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Nonprofit compensation : a study and comparison of nonprofit agencies in Onondaga County

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*PPA 730-Nonprofit Leadership and Management
Spring 2002
Course Instructor Carol Dwyer
Director, Community Benchmarks Program
The Maxwell School of Syracuse University*

NONPROFIT COMPENSATION

A Study and Comparison of Nonprofit Agencies in Onondaga County

Research Team:

Linda Lopez

Martha Roberts

Yusuke Tanno

EXECUTIVE SUMMARY

This report is a comparative study of the salary and benefits compensation packages of nonprofit executives in Onondaga County. The local data collected is contrasted to information presented in four similar studies of nonprofit organizations across the country. Three of the research studies were national in scope; one examined nonprofit agencies in New York City.

A questionnaire was sent to 119 Onondaga County nonprofits requesting information on the salary and benefits compensation packages of the three highest paid employees and specialist positions. Responses were received from 39 nonprofits. Figures from Internal Revenue Service (IRS) Form 990 were used for 27 local nonprofits that did not respond to the survey.

The information obtained was analyzed and the key findings for Onondaga County are as follows:

- Male executives earn an average of 12% more than female executives (\$69,832 vs. \$61,10).
- Executives with master's degrees earn significantly more than those with bachelor's and doctoral degrees based on averages in each category (\$91,200 master's degree; \$45,000 bachelor's degree; \$54,542 doctorate).
- Executive directors of health-related agencies earn significantly higher salaries on average than all other types of organizations, averaging \$74,078, compared to the low to mid \$60s, the average for all other nonprofits.
- Staff size does not appear to be relevant to executive salaries unless the agency employs more than 200 people.
- Executive salaries appear to be related to agency budget size.

TABLE OF CONTENTS

Introduction	Page 1
Research Findings	2
Methodology	9
Key Findings	13
<i>Comparisons</i>	
Salaries	14
Gender	15
Education	17
Career Path	18
Tenure	20
Agency Type	21
Staff Size	23
Budget	25
Benefits	27
Specialist Positions	29
Bibliography	30
<i>Appendix</i>	
• Cover Letter	<i>i</i>
• Survey Form	<i>ii</i>
• List of Survey Responses	<i>iii</i>
• List of IRS 990 Filings	<i>iv</i>

I. INTRODUCTION

Quality executive leadership is key to the effectiveness of nonprofit agencies. Executive director compensation is directly related to the ability of nonprofits to recruit and retain leadership talent. This project involves a comparative study of the salary and benefit compensation packages of executive salaries in nonprofit organizations in Onondaga County. Linda Lopez, Martha Roberts and Yusuke Tanno, graduate researchers enrolled in Nonprofit Leadership and Management, a course offered by The Maxwell School of Syracuse University, conducted the research for this comparative study. The course instructor, Carol Dwyer, director of the Community Benchmarks Program, supervised the research project and writing of this report. The team used four salary studies as comparisons to the local survey data. These studies are summarized in the research findings. The team analyzed the local data and compared it to national, state and New York City salary information.

II. RESEARCH FINDINGS

Four salary studies of nonprofit organizations were used as comparisons for the local survey data. Three of the research studies were national in scope, one looked at nonprofit agencies in New York City only.

“Daring to Lead: Nonprofit Executive Directors and Their Work Experience” (CompassPoint et al)

This 2001 report expands on the CompassPoint’s 1999 executive salary survey report. The research was conducted by CompassPoint Nonprofit Services in partnership with four other organizations in five different regions: Dallas, Texas, Fresno, California, Hawaii, San Francisco Bay Area/Silicon Valley, California and Washington D.C. There were 1,072 survey responses (36% of the 2,986 surveys distributed). Despite the fact that these regions might not represent the entire national nonprofit sector, their distinctiveness from one another coupled with the high response rate provides a degree of validity that allows the research team to use the data for comparative purposes.

CompassPoint Key Findings

- 62% of the executive directors from the survey sample are women.
- The national average for executive compensation is \$57,332, ranging from \$0 to \$420,000.
- The average salary of female executive directors of a nonprofit with a budget size between \$5 and \$10 million is \$82,314, compared to the average salary for males, which is \$98,739.
- Men are more likely to head large agencies (\$10 million or more annual budget).

Characteristics of Executive Directors in the CompassPoint’s Survey

- **Education** – 58% of the executive directors have a graduate or post-graduate degree. The level of education differed among the regions. The Washington D.C. and the San Francisco Bay areas have the highest percentage of executive directors with advanced degrees, and Fresno and Dallas have the largest percentage of executive directors with only a high school degree.

Educational Level % of respondents	
High School	6.8
Undergraduate	35.1
Master’s	45.7
Doctorate	12.3

- **Tenure** – 51% of executives have held their positions for four years or less.

Years in Current Position		
Years	% of respondents	Cumulative %
< 2	25.4	25.4
2-4	25.9	51.3
5-7	17.8	69.1
8-10	11.5	80.6
11-15	10.2	90.8
16+	9.3	100

- **Internal/External Hiring** – 64% of respondents were external candidates.
- **Salary Level** – The average in the total sample is \$59,517.

National Salary Levels	
	Salary
Average	\$59,517
Lowest reported	\$0
Highest reported	\$420,000

- **Salaries by Agency Budget Size** – There are significant differences in compensation when viewed by the size of agency’s budget.

