n=1)	-	-	-	$135,061 (n=1)
Black or African American	$78,750 (n=4)	-	$60,000 (n=3)	-	$135,000 (n=1)
Latino, Latina, Latine	$80,538 (n=4)	$82,500 (n=1)	$71,000 (n=2)	$97,650 (n=1)	-
Multiracial or Multiethnic	$70,000 (n=1)	-	$70,000 (n=1)	-	-
Native Hawaiian or Pacific Islander	$80,000 (n=1)	-	$80,000 (n=1)	-	-
White	$94,537 (n=19)	$73,043 (n=5)	$92,297 (n=4)	$120,020 (n=3)	$100,249 (n=7)

Head of Operations Salary by Gender and Budget Size

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Female or Woman	$91,012 (n=20)	$73,543 (n=5)	$68,914 (n=7)	$120,020 (n=3)	$122,012 (n=5)
Male or Man	$87,898 (n=8)	$80,000 (n=1)	$89,697 (n=4)	$97,650 (n=1)	$83,373 (n=2)
Non-binary or Genderqueer	$97,500 (n=2)	-	-	-	$97,500 (n=2)

Head of Operations Salary by Years of Professional Experience and Budget Size

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
1 - 3 years	$50,000 (n=1)	-	$50,000 (n=1)	-	-
7 - 9 years	$78,718 (n=9)	$73,906 (n=3)	$65,000 (n=2)	-	$89,186 (n=4)
10 -14 years	$95,010 (n=5)	-	$76,200 (n=2)	$107,550 (n=3)	-
15-19 years	$76,333 (n=6)	$75,333 (n=3)	$71,000 (n=2)	-	$90,000 (n=1)
20+ years	$114,101 (n=9)	-	$91,697 (n=4)	$135,061 (n=1)	$131,265 (n=4)

Head of Operations Salary by Previous Experience in Role and Budget Size

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
No previous experience in role	$89,332 (n=24)	$73,543 (n=5)	$77,099 (n=8)	$114,428 (n=4)	$100,249 (n=7)
Previous experience in role	$95,744 (n=6)	$80,000 (n=1)	$74,800 (n=3)	-	$135,031 (n=2)

Head of Operations Salary Promoted From Within and Budget Size

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Not promoted from within	$108,552 (n=10)	$88,000 (n=1)	$74,800 (n=3)	$135,061 (n=1)	$127,612 (n=5)
Promoted from within	$81,645 (n=20)	$71,943 (n=5)	$77,099 (n=8)	$107,550 (n=3)	$83,436 (n=4)

Head of Operations Salary by Length of Time in Current Role and Budget Size

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Under 1 year	$111,667 (n=3)	-	-	$90,000 (n=1)	$122,500 (n=2)
1 - 3 years	$88,831 (n=11)	$82,500 (n=2)	$79,567 (n=6)	-	$111,582 (n=3)
4 -6 years	$97,640 (n=8)	$74,500 (n=2)	$60,000 (n=1)	$135,031 (n=2)	$100,687 (n=3)
7 - 9 years	$68,929 (n=4)	$66,859 (n=2)	$71,000 (n=2)	-	-
10 -14 years	$87,360 (n=4)	-	$80,895 (n=2)	$97,650 (n=1)	$90,000 (n=1)

Figures are reported as averages unless otherwise noted
n = number of respondents

HEAD OF FINANCE

	Overall	1 mil - 3 mil	3 mil - 6 mil
Average	$95,202	$88,484	$100,000
25th Percentile	$82,230	$70,000	$90,000
Median	$93,500	$73,920	$97,000
75th Percentile	$113,375	$123,500	$106,500
Max	$125,000	$125,000	$125,000
Min	$50,000	$50,000	$85,000
Respondents	12	5	7

Titles: Deputy Director for Finance, Director of Finance (x5), Director of Finance and Administration (x3), Finance Manager, Legal Director, Senior Director of Finance and Operations

Head of Finance Salary by Race and Budget Size

	Overall	1 mil - 3 mil	3 mil - 6 mil
Asian or Asian American	-	-	-
Black or African American	$119,500 (n=3)	$123,500 (n=1)	$117,500 (n=2)
Latino, Latina, Latine	$90,000 (n=1)	-	$90,000 (n=1)
Multiracial or Multiethnic	$70,000 (n=1)	$70,000 (n=1)	-
Native Hawaiian or Pacific Islander	-	-	-
White	$86,820 (n=6)	$82,973 (n=3)	$90,667 (n=3)
East Indian	$103,000 (n=1)	-	$103,000 (n=1)

Head of Finance Salary by Gender and Budget Size

	Overall	1 mil - 3 mil	3 mil - 6 mil
Female or Woman	$89,324 (n=9)	$64,640 (n=3)	$101,667 (n=6)
Male or Man	$112,833 (n=3)	$124,250 (n=2)	$90,000 (n=1)
Non-binary or Genderqueer	-	-	-

Head of Finance Salary by Years of Professional Experience and Budget Size

	Overall	1 mil - 3 mil	3 mil - 6 mil
4 - 6 years	$70,000 (n=1)	$70,000 (n=1)	-
7 - 9 years	$106,750 (n=2)	$123,500 (n=1)	$90,000 (n=1)
10 -14 years	$114,000 (n=2)	$114,000 (n=2)	-
15-19 years	$75,000 (n=3)	$50,000 (n=1)	$87,500 (n=2)
20+ years	$101,480 (n=4)	$99,460 (n=2)	$103,500 (n=2)

Head of Finance Salary by Previous Experience in Role and Budget Size

	Overall	1 mil - 3 mil	3 mil - 6 mil
Previous experience in role	$74,730 (n=4)	$61,960 (n=2)	$87,500 (n=2)
No previous experience in role	$104,786 (n=7)	$106,167 (n=3)	$103,750 (n=4)
No Response	$110,000 (n=1)	-	$110,000 (n=1)

Figures are reported as averages unless otherwise noted
n = number of respondents

Head of Finance Salary Promoted from Within and Budget Size

	Overall	1 mil - 3 mil	3 mil - 6 mil
Promoted from within	$106,000 (n=3)	$125,000 (n=1)	$96,500 (n=2)
Not promoted from within	$91,602 (n=9)	$79,355 (n=4)	$101,400 (n=5)

Head of Finance Salary by Length of Time in Current Role and Budget Size

	Overall	1 mil - 3 mil	3 mil - 6 mil
Under 1 year	$83,750 (n=4)	$70,000 (n=1)	$88,333 (n=3)
1 - 3 years	$117,167 (n=3)	$124,250 (n=2)	$103,000 (n=1)
4 -6 years	$82,973 (n=3)	$61,960 (n=2)	$125,000 (n=1)
10 -14 years	$97,000 (n=1)	$97,000 (n=1)	-
20+ years	$110,000 (n=1)	$110,000 (n=1)	-

OTHER TOP-LEVEL OPERATIONS STAFF

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Average	$61,891	$64,333	$59,286	$60,563	$70,000
25th Percentile	$50,000	$54,000	$47,500	$53,063	$65,000
Median	$59,250	$58,000	$58,500	$57,500	$70,000
75th Percentile	$79,250	$71,500	$74,500	$65,000	$75,000
Max	$85,000	$85,000	$80,000	$80,000	$80,000
Min	$32,500	$50,000	$32,500	$47,250	$60,000
Respondents	16	3	7	4	2

Titles: Administrative Coordinator, Community (Program) Director, Coordinator of Finance and Administration, Director of Administration & Director of Operations, Director of Operations & External Affairs, Director of Program Operations, Events Manager, Executive & Operations Coordinator, Helpline Coordinator, Legal Advisory Council Fellows, Manager of Finance and Operation, Operations Coordinator, Operations Director, Operations Manager, Senior Accountant, Store and Operations Manager

Figures are reported as averages unless otherwise noted
n = number of respondents

MID-LEVEL OPERATIONS STAFF

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Average	$64,284	$39,936	$53,250	$57,708	$73,375
25th Percentile	$55,500	$39,936	$48,375	$55,958	$57,750
Median	$59,500	$39,936	$53,250	$59,500	$68,500
75th Percentile	$64,750	$39,936	$58,125	$61,250	$76,250
Max	$125,000	$39,936	$63,000	$65,000	$125,000
Min of Annual Salary	$39,936	$39,936	$43,500	$46,830	$55,000
Respondents	15	1	2	4	8