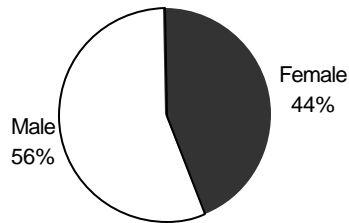
Budget Size	Average
< \$100k	\$15,144
\$100-499k	\$44,338
\$500-999k	\$56,209
\$1-5 million	\$71,996
\$5-10 million	\$90,873
\$10 million +	\$119,131

- **Gender Representation by Organization Budget Size** – Overall, there are more women executive directors than men, but larger nonprofits tend to be lead by men.

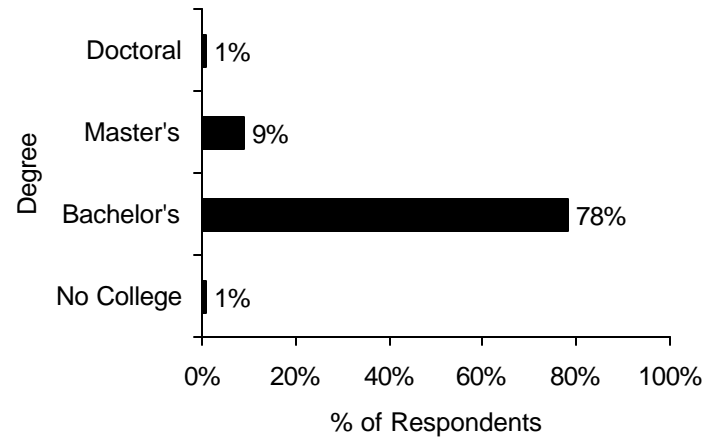
**1999 Salary Study Child Welfare League of America
(Laura Feagans, CWLA Press)**

The 1999 salary survey is the most current compilation of salary and compensation information from CWLA member agencies throughout the United States (public and private agencies). A total of 977 agencies were surveyed, and 437 responded (44.7% response rate). Over 75% of the agencies responding are nonprofit service providers. The findings displayed represent only the data from the nonprofit agencies.

Gender of Responding CEOs



Education Levels of Responding CEOs



Tenure as Agency CEO

Out of 331 respondents, the average tenure as the executive director/CEO is 9.57 years; the median is 8 years and the maximum 34 years.

CEO Annual Base Salary by CWLA Member Region (Nonprofit Only)

CWLA Region	Salaries	Average	Median
Mid-Atlantic	68	\$103,478	\$99,900
Mid-West	86	\$92,194	\$87,625
New England	50	\$92,763	\$93,000
Southern	72	\$73,725	\$72,153
Western	55	\$90,968	\$84,000
TOTAL	331	\$90,377	\$86,700

CEO Annual Base Salary by Selected States (Nonprofit Only)

State	Salaries	Average	Median
Arizona	9	\$81,563	\$76,000
California	23	\$102,357	\$90,000
Connecticut	10	\$90,570	\$79,504
Florida	9	\$82,797	\$80,000
Georgia	10	\$72,105	\$66,403
Illinois	24	\$92,068	\$89,625
Massachusetts	31	\$97,421	\$95,735
Michigan	10	\$105,850	\$99,869
Missouri	11	\$88,600	\$83,333
New York	36	\$118,816	\$113,340
Ohio	16	\$94,894	\$93,712
Pennsylvania	19	\$83,695	\$78,000

CEO Annual Base Salary by FY98 Agency Income (Nonprofit Only)

Agency Income	Salaries	Average	Median
\$0-1 million	31	\$62,981	\$55,900
\$1-2 million	38	\$68,012	\$65,000
\$2-4 million	57	\$72,354	\$72,000
\$4-6 million	55	\$91,050	\$86,700
\$6-8 million	41	\$97,251	\$95,000
\$8-10 million	27	\$98,377	\$92,423
\$10-12 million	17	\$108,887	\$100,288
\$12-14 million	14	\$108,037	\$103,500
\$14-16 million	7	\$116,856	\$120,000
\$16-18 million	5	\$124,071	\$120,000
Over \$18 million	34	\$129,470	\$118,239
Total	326	\$90,540	\$86,768

CEO Annual Base Salary by Highest Academic Degree Earned (Nonprofit Only)

Degree	Salaries	Average	Median
Bachelor's	29	\$78,766	\$75,790
Master's	263	\$89,322	\$85,200
Doctoral	38	\$107,354	\$100,000
TOTAL	330	\$90,471	\$86,768

CEO Annual Base Salary by Gender (Nonprofit Only)

Gender	Salaries	Average	Median
Female	143	\$84,525	\$80,000
Male	185	\$94,580	\$90,000
TOTAL	328	\$90,196	\$86,000

**“Salary Survey: Salaries Mostly Staying Put”
(Matthew Sinclair, The NonProfit Times, 2/1/2002)**

This salary and benefits survey was sent to 3,000 nonprofit organizations across the United States, seeking information about the compensation of the executive director and other specialized positions (chief financial officer, chief of technology, development director, etc.)

The average pay for executive directors nationally for 2002 is \$90,903; CFOs, \$65,518; and IT/MIS Directors, \$58,699. There are considerable variations among executive salaries when contrasted to the size of an organization’s budget.

Position	Overall Average	\$500,000-999,999	\$1M-9.9M	\$10M-24.9M	\$25M-49.9M	\$50M or More
Executive Director	\$90,903	\$59,287	\$86,759	\$120,180	\$107,258	\$217,908
CFO	\$65,518	\$44,376	\$57,090	\$73,022	\$55,912	\$129,068
IT/MIS Director	\$58,699	\$35,000	\$47,596	\$62,188	\$79,300	\$101,680

The largest organizations (\$50 million or more annual budget) report an average executive salary of just under \$218,000, whereas the smallest agencies (less than \$1 million budget) averaged \$59,300. Though less dramatic than organization size, geographic locations also seem to have a bearing on salary differences.

The mid-Atlantic region, which includes New York City and Washington D.C., reported the highest salary average of \$98,499.

Position	West	Southwest	North Central	Central	South	Mid-Atlantic	New England
Executive Salary	\$86,898	\$81,118	\$87,128	\$76,212	\$85,417	\$98,499	\$94,998
CFO	\$64,932	\$42,400	\$63,020	\$53,293	\$56,669	\$64,240	\$64,930
IT/MIS Director	\$51,825	\$53,000	\$62,762	\$57,211	\$49,360	\$59,187	\$56,231

**“Salary Survey of NYC Nonprofits Year 2001”
(Conducted by Professionals for Nonprofits, Inc.)**

Due to the downfall of the U.S. economy, the nonprofit community in New York City saw a reduction in the rate of salary increases between 2000 and 2001.

Salary Survey of Nonprofit Organizations in the NYC Area by Budget Size in 2001

Position	\$1 M or Less	\$1-3M	\$3-6M	\$6-10M	\$10-20M	\$20M or More
Executive Director	\$70-80K	\$75-105K	\$85-160K	\$115-200K	\$130-265K	\$180-350K
HR Director	NA	\$50-65K	\$60-75K	\$70-95K	\$85-105K	\$85-130K
CFO	NA	NA	\$80-100K	\$90-140K	\$100-150K	\$120-225K
IT/MIS Director	NA	NA	\$80-100K	\$80-110K	\$90-100K	\$110-120K

III. METHODOLOGY OF ONONDAGA COUNTY RESEARCH

Survey Process

The following methodology was employed to collect the information that is the basis of this comparative study of executive salaries and benefits. A pilot survey was prepared by the research team and reviewed by Carol Dwyer, director of the Community Benchmarks Program of The Maxwell School of Syracuse University. On March 2, 2002, the pilot survey instrument was faxed to the executive directors of nine local nonprofits: Arise, Cornell Cooperative Extension, Home Headquarters, Home Health Aides of Central New York, Planned Parenthood, Rescue Mission, The Salvation Army, Spanish Action League, and Transitional Living Services. These nine nonprofits were chosen to pilot the survey because representatives from each organization had spoken to the team's Nonprofit Management and Leadership class earlier in the semester and were familiar with the class and the research projects.

The pilot survey was accompanied by a cover letter addressed to the executive director/chief executive officer of each organization explaining the project. Researchers chose to send the letter over Ms. Dwyer's signature on the belief that local nonprofits would be more responsive to a request for information from someone known to many of the nonprofit leaders. The nonprofit organizations were asked to return the survey form to Ms. Dwyer's office by fax or mail no later than March 6, 2002.

The accompanying cover letter asked the pilot group to contact Ms. Dwyer if they had any concerns with the survey instrument or the project in general. Finally, in the hopes of providing an incentive for nonprofits to complete the survey form, the letter indicated that the researchers would be sending an executive summary of their findings to all organizations returning completed surveys. In addition, the letter noted that the full report would be posted on the Community Benchmark Program Web site at www.maxwell.syr.edu/benchmarks.

Four of the nine nonprofits in the pilot group (44%) returned completed surveys by the requested deadline. None of the agencies in the pilot group suggested changes to the survey instrument. A concern was raised by one of the participating organizations about the confidentiality of the information requested. As a result, the cover letter was revised to assure all of the organizations that the information they provided would be treated as confidential and that the report would not link remuneration to specific individuals or agencies.

On March 6, 2002 the survey was mailed to an additional 110 nonprofits with the accompanying cover letter from Ms. Dwyer. A copy of the letter and the survey are included in the appendix. The letter was addressed to the executive director/chief executive officer of each organization. The nonprofit organizations were asked to return the completed questionnaire to Ms. Dwyer by fax or mail by Thursday, March 14, 2002. A list of respondents is also found in the appendix.

Scope of Survey

The survey asked for the 2001 annual salary of the three highest paid employees and specialist positions, if different. The questionnaire listed the executive director position, but did not specify the titles of the next two positions. Instead, the form offered examples of possible positions, such as Director of Human Resources, CFO/Director of Finance, IT/MIS Director. This was done due to the variation in the size of the nonprofits in the survey sample and the likelihood that some of organizations do not have any or all of the specialist positions.

In addition to requesting salary information, the survey instrument also sought information about the organization's purpose, annual budget (2001), total number of full time equivalent staff, total number of full time equivalent volunteer staff, total number of clients served (2001) and the number of programs. This information was used to examine whether there is any potential correlation between the size and scope of the organization and the salary/benefits provided to top staff.

The survey also asked for information about the executive director's background, including the number of years (s)he has served as director, number of years in nonprofit management and the highest level of education attained. This information was requested to determine whether there might be a relationship between education/experience and salary.

Finally, respondents were asked to supply information about the benefits provided to both the executive director and management staff. The survey asked for the employee cost of health, dental and vision insurance if provided by the organization. The survey also asked about the amount of vacation time, sick leave and personal days available to staff, as well as information on tuition reimbursement, retirement benefits, flex time and job sharing.