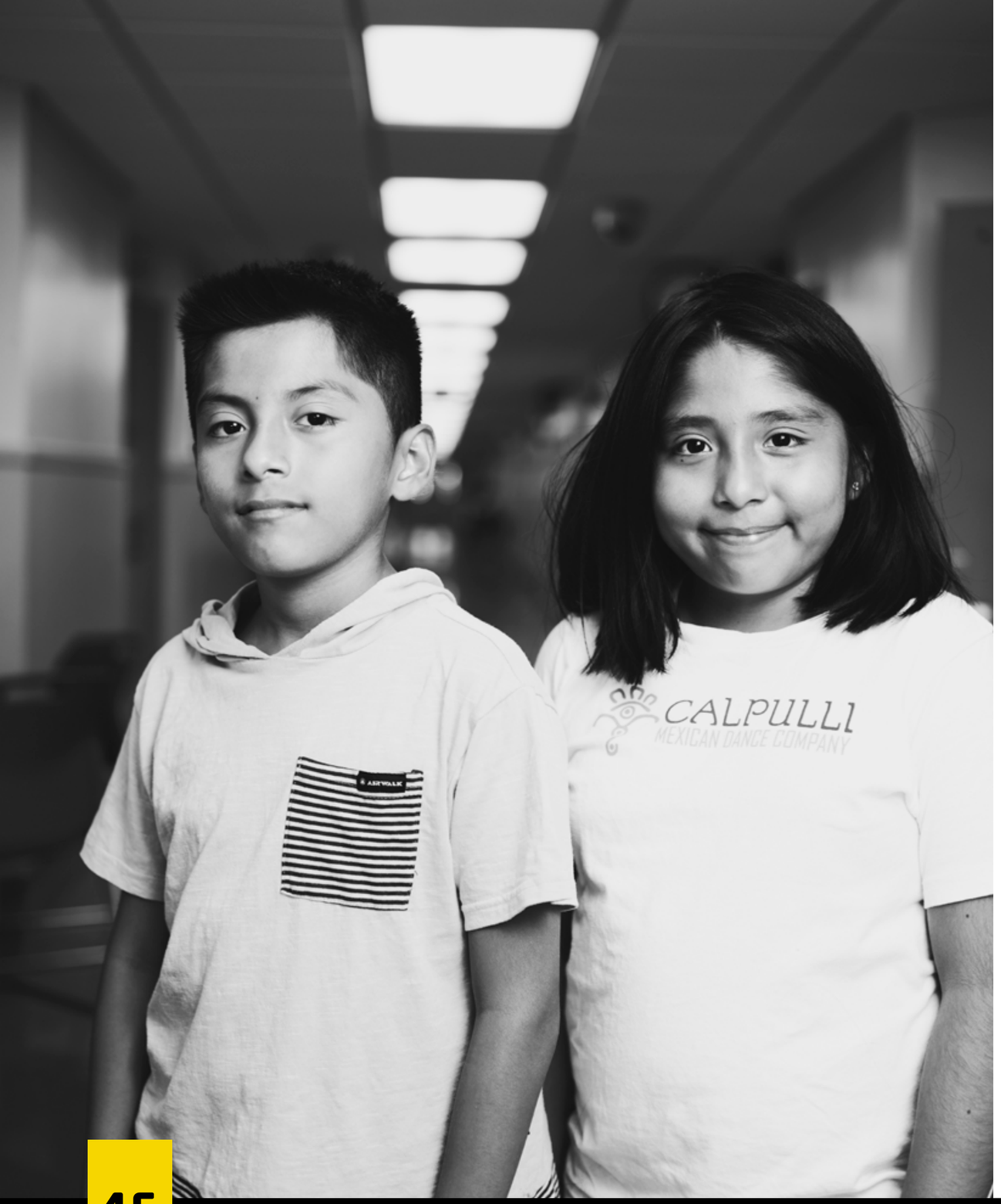
Titles: Director of Collective Impact, Family Support Specialist, Finance Coordinator, Finance Manager, Head Registrar, IT/Systems Manager, Manager, Manager of HR and Operations, Office Coordinator, Operations Manager (x3), Operations Manager & IT Lead, Operations Project Manager, Senior HR and Operations Manager

JUNIOR OPERATIONS STAFF

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Average	$46,033	$47,500	$43,438	$40,000	$56,000
25th Percentile	$40,000	$46,250	$36,875	$40,000	$51,500
Median	$45,000	$47,500	$43,500	$40,000	$55,000
75th Percentile	$50,500	$48,750	$50,250	$40,000	$60,000
Max	$65,000	$50,000	$55,000	$40,000	$65,000
Min	$32,000	$45,000	$32,000	$40,000	$48,000
Respondents	15	2	8	2	3

Titles: Admin Associate, Administrative Manager, Assistant Fleet Manager, Coordinator of Program Operations, Executive Assistant (x2), Family Support Specialist, Office Coordinator, Office Manager & Executive Assistant, Operations Assistant, Operations Coordinator (x2), Operations Manager, Registrar (x2)

Figures are reported as averages unless otherwise noted



DEVELOPMENT

HEAD OF DEVELOPMENT

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Average	$102,340	$74,395	$88,390	$109,891	$120,173
25th Percentile	$82,400	$65,000	$76,250	$101,500	$107,500
Median	$105,000	$82,000	$86,200	$110,000	$125,000
75th Percentile	$118,178	$85,000	$103,750	$119,089	$134,450
Max	$155,000	$104,976	$115,000	$140,000	$155,000
Min	$35,000	$35,000	$61,500	$72,000	$75,000
Respondents	37	5	10	11	11

Titles: Associate Director of Development, Chief Development & Communications Officer, Chief Development Officer (x2), Deputy Director for Development, Director of Advancement, Director of Development (x16), Director of Development and Communications (x4), Director of Development and Partnerships, Director of External Affairs, Director of Finance and Operations, Director of Marketing, Development and Special Events, Director of Resource Development, Director of Strategic Partnerships, Fund Development Manager, Director, Development Strategy and Grants Management, Senior Director of Institutional Giving, Senior Director of Development

Figures are reported as averages unless otherwise noted

Head of Development Salary by Race and Budget Size

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Black or African American	$105,809 (n=11)	-	$77,500 (n=2)	$98,333 (n=3)	$118,983 (n=6)
Latino, Latina, Latine	$84,988 (n=2)	$84,988 (n=2)	-	-	-
White	$102,196 (n=24)	$67,333 (n=3)	$91,113 (n=8)	$114,225 (n=8)	$121,600 (n=5)

Head of Development Salary by Gender and Budget Size

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Female or Woman	$102,657 (n=33)	$71,744 (n=4)	$87,988 (n=8)	$109,891 (n=11)	$118,800 (n=10)
Male or Man	$99,725 (n=4)	$85,000 (n=1)	$90,000 (n=2)	-	$133,900 (n=1)

Head of Development Salary by Years of Professional Experience and Budget Size

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
1 - 3 years	$58,333 (n=3)	$35,000 (n=1)	$70,000 (n=2)	-	-
4 - 6 years	$87,750 (n=6)	-	$83,833 (n=3)	$100,000 (n=2)	$75,000 (n=1)
7 - 9 years	$101,328 (n=8)	$85,000 (n=1)	$90,000 (n=1)	$105,875 (n=3)	$106,000 (n=3)
10 -14 years	$107,416 (n=5)	$65,000 (n=1)	$115,000 (n=1)	$118,178 (n=1)	$119,450 (n=2)
15-19 years	$107,768 (n=7)	$93,488 (n=2)	$82,400 (n=1)	$102,500 (n=2)	$140,000 (n=2)
20+ years	$122,875 (n=8)	-	$102,500 (n=2)	$122,667 (n=3)	$136,667 (n=3)

Head of Development Salary by Previous Experience in Role and Budget Size

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Previous experience in role	$106,688 (n=18)	$84,244 (n=4)	$80,750 (n=2)	$112,500 (n=4)	$121,488 (n=8)
No previous experience in role	$98,221 (n=19)	$35,000 (n=1)	$90,300 (n=8)	$108,400 (n=7)	$116,667 (n=3)