Response to Survey

Beginning on March 20, 2002, phone calls were made to nonprofit organizations that had not returned the survey. By March 29, 2002, 39 forms were received. This represents a response rate of 33%, which is comparable to the two national salary surveys (Nonprofit Times and Child Welfare League of America) response rates. See appendix for a listing of agencies that returned the survey instrument

IRS 990 Filings

Internal Revenue Service (IRS) Form 990 was used to obtain salary and budget information from an additional 27 organizations included in this research. This information is a matter of public record and was obtained by researchers through the GuideStar Web site (www.guidestar.org). Philanthropic Research, Inc., a 501(c)(3) public charity founded in 1994 maintains the GuideStar Web site. GuideStar's mission is "to revolutionize philanthropy and nonprofit practice with information". GuideStar's database includes information on IRS-registered 501(c)(3) nonprofit organizations that accept tax-deductible contributions. Currently, there are more than 850,000 organizations in the database. A list of the 27 organizations that researchers used the 990 filings to collect the data from is found in the appendix.

The research team acknowledges that comparisons were made using the 990 data along with the information obtained from the completed surveys even though they represent different fiscal years. Salary information obtained through the completed surveys is for the year 2001 while 85 percent of the IRS information is for 2000; seven percent for 1999; and seven percent for 2001 (The numbers do not add up to 100 percent due to rounding). Despite this discrepancy it is believed that the use of data from different fiscal years does not significantly alter the findings while it does allow for a broader scope of organizations represented, producing a more illustrative report. While salaries were gleaned from the 990s, information on benefits and other compensation given to executives was not available from the forms filed by the 27 organizations with the IRS.

Selection of Agencies

In choosing the nonprofits to survey, researchers relied primarily on a database compiled by the Community Benchmarks program. This database consists of 146 Onondaga County organizations. The researchers culled some organizations from the original list. For example, some of the listed organizations were programs within a larger organization and not entities in and of themselves. In these instances, the survey was sent to the umbrella organization and not the individual program. Although the database used does not include all nonprofit organizations in Onondaga County, it is a fairly representative cross section.

The database also includes some county government agencies, such as the Onondaga County Executive office and the Onondaga County Mental Health Department, and some New York State agencies, such as Hutchings Psychiatric Center. These county and state agencies were not included in the survey pool.

Data Analysis/Quality Assurance

The survey data were entered into a Microsoft Excel spreadsheet, and compared to the original surveys to correct any data entry errors. Three survey responses were eliminated based on the scope of the organizations. Two organizations that serve a much broader geographic region than Onondaga County were eliminated; along with one organization that does not have a full-time paid executive director.

The local data were then compared to data from the national and New York City research studies, including:

- Average executive director salary based on agency size
- % internal / external candidates
- % men vs. women
- Executive director's prior position (career path)

The local survey results were then compared against several criteria. The executive directors' salaries were analyzed against:

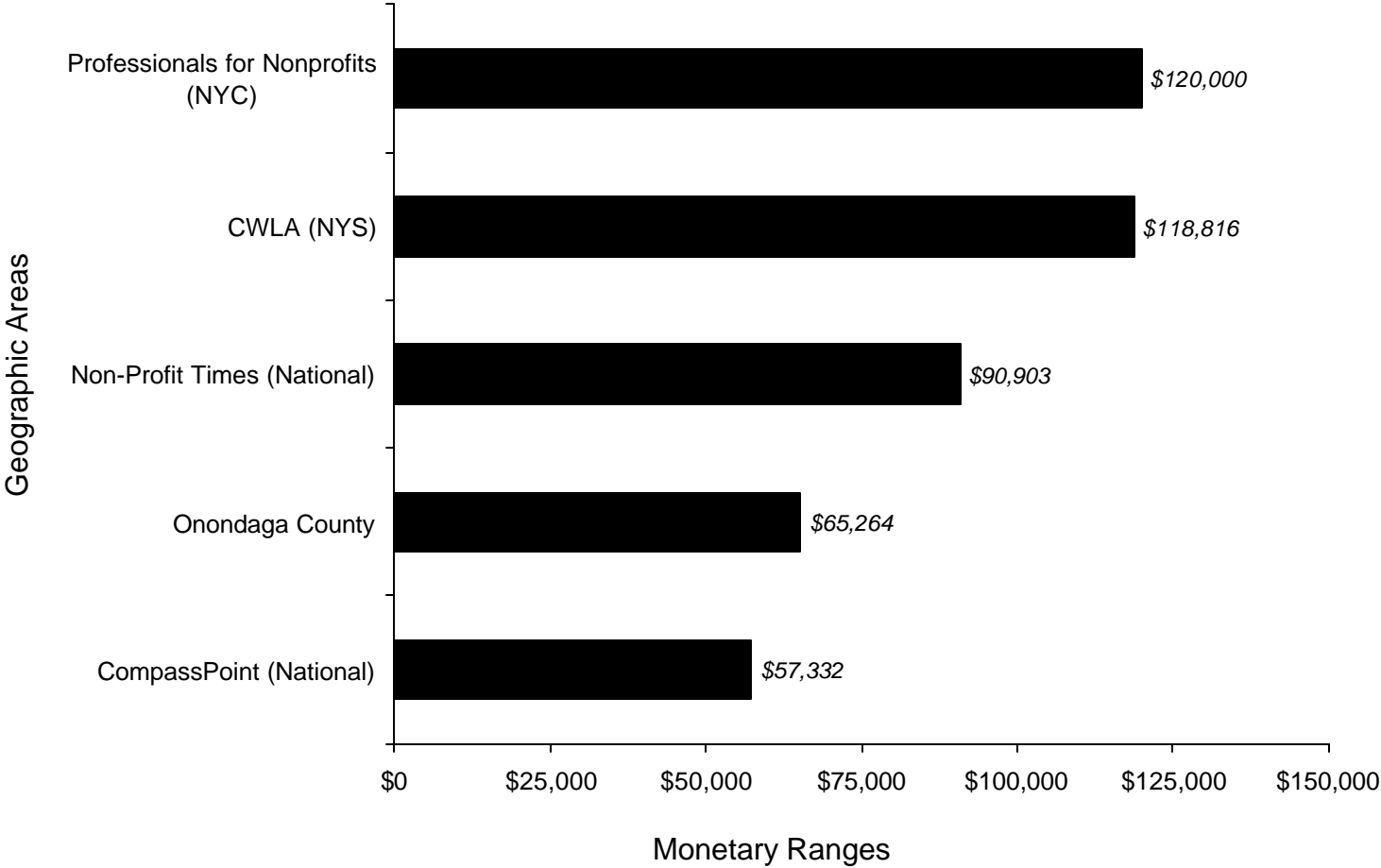
- Type of agency
- Agency budget
- Agency size (number of paid staff)
- Executive director's highest level of education
- Executive director's career path (internal/external candidate)
- Number of years executive director worked in agency
- Number of years executive director served in nonprofit management
- Executive director's gender

IV. KEY FINDINGS

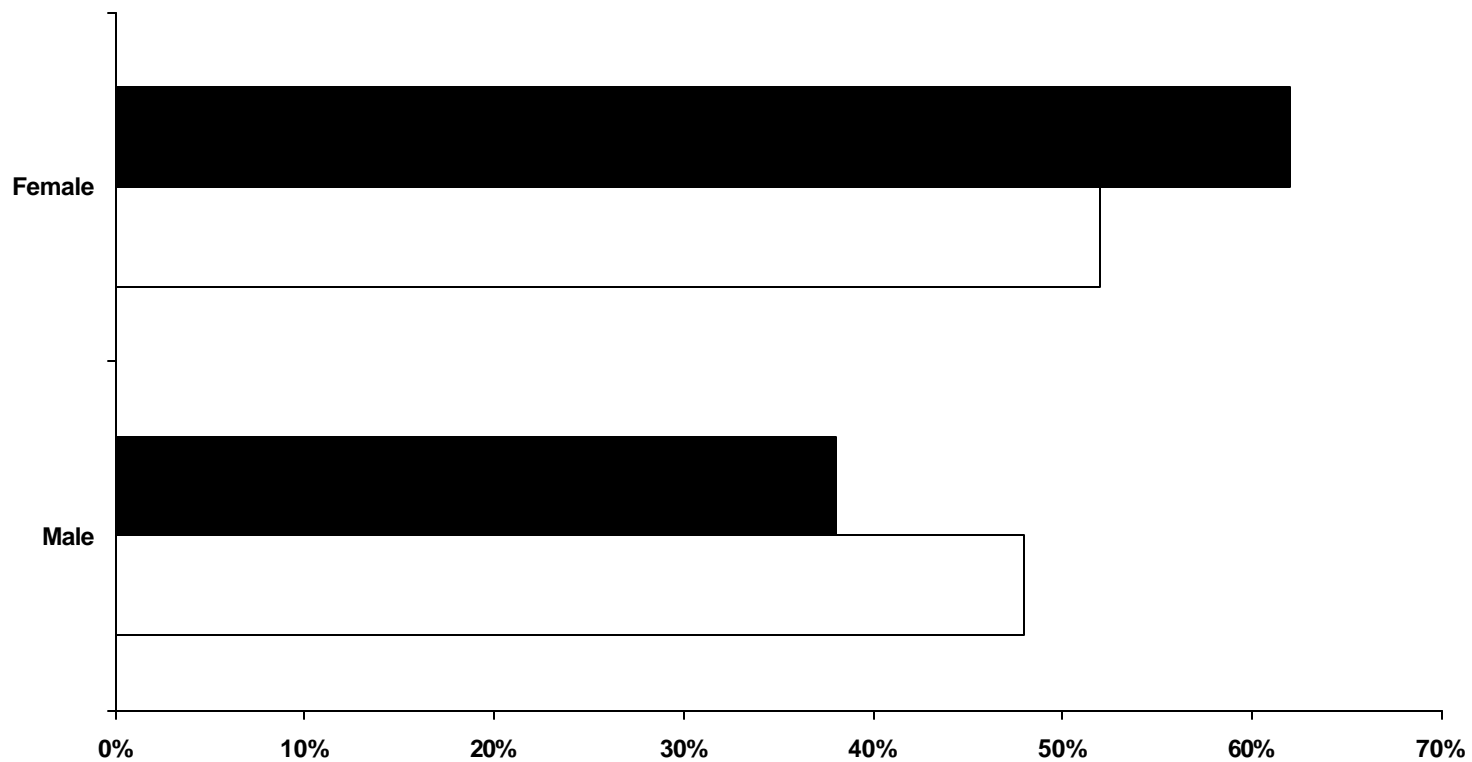
The following charts and tables summarize the key findings and compare local results to national and New York City findings.