Head of Development Salary Promoted From Within and Budget Size

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Promoted from within	$84,880 (n=5)	$82,000 (n=1)	$85,600 (n=4)	-	-
Not promoted from within	$105,068 (n=32)	$72,494 (n=4)	$90,250 (n=6)	$109,891 (n=11)	$120,173 (n=11)

Head of Development Salary by Length of Time in Current Role and Budget Size

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Under 1 year	$108,846 (n=13)	$85,000 (n=1)	$112,500 (n=2)	$105,333 (n=6)	$118,250 (n=4)
1 - 3 years	$96,036 (n=16)	$71,744 (n=4)	$74,725 (n=4)	$120,451 (n=4)	$117,225 (n=4)
4 -6 years	$100,000 (n=5)	-	$86,667 (n=3)	$95,000 (n=1)	$145,000 (n=1)
7 - 9 years	$130,000 (n=1)	-	-	-	$130,000 (n=1)
10 -14 years	$105,000 (n=1)	-	-	-	$105,000 (n=1)
20+ years	$100,000 (n=1)	-	$100,000 (n=1)	-	-

Figures are reported as averages unless otherwise noted
n = number of respondents

OTHER TOP-LEVEL DEVELOPMENT STAFF

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Average	$73,515	$64,435	$73,968	$65,380	$84,256
25th Percentile	$62,925	$59,305	$71,250	$41,000	$77,398
Median	$73,500	$63,870	$75,500	$63,900	$85,000
75th Percentile	$84,904	$69,000	$78,218	$65,000	$91,500
Max	$117,000	$72,000	$84,872	$117,000	$97,000
Min	$40,000	$58,000	$60,000	$40,000	$70,000
Respondents	20	4	4	5	7

Titles: Academic Support Director, Associate Director of Development, Development and Communications Manager, Development Lead, Development Manager (x2), Associate Manager, Director of Development, Director of Foundation Giving, Director of Fundraising, Director of Institutional Fundraising, Director of School and Public Partnerships, Director of Strategic Initiatives, External Relations Manager, Grant Writer, Grants Manager/Institutional Giving Manager, Manager of Development & Communications, Managing Director of Development, Registration and Development Coordinator, Senior Director of Family and Community Mobilization, Senior Major Gifts Officer

MID-LEVEL DEVELOPMENT STAFF

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Average	$65,024	$56,000	$62,750	$61,254	$69,716
25th Percentile	$57,170	$48,000	$58,000	$60,379	$67,000
Median	$65,000	$56,000	$62,000	$63,750	$72,100
75th Percentile	$73,550	$64,000	$66,750	$64,625	$75,000
Max	$85,000	$72,000	$75,000	$65,000	$85,000
Min	$40,000	$40,000	$52,000	$52,515	$50,000
Respondents	19	2	4	4	9

Titles: Communications and Development Manager, Corp. & Found. Partnerships Manager, Development and Communications Associate, Development and Partnerships Manager, Development Associate/Institutional, Development Consultant, Development Manager (x3), Director of Individual Giving and Special Events, Donor Relations Manager, Events and Engagement Manager, Fund Development Coordinator, Graduate Support Director, Grant Writer, Manager of Development and Partnership Operations, Senior Development Manager, Senior Manager of Advancement, Manager of Corporate Philanthropy and Institutional Giving, Special Events Manager, Individual Giving Manager

Figures are reported as averages unless otherwise noted

JUNIOR DEVELOPMENT STAFF

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Average	$51,747	$54,600	$49,050	$57,500	$55,000
25th Percentile	$49,000	$53,300	$43,750	$56,250	$50,000
Median	$52,000	$54,600	$48,500	$57,500	$51,000
75th Percentile	$55,000	$55,900	$53,125	$58,750	$58,000
Max	$65,000	$57,200	$57,000	$60,000	$65,000
Min	$39,000	$52,000	$39,000	$55,000	$49,000
Respondents	17	2	10	2	3

Titles: Advancement Associate (x2), Assistant Manager Development, Business and Operations Coordinator, Development & Communications Associate, Development and Communications Coordinator (x2), Development and Evaluation Coordinator, Development Assistant (x2), Development Associate (x5), Education Program Associate, Grants Coordinator, Marketing/Fundraising Coordinator

Figures are reported as averages unless otherwise noted



MARKETING & COMMUNICATIONS

HEAD OF MARKETING AND COMMUNICATIONS

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Average	$73,455	$62,860	$66,667	-	$81,765
25th Percentile	$61,250	$58,930	$60,000	-	$70,000
Median	$70,360	$62,860	$60,000	-	$75,000
75th Percentile	$78,750	$66,790	$70,000	-	$88,825
Max	$110,000	$70,720	$80,000	-	$110,000
Min	$55,000	$55,000	$60,000	-	$65,000
Respondents	10	2	3	-	5

Titles: Associate Director Communications/Marketing, Associate Executive Director of Communications, Communications and Marketing Manager, Communications Director, Communications Manager, Director of Communications, Director of Communications and Corporate Partnerships, Director of Development and Communications, Director of Foundation Relations and Communications, Senior Director of Marketing and Communications

Figures are reported as averages unless otherwise noted
n = number of respondents

Head of Marketing and Comms Salary by Race and Budget Size

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Asian or Asian American	$75,000 (n=1)	-	-	-	$75,000 (n=1)
Black or African American	$99,413 (n=2)	-	-	-	$99,413 (n=2)
Latino, Latina, Latine	$70,000 (n=1)	-	-	-	$70,000 (n=1)
White	$65,120 (n=6)	$62,860 (n=2)	$66,667 (n=3)	-	$65,000 (n=1)

Head of Marketing and Comms Salary by Gender and Budget Size

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Female or Woman	$75,568 (n=8)	$62,860 (n=2)	$70,000 (n=2)	-	$84,706 (n=4)
Male or Man	$65,000 (n=2)	$60,000 (n=1)	-	-	$70,000 (n=1)

Head of Marketing and Comms Salary by Years of Professional Experience and Budget Size

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
1 - 3 years	$60,000 (n=1)	-	$60,000 (n=1)	-	-
4 - 6 years	$65,000 (n=3)	$55,000 (n=1)	$70,000 (n=2)	-	-
7 - 9 years	$65,000 (n=1)	-	-	-	$65,000 (n=1)
10 - 14 years	$92,500 (n=2)	-	-	-	$92,500 (n=2)
15 - 19 years	$79,773 (n=2)	$70,720 (n=1)	-	-	$88,825 (n=1)
20+ years	$70,000 (n=1)	-	-	-	$70,000 (n=1)

Head of Marketing and Comms Salary by Previous Experience in Role and Budget Size

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Previous experience in role	$74,287 (n=6)	$62,860 (n=2)	-	-	$80,000 (n=4)
No previous experience in role	$72,206 (n=4)	-	$66,667 (n=3)	-	$88,825 (n=1)

Head of Marketing and Comms Salary Promoted From Within and Budget Size

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Promoted from within	$70,956 (n=4)	$55,000 (n=1)	$70,000 (n=2)	-	$88,825 (n=1)
Not promoted from within	$75,120 (n=6)	$70,720 (n=1)	$60,000 (n=1)	-	80,000 (n=4)

Head of Marketing and Comms Salary by Length of Time in Current Role and Budget Size

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Under 1 year	$65,000 (n=2)	-	$60,000 (n=1)	-	$70,000 (n=1)
1 - 3 years	$75,765 (n=5)	$55,000 (n=1)	$60,000 (n=1)	-	$87,942 (n=3)
4 -6 years	$75,240 (n=5)	$70,720 (n=1)	$80,000 (n=1)	-	$75,000 (n=1)

Figures are reported as averages unless otherwise noted
n = number of respondents

OTHER TOP-LEVEL MARKETING AND COMMS STAFF

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Average	$66,500	$52,000	-	$52,000	$81,000
25th Percentile	$52,000	-	-	-	-
Median	$66,500	-	-	-	-
75th Percentile	$81,000	-	-	-	-
Max	$81,000	-	-	-	-
Min	$52,000	-	-	-	-
Respondents	4	1	-	1	2

Titles: Marketing & Communications Manager, Marketing and Communications Associate, Senior Communications Manager (x2)