- Male executives earn an average of 12% more than female executives (\$69, 832 vs. \$61,110).
- Executives with master's degrees earn significantly more than those with bachelor's and doctoral degrees based on averages in each category (\$91,200 master's degree; \$45,000 bachelor's degree; \$54,542 doctorate)
- Executive directors of health-related agencies earn significantly higher salaries, averaging \$74,078, compared to the low to mid \$60s that is the average for all other nonprofits.
- Staff size does not seem to have much impact on executive salaries unless the agency employs more than 200 people.
- The executive director's salary appears to be most closely related to the agency budget.

Average Nonprofit Executive Salaries

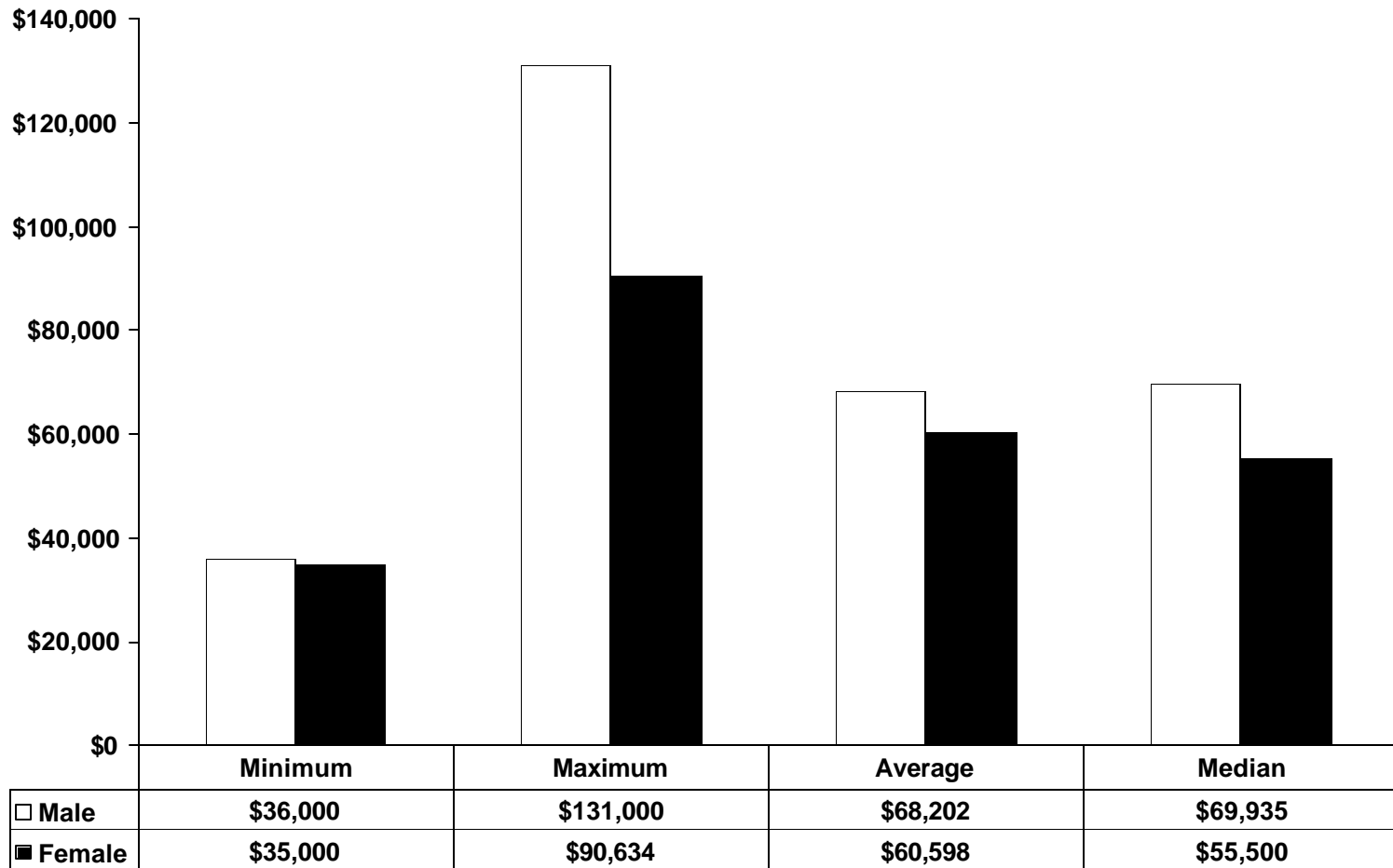


EXECUTIVE DIRECTOR COMPARISON: Gender
Onondaga County Nonprofits Compared to National Sample
Source: CompassPoint, 1999

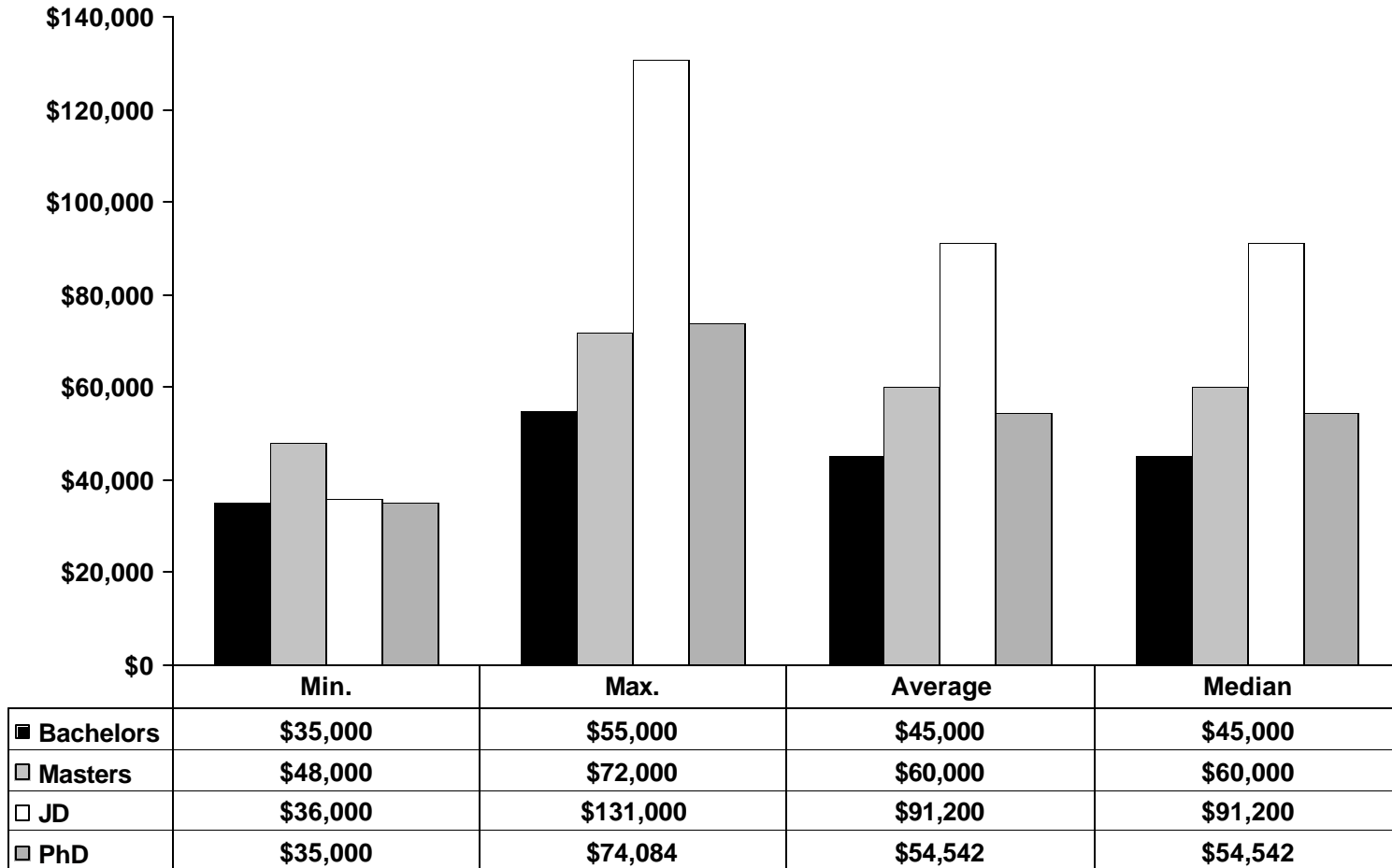


	Male	Female
■ National	38%	62%
□ Local	48%	52%

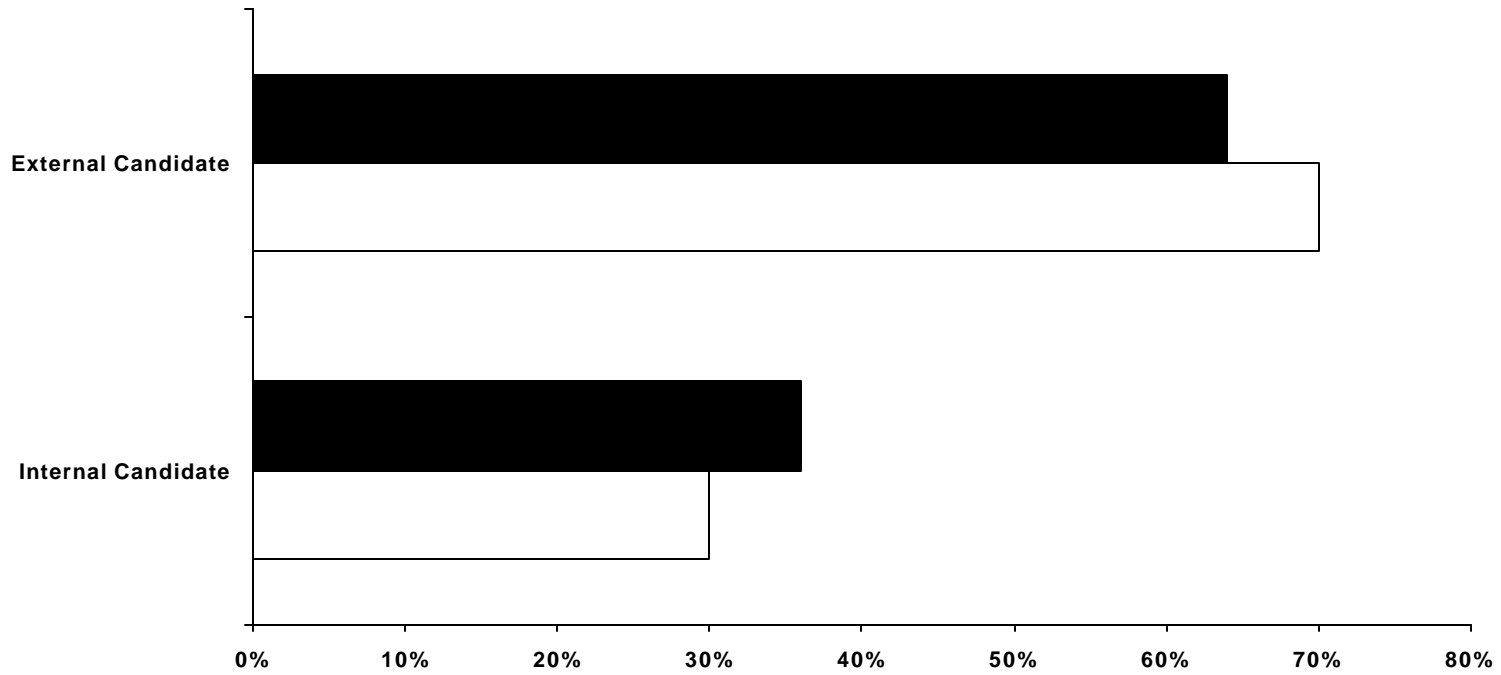
**EXECUTIVE DIRECTOR SALARY COMPARISON: Gender
Onondaga County Nonprofits**