MID-LEVEL MARKETING AND COMMS STAFF

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Average	$55,650	$55,750	$50,000	$60,000	$57,000
25th Percentile	$50,375	$53,624	$47,500	-	$50,000
Median	$55,000	$55,750	$50,000	-	$55,000
75th Percentile	$58,750	$57,875	$52,500	-	$55,000
Max	$75,000	$60,000	$55,000	-	$75,000
Min	$45,000	$51,499	$45,000	-	$50,000
Respondents	10	2	2	1	5

Titles: Communications and Community Outreach Manager, Communications and Marketing Manager, Communications Coordinator and Communications Specialist (x2), Communications Manager (x3), Community Coordinator, Director of Foundation and Individual Giving, Marketing Associates

JUNIOR MARKETING AND COMMS STAFF

	Overall	Below 1 mil	1 mil - 2 mil	2 mil - 3 mil	3 mil - 6 mil
Average	$46,000	-	$49,000	-	$40,000
25th Percentile	$44,000	-	$48,500	-	-
Median	$48,000	-	$49,000	-	-
75th Percentile	$49,000	-	$49,500	-	-
Max	$50,000	-	$50,000	-	-
Min	$40,000	-	$48,000	-	-
Respondents	3	-	2	-	1

Titles: Corporate Volunteer and Marketing Associate, Editorial Manager, Outreach Coordinator/Youth Organizer

Figures are reported as averages unless otherwise noted



PART-TIME STAFF POSITIONS

PROGRAMS

Part-time Program Staff	
Average $/hr	$25
Max $/hr	$33
Min $/hr	$19
Average hrs/yr	665
Respondents	5
Titles: Assistant Program Director Youth, Farm Educators, Program Assistant, Program Associate, Team Supervisor	

Teaching Artists	
Average $/hr	$65
Max $/hr	$120
Min $/hr	$20
Average hrs/yr	400
Respondents	15
Titles: Activity Specialist, Enrichment Specialist, Dance Instructor, Resident Teaching Artist, Teaching Artist (x10)	

Coaches	
Average $/hr	$25
Max $/hr	$35
Min $/hr	$22
Average hrs/yr	307
Respondents	5
Titles: Coach, Company Program Coordinator, Site Leader, Youth Development Coach, Youth Development Mentor	

Camp Counselors	
Average $/hr	$20
Max $/hr	$22
Min $/hr	$17
Average hrs/yr	828
Number of respondents	3
Titles: Assistant Counselor, Classroom Instructor, Group Teacher	

Mentors	
Average $/hr	$18
Max $/hr	$20
Min $/hr	$15
Average hrs/yr	225
Respondents	2
Titles: Literacy Intervention Tutors, Student Needs Associate	

Teaching Assistants	
Average $/hr	$25
Max $/hr	$43
Min	$13
Average hrs/yr	823
Respondents	10
Titles: Academics Associate, Assistant Teacher, Education Coordinator, Group Leader, Head Teacher, Out-of-School Time Assistant, Program Assistant, Teacher, Teaching Assistant (x2), Youth Staff Assistant	

Social Worker and/or Licensed Counselor	
Average $/hr	$92
Max $/hr	$110
Min	$65
Average hrs/yr	219
Respondents	3
Titles: Music Therapists, Social Work Consultant, Social Worker	

OPERATIONS

Part-time Operations Staff	
Average $/hr	$25
Max $/hr	$33
Min	$19
Average hrs/yr	1,016
Respondents	5
Titles: Creative Organizer, Community Support, Event Staff, Operations Assistant, Studio Manager	

Bookkeeper	
Average $/hr	$31
Max $/hr	$48
Min	$16
Average hrs/yr	958
Respondents	10
Titles: Accountant, Assistant Bookkeeper, Bookkeeper (x4), Finance Manager, Fiscal Associate, Bookkeeper	

DEVELOPMENT

Part-time Development Staff	
Average $/hr	$28
Max $/hr	$46
Min $/hr	$20
Average hrs/yr	1170
Respondents	8

Titles: Development and Marketing Manager, Development Assistant (x2), Development Associate (x2), individual Giving Manager, Resource Development Associate, Senior Major Gifts Officer, Special Projects Manager

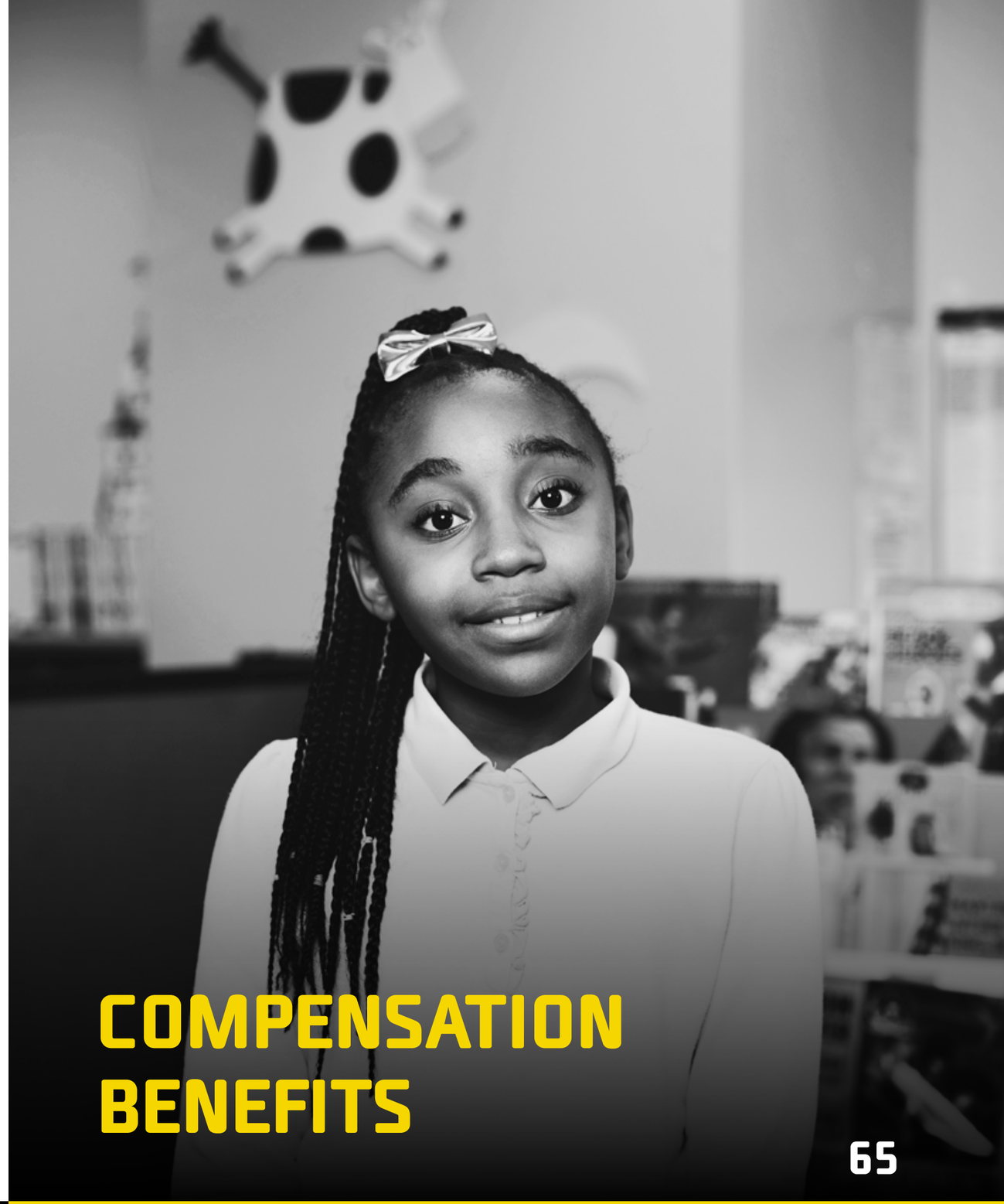
Grant Writer	
Average $/hr	$63
Max $/hr	$100
Min $/hr	$30
Average hrs/yr	907
Respondents	8

Titles: Grants Manager, Director of Foundation Relations and Communications, Site Directors, Institutional Giving Manager, Consultant Grant Writer (x2), Grant Writer (x2)

MARKETING

Part-time Marketing Staff	
Average $/hr	$33
Max $/hr	$58
Min $/hr	$17
Average hrs/yr	854
Respondents	8

Titles: Art Director, Community Coordinator, Content Manager (x2), Marketing Assistant, Marketing Coordinator, Program/Marketing Associate, Senior Graphic Designer



COMPENSATION BENEFITS

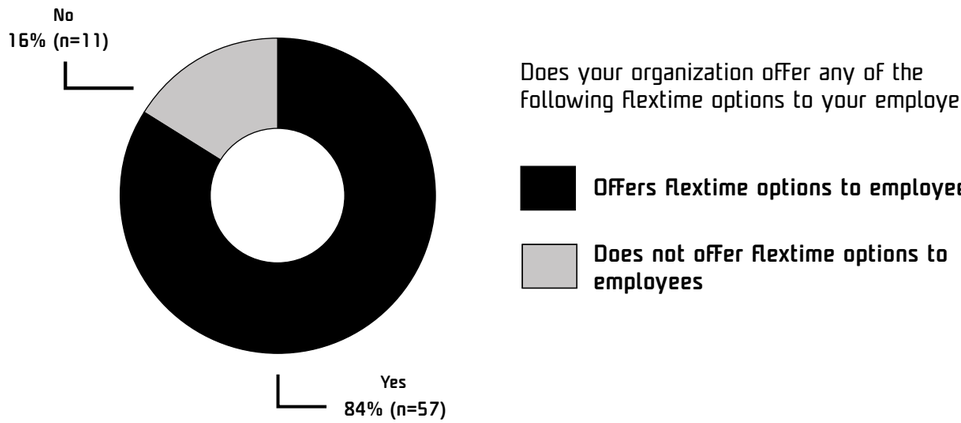
BENEFITS

FLEXTIME & REMOTE OPTIONS

FLEXTIME OPTIONS FOR EMPLOYEES

Flextime is defined as an arrangement that allows an employee to alter the starting and/or end time of their workday.

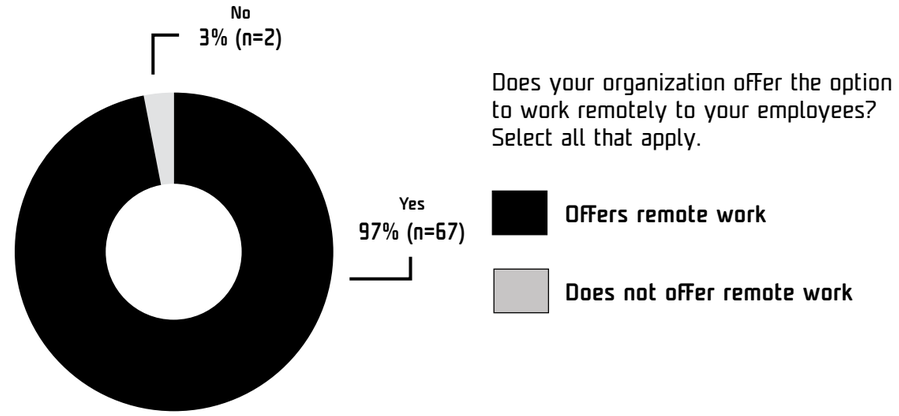
Flextime



Flextime Options Offered	
If yes, select all that apply	
As needed or by approval	37% (n=25)
As comp time when occasional abnormal hours are needed (e.g., weekends, holidays, evening events)	38% (n=26)
Offered anytime, but only to employees who work a minimum number of hours per week	22% (n=15)

REMOTE WORK OPTIONS FOR EMPLOYEES

Remote Work



Remote Work Options Offered	
Select all that apply	
Employees can work remotely full-time	24% (n=16)
Remote work limited to a certain number of hours per week	6% (n=4)
Remote work limited to certain days per week	25% (n=17)

Remote Work Eligibility	
Select all that apply	
As needed and/or on a case-by-case basis with approval	64% (n=43)
Based on length employee has been employed	3% (n=2)
Based on department and/or Functionality in the organization (e.g., Frontline program staff, office manager)	36% (n=24)
Contingent upon employees' contract and/or Funding source (e.g., 21st century Funding, DYCD)	1% (n=1)

Figures are reported as averages unless otherwise noted
n = number of respondents

TIME OFF & OFFICE CLOSURES

PAID TIME OFF (PTO)

Does not include sick days, but may include personal or mental health days.

PTO Offerings	
Set number of PTO days offered	94% (n=63)
Unlimited PTO offered	6% (n=4)

Average Number of PTO Days Offered (if set number of PTO days offered)
19.5 days per year

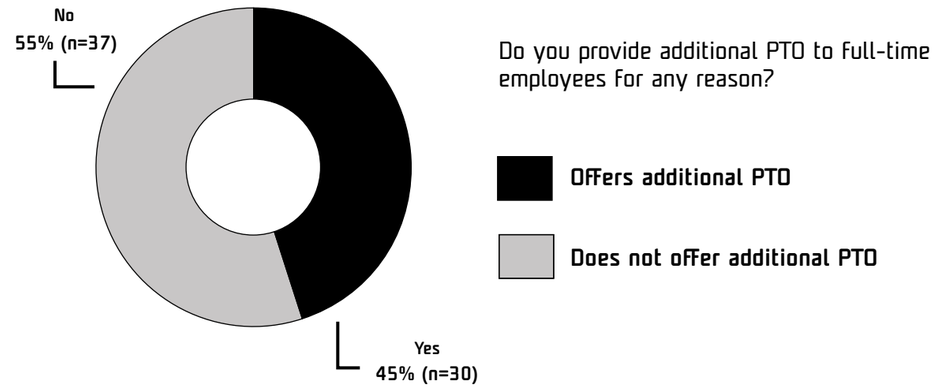
PAID SICK TIME OFF

Paid Sick Leave Offerings	
Set number of sick leave days	84% (n=51)
Unlimited sick leave days	16% (n=10)

Average Number of Sick Leave Days Offered (if set number of paid sick leave is offered)
8.5 days per year

ADDITIONAL PTO

Additional PTO (For any reason) Offered



Type of Additional PTO Offered	
If yes, what additional PTO do you provide?	
Additional days with tenure	70% (n=21)
As needed or requested upon approval	7% (n=2)
Comp time for hours worked above and beyond standard	10% (n=3)
Not specified	13% (n=4)

Figures are reported as averages unless otherwise noted
n = number of respondents

SEASONAL TIME OFF AND CLOSURES

Seasonal Time Off/Closures	
In addition to PTO and holiday closures, does your organization close for any part of the year?	
Has seasonal office closures	75% (n=51)
Does not have seasonal office closures	25% (n=17)

Time of Year of Seasonal Closures	
If yes, when?	
End of calendar year	84% (n=43)
Spring break	6% (n=3)
Summer season	16% (n=8)

Total Amount of Seasonal Closure Days	
If yes, for how long?	
1 week	72% (n=36)
1.5 weeks	6% (n=3)
2 weeks	20% (n=10)
3 weeks	2% (n=1)
*Most organizations reported closing for 1 week at a time, but may close two times a year	

Summer Season Time Off Other Than Office Closure	
During the summer season, does your organization offer any of the following?	
Offers additional summer season time off	65% (n=44)
Does not offer additional summer season time off	35% (n=24)

Type of Summer Season Time Off Available	
If yes, please select all that apply	
Office closes early on select day(s)	37% (n=25)
Employees receive several full days off of their choosing	34% (n=23)
Employees can rearrange their work week	29% (n=20)

Figures are reported as averages unless otherwise noted
n = number of respondents

SABBATICAL & LEAVE OF ABSENCE

Sabbatical or Leave of Absence	
Do you provide sabbatical or leave of absence policies for any Full-time employees?	
Offers sabbatical or leave of absence	29% (n=20)
Does not offer sabbatical or leave of absence	71% (n=48)

Paid vs. Unpaid Sabbatical or Leave of Absence	
Is the sabbatical or leave of absence paid or unpaid?	
Paid, Full salary	25% (n=5)
Paid, partial salary	25% (n=5)
Unpaid	45% (n=9)
Not specified	5% (n=1)

Maximum Length of Time Allowed for Sabbatical or Leave of Absence	
What is the length of time allowed for sabbatical or leave of absence	
Up to 1 month	15% (n=3)
2-3 months	45% (n=9)
4-6 months	5% (n=1)
1+ year	10% (n=2)
Not specified	25% (n=5)

Eligibility for Sabbatical or Leave of Absence by Role	
Which employees are eligible to take sabbatical/leave of absence?	
Only Executive Directors	5% (n=1)
Only Senior Leadership	21% (n=4)
Any Employees	68% (n=13)
Not specified	5% (n=2)

Eligibility for Sabbatical or Leave of Absence by Tenure	
Does your organization require a minimum number of years of employment before eligible for sabbatical/leave of absence?	
Requires a minimum number of years employment	65% (n=13)
Does not require a minimum number of years employment	35% (n=7)

Minimum Length of Tenure for Eligibility of Sabbatical or Leave of Absence	
1 – 3 years	50% (n=6)
4 - 6 years	25% (n=3)
7 - 10 years	25% (n=3)

Other Qualifications:

- *Any other qualifications or criteria to be eligible for sabbatical/leave of absence?*
- *Employees must be in good standing and must have supervisors' approval and Senior Leadership approval.*
- *Extenuating circumstances like family or medical emergency.*
- *Must have an above average evaluation and have shown dedication to the program and position.*
- *Employees must guarantee they will return to employment with the organization. Sabbatical is not a payment for unused PTO, our PTO has no monetary value at separation.*

Figures are reported as averages unless otherwise noted
n = number of respondents



FAMILY LEAVE POLICIES

Family Leave Policy	
Do you have a documented family leave policy communicated to staff?	
Documented family leave policy in place	81% (n=55)
No documented family leave policy in place	15% (n=10)
Does not know	4% (n=3)

Family Leave Policy Communication	
If yes, how are employees aware of your family leave policy? Please select all that apply.	
Employee handbook readily available to all staff	98% (n=54)
Benefits guide (summary of all benefits available to staff)	31% (n=17)
Reviewed during orientation process	47% (n=26)
Periodic review of benefits at staffmeetings, year-end, or other employee meetings	35% (n=19)

Figures are reported as averages unless otherwise noted
n = number of respondents

FAMILY LEAVE BENEFITS

Eligibility For Paid Family Leave (PFL)	
What employees are eligible for paid family leave at your organization?	
All employees (full-time and part-time staff)	25% (n=14)
Full-time staff only	64% (n=35)
Not specified	11% (n=6)

Average Number of Weeks of PFL Offered
11 weeks

Range of Number of Weeks of Paid Family Leave Offered	
How many weeks of paid family leave is offered to employees?	
20 weeks	2% (n=1)
16 weeks	2% (n=1)
13 weeks	4% (n=2)
12 weeks (*in accordance with NYS PFL)	76% (n=37)
8 weeks	6% (n=3)
6 weeks	4% (n=2)
4 weeks	6% (n=3)

Wage Benefit Offered For Paid Family Leave	
What is the wage benefit offered to employees for paid family leave?	
100% of salary for 16-20 weeks	5% (n=2)
100% of salary for 12 weeks	30% (n=12)
100% of salary for 4-8 weeks	13% (n=5)
67% of salary for 13 weeks	5% (n=2)
67% of salary for 12 weeks	37% (n=15)
Other	10% (n=4)

Table note: Three organizations provide additional wage benefits beyond this breakdown: 100% of salary for an additional 12 weeks part-time/flexible weeks; 50% of salary for 20 additional weeks; 70% of salary for 4 additional weeks

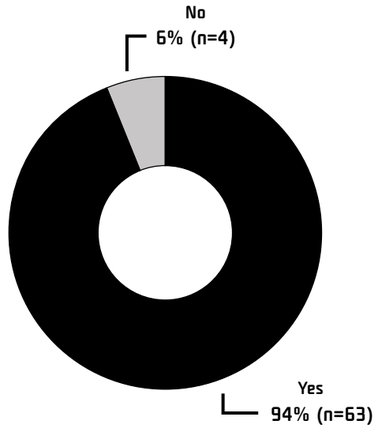
Unpaid Time Off For Family Leave Offered	
Do you provide unpaid time off for employees for family leave needs?	
Provides unpaid time off for family leave	41% (n=24)
Does not provide unpaid time off for family leave	40% (n=23)
Unsure	19% (n=11)

Figures are reported as averages unless otherwise noted
n = number of respondents



HEALTH INSURANCE COVERAGE

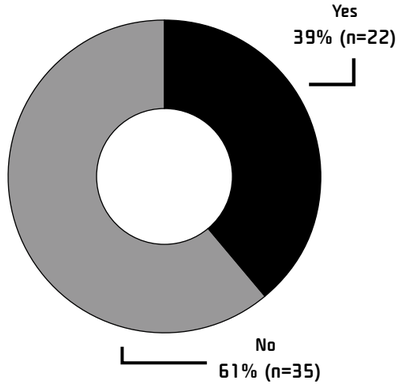
Health Insurance Coverage



Does your organization provide health insurance coverage for employees?

- Provides health insurance coverage
- Does not provide health insurance coverage

Use of Professional Employer Organization (PEO)



Does your organization use a Professional Employer Organization (PEO)?

- Uses a Professional Employer Organization (PEO)
- Does not use a Professional Employer Organization (PEO)

Figures are reported as averages unless otherwise noted
n = number of respondents

Type of Health Insurance Offered	
PPO/POS (offer both in and out of network coverage)	59% (n=35)

Employer Contributions Toward the Cost of Health Insurance

Please provide employer contributions toward the cost of health insurance in percentages

	(Base Plan) Single		(Base Plan) Employee & Spouse		(Base Plan) Parent & Child		(Base Plan) Family	
<50%	0%	0	5%	1	4%	1	17%	3
50% - 74%	24%	11	36%	8	33%	8	28%	5
75% - 99%	22%	10	32%	7	33%	8	33%	6
100%	54%	24	27%	6	29%	7	22%	4
Grand Total	-	45	-	22	-	24	-	18

"Other" Responses:

- *$400 per month for individual/family*
- *Cost of single plan plus $250 stipend*
- *$650/month*
- *90% of premium for employees with salary <$50k; 85% for salaries >$50k*
- *$450 flat monthly contribution for all plan*
- *Contribute 10 percent for spouse and family members*

Health Insurance Providers

Please select your organization's health insurance provider (select all that apply):

OxFord/UnitedHealthcare	51% (n=32)
Empire BC/BS	16% (n=10)
Aetna	11% (n=7)
Emblem	6% (n=4)
Oscar	6% (n=4)
HealthFirst	5% (n=3)
HealthPass	3% (n=2)
Excellus	2% (n=1)

Quality of Health Insurance Coverage

How would you rate the quality of your coverage?

Excellent	13% (n=8)
SatisFactory	55% (n=34)
Fair	26% (n=16)
Poor	6% (n=4)

Figures are reported as averages unless otherwise noted
n = number of respondents

HEALTHCARE BENEFITS

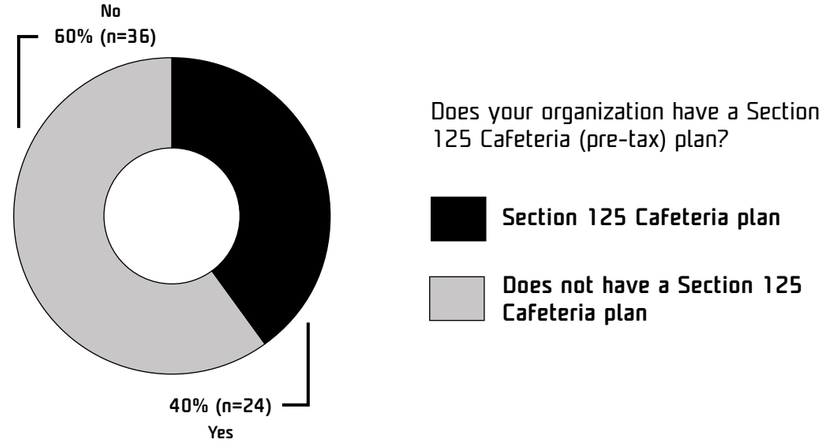
Healthcare Benefits Offered	
Does the organization offer any of the following benefits to employees? Please select all that apply.	
Dental	87% (n=52)
Vision	77% (n=46)
Life Insurance	55% (n=33)
Short-Term Disability	47% (n=28)
Long-Term Disability	33% (n=20)
Accident	22% (n=13)
Critical Illness	17% (n=10)
Long-Term Care	8% (n=5)

Waiting Period For Healthcare Benefits	
What is your waiting period for benefits?	
No waiting period	51% (n=29)
30 days	23% (n=13)
90 days	15% (n=9)
First day of the following month	7% (n=4)
120 days	2% (n=1)
42 days	2% (n=1)

SECTION 125 CAFETERIA (PRE-TAX) PLAN

A Section 125 Cafeteria plan allows employees to contribute a certain amount of their pre-taxed income to an account; the account is then used to substitute certain benefits, most commonly healthcare benefits.

SECTION 125 CAFETERIA PLAN



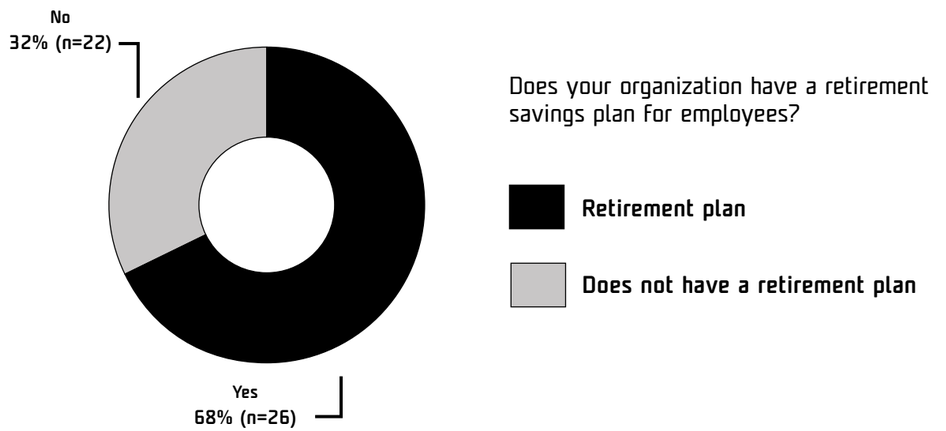
Section 125 Cafeteria Plan Coverage	
Section 125 Cafeteria Plan is for (please select all that apply):	
Transit/Parking	79% (n=19)
Flexible Spending Accounts	75% (n=18)
Dependent Care	33% (n=8)
Unreimbursed Medical Expenses	21% (n=5)
Childcare	21% (n=5)
Health Insurance Premium	17% (n=4)
Health Savings Account (HSA)	4% (n=1)

Figures are reported as averages unless otherwise noted
n = number of respondents



RETIREMENT BENEFITS

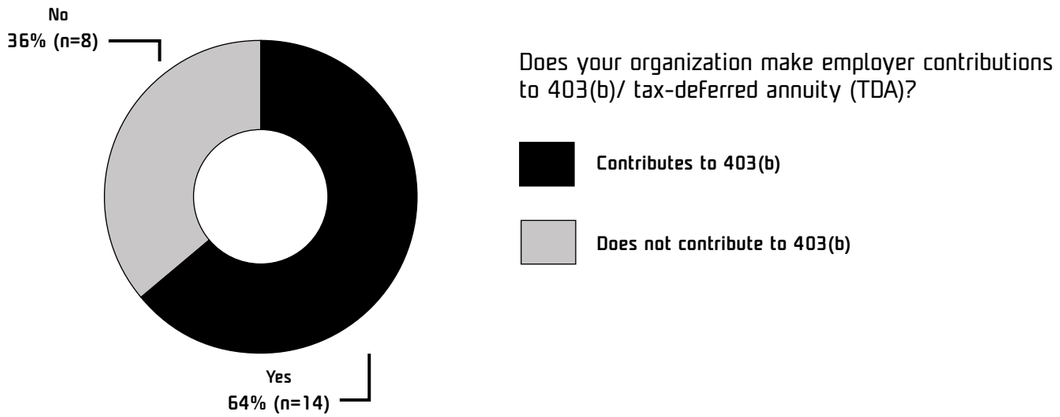
RETIREMENT SAVINGS PLAN



Type of Retirement Plan Offered	
What kind of retirement plan does your organization offer?	
401(k)	52% (n=24)
403(b)/tax-deferred annuity (TDA)	48% (n=22)

Figures are reported as averages unless otherwise noted
n = number of respondents

Organization Contributions to 403(b) Retirement Plan



403(b) Match by Employer	
IF employer contribution is a matched contribution to 403(b)/TDA, specify the maximum employer match per year.	
1-3%	66.5% (n=6)
4-6%	33.5% (n=3)

403(b) Set Amount Contributed by Employer	
IF employer contribution is a set amount to 403(b)/TDA, specify the amount employers contribute per year.	
$2,000	(n=1)
$3,000	(n=1)

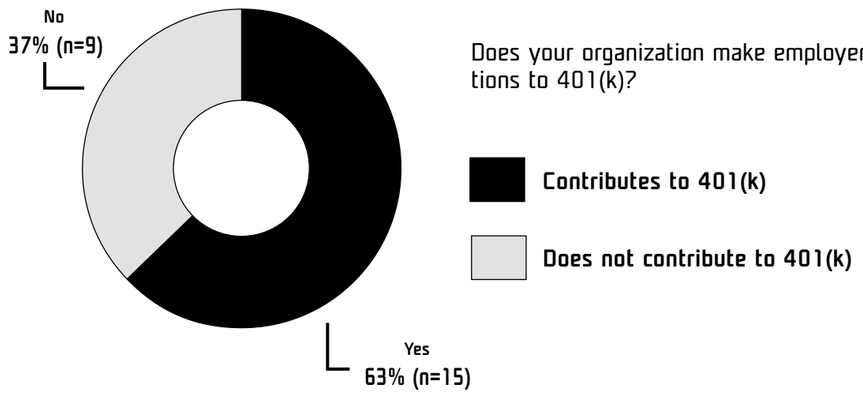
403(b) Set Percentage Contributed by Employer	
IF employer contribution is a set percentage to 403(b)/TDA, specify the percentage employers contribute per year.	
2%	37.5% (n=3)
3%	25% (n=2)
4%	25% (n=2)
Other	12.5% (n=1)

Waiting Period For Employer Contribution to 403(b)	
What is the waiting period for employer contribution to 403(b)/TDA?	
No waiting period	14% (n=2)
1 -3 months	14% (n=2)
4 -6 months	22% (n=3)
12 months	36% (n=5)
Other	14% (n=2)

Waiting Period Before Employee is 100% Vested in 403(b)	
How long before an employee is 100% vested in 403(b)/TDA?	
No waiting period	43% (n=6)
1 year	21.5% (n=3)
2 years	7% (n=1)
3 years	21.5% (n=3)
5 years	7% (n=1)

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n = number of respondents

Organization Contributions to 401(k) Retirement Plan



401(k) Match by Employer	
IF employer contribution is a matched contribution to 401(k), specify the maximum amount employers match per year.	
1-3%	67% (n=8)
4-6%	25% (n=3)
Other	8% (n=1)

401(k) Set Amount Contributed by Employer	
IF employer contribution is a set amount to 401(k), specify the amount employers contribute per year.	
$2,000	(n=1)

Waiting Period For Employer Contribution to 401(k)	
What is the waiting period for employer contribution to 401(k)?	
No waiting period	10% (n=1)
1 -3 months	30% (n=3)
4 -6 months	40% (n=4)
12 months	20% (n=2)

Waiting Period Before Employee is 100% Vested in 401(k)	
How long before an employee is 100% vested in 401(k)?	
No waiting period	30% (n=3)
1 year	40% (n=4)
2 years	30% (n=3)

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n = number of respondents

PAY INCREASE PRACTICES & OTHER COMPENSATION

Type of Salary Increases Offered	
What type of salary increases/raises do you provide for full-time employees? Select all that apply	
Cost-of-Living Adjustment (COLA)	68% (n=45)
Merit Increase	65% (n=43)
Market Adjustments	42% (n=28)
Length of Service Increases	17% (n=11)

MERIT INCREASES

Eligibility For Merit Increases	
Who is eligible for merit increases?	
All employees (Full-time and part-time)	76% (n=32)
All full-time employees	17% (n=7)
Other	7% (n=3)

Pay Increase Practices and Other Compensation

Definitions:

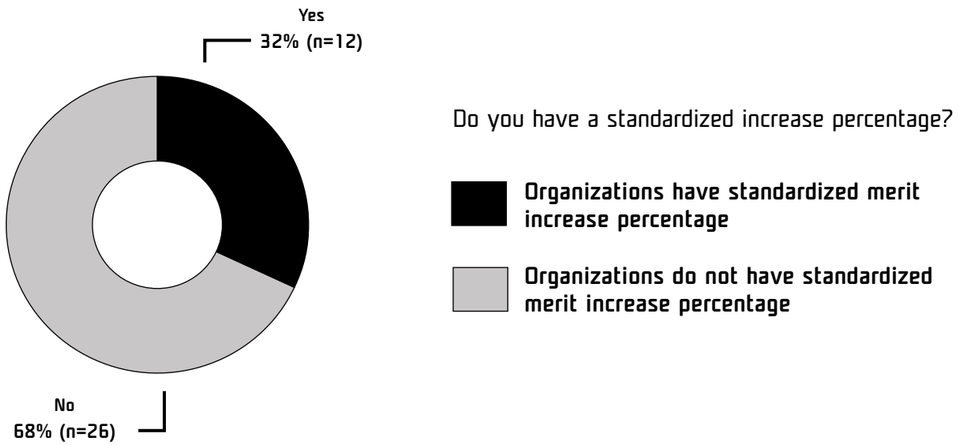
- *Merit increase is defined as a pay raise given to employees to reward performance at work.*
- *Cost-of-Living Adjustment (COLA) is defined as a pay raise given to employees that is intended to keep the buying power of an employee's salary the same during a period of inflation.*
- *Length of Service Increases is defined as a pay raise related to an employee's length of service/tenure at the organization as enhanced compensation.*
- *Market Adjustments is as defined as a pay raise to bring the employee's salary more in line with either the internal or external competitive wage.*
- *Cash bonuses are defined as a lump sum of money awarded to an employee, either occasionally or periodically.*
- *It is paid in addition to one's base pay or salary. While often related to performance, these can also include non-production bonuses, which are cash payments given to employees that are not directly related to the productivity or performance of the worker (e.g., year-end bonuses, profit-sharing cash bonuses, suggestion bonuses, contract-signing bonuses, safety bonuses, and attendance bonuses).*

Figures are reported as averages unless otherwise noted
n = number of respondents

Cadence of Merit Increases	
When do you give out merit increases?	
Annually	95% (n=40)
Ad hoc basis	5% (n=2)

Time of Year For Merit Increases	
When do you give out merit increases?	
At the beginning/ end of fiscal year	31% (n=13)
At performance review	17% (n=7)
At the beginning/ end calendar year	10% (n=4)
On employee anniversary	5% (n=2)
Not specified	33% (n=14)

Standardized Merit Increase



Standardized Merit Increase Percentage	
What is your standardized increase percentage?	
2-3%	50% (n=5)
4-5%	40% (n=4)
10%	10% (n=1)

COST OF LIVING ADJUSTMENT (COLA) INCREASES

Eligibility For COLA Increases	
Who is eligible for COLA increases?	
All employees (full-time and part-time)	79% (n=30)
All full-time employees & some part-time employees	5% (n=2)
All full-time employees	16% (n=6)

Cadence of COLA Increases	
When do you give out COLA increases?	
Annually	98% (n=40)
Every 2 years	2% (n=1)

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n = number of respondents

Time of Year For COLA increases	
When do you give out COLA increases?	
At the beginning/ end of fiscal year	45% (n=18)
At the beginning/ end calendar year	13% (n=5)
At performance review	5% (n=2)
On employee anniversary	2% (n=1)
Not specified	35% (n=14)

Standardized COLA Increase	
Do you have a standardized increase percentage?	
Has a standardized COLA increase percentage	68% (n=25)
Does not have a standardized COLA increase percentage	32% (n=12)

Standardized COLA increase percentage	
Do you have a standardized increase percentage?	
5% +	12% (n=3)
3-4%	60% (n=15)
1-2%	16% (n=4)
Other	12% (n=3)

PROMOTIONAL PAY INCREASE

Criteria to Determine Promotional Pay Increase Amount	
How do you determine the amount of the pay increase for promotions?	
Assessment of market rate	50% (n=12)
Budget and Financial planning	17% (n=4)
Established salary band / pay range	33% (n=8)
Merit/Tenure	17% (n=4)

Standardized Percentage For Promotional Pay Increases	
Do you have a standardized increase percentage?	
Has a standardized promotional pay increase percentage	12.5% (n=3)
Does not have a standardized promotional pay increase percentage	87.5% (n=21)

ADDITIONAL BENEFITS

Cash Bonuses	
Does your organization provide cash bonuses to your full-time employees?	
Provides cash bonuses	52% (n=34)
Does not provides cash bonuses	48% (n=32)

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n = number of respondents

Coverage of Additional Benefits	
Does the organization cover any of the following fees for employees? Even if it is partial coverage, select all that apply.	
Offers additional benefits (listed below)	84% (n=51)
Does not provide additional benefits (listed below)	16% (n=10)

Types of Fees Covered	
Does the organization cover any of the following fees for employees? Even if it is partialcoverage, select all that apply.	
Conference Fees	61% (n=31)
Job Equipment	53% (n=27)
Other Membership Programs	39% (n=20)
Licensing Fees	27% (n=14)
Food Costs (includes catered meals)	25% (n=13)
Cell Phone Stipend	22% (n=11)
Wellness Fees (e.g., massage, yoga)	12% (n=6)
Research Articles	10% (n=5)
Childcare	4% (n=2)
Fitness Center Fees	2% (n=1)
Other*	8% (n=4)
*includes internet stipends, travel/transportation stipend	

Figures are reported as averages unless otherwise noted
n = number of respondents



EDUCATION & PROFESSIONAL DEVELOPMENT BENEFITS

EDUCATION ASSISTANCE

Education Assistance	
Does your organization offer education assistance or tuition reimbursement?	
Organization offers these benefits	23% (n=15)
Organization does not offer these benefits	75% (n=49)
Unsure	2% (n=1)

Types of Education Assistance	
IF yes, select all that apply.	
Organization covers a percentage of tuition or scholarship	80% (n=12)
Organization covers select classes/colleges/ programs	33% (n=5)

PROFESSIONAL DEVELOPMENT

Professional Development Budget	
Do you have a professional development budget?	
Organization has a Professional Development budget	84% (n=54)
Does not have a Professional Development budget	16% (n=10)

Average Professional Development Dollars Per Employee	
IF yes, how much?	
Overall Average (of all responses)	$728 (n=39)
Below 1 mil	$595 (n=12)
1 mil - 2 mil	$869 (n=13)
2 mil - 3 mil	$611 (n=10)
3 mil - 6 mil	$964 (n=4)

Eligibility For Professional Development Support	
IF yes, who is eligible to participate?	
All employees (full-time and part-time)	72% (n=39)
All full-time and some part-time employees	5.5% (n=3)
Only full-time employees	18.5% (n=10)
Other	4% (n=2)

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n = number of respondents

COMPENSATION POLICIES & PROCEDURES

Compensation Conversations	
Does your organization conduct compensation conversations with employees on an annual basis?	
Conducts compensation conversations annually	67% (n=45)
Does not conduct compensation conversations annually	33% (n=22)

Salary Brackets	
Does your organization utilize established salary brackets/ranges to determine pay?	
Has established salary brackets/ranges	42% (n=28)
Does not have established salary brackets/ranges	58% (n=38)

Salary Transparency	
IF yes, does your organization share salary brackets with all staff?	
Shares salary brackets with staff	34% (n=19)
Does not share salary brackets with staff	64% (n=36)
I don't know	2% (n=1)

Addressing Inflation	
Does your organization plan to handle inflation this year?	
We have established a plan to provide compensation for inflation	54% (n=35)
We do not have a plan to manage to inflation	35% (n=23)
Won't be providing compensation for inflation	11% (n=7)

Figures are reported as averages unless otherwise noted
n = number of respondents



CHARTING THE NEXT STEPS

The Youth INC Partner Network Compensation Report reflects our dedication to enhancing the recognition and investment in nonprofit organizations and the dynamic leaders advancing social change. Following the publication of this report, we will release further insights, trends drawn from this data, and host a series of roundtable sessions to delve into these findings and strategize actionable steps forward. Together, we hope to continue to evolve and elevate our sector.

For questions, please get in touch with Lauren Elicks McCort at lemccort@youthinc-usa.org.