**EXECUTIVE DIRECTOR SALARY COMPARISON: Highest Level of Education
Onondaga County Nonprofits**

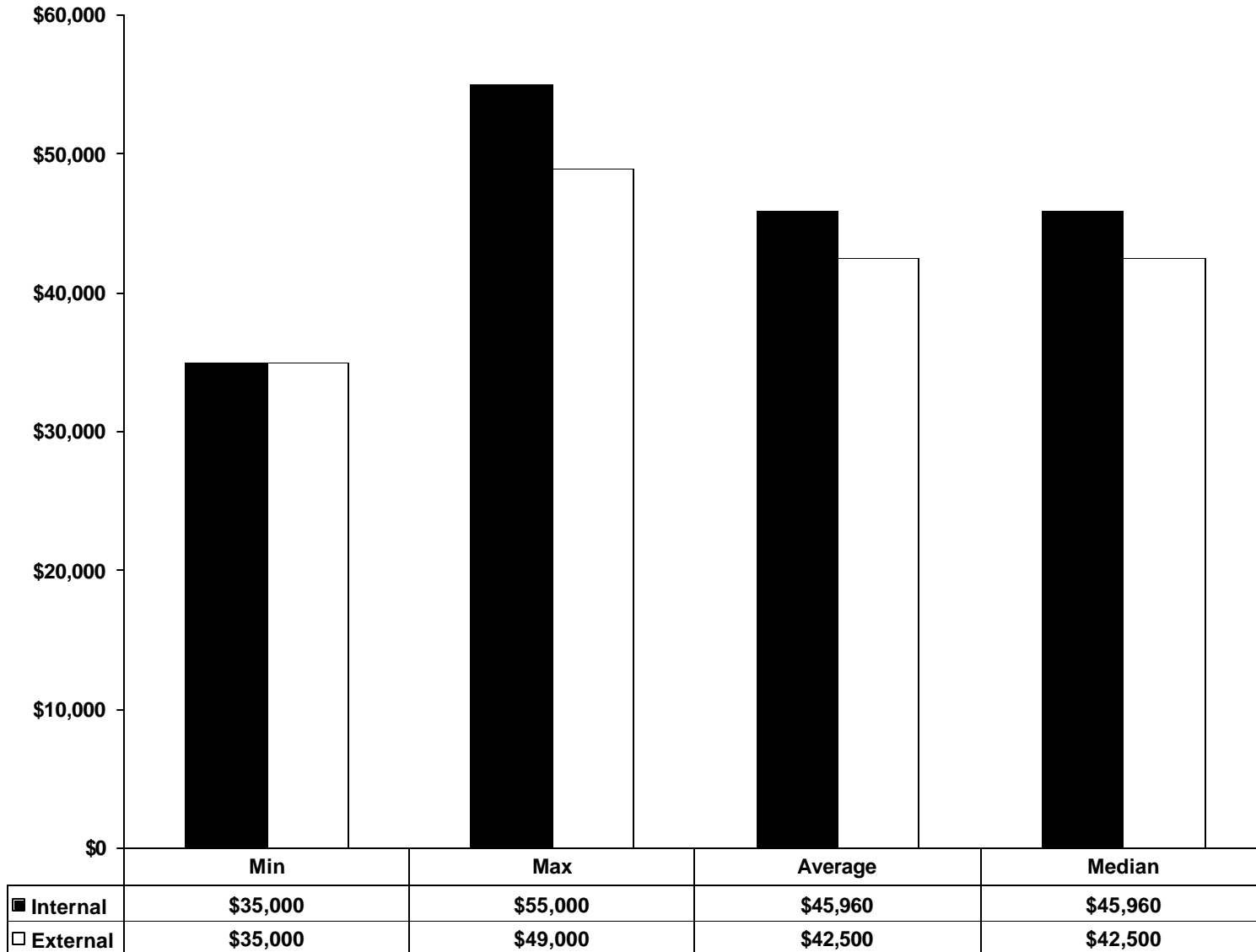


EXECUTIVE DIRECTOR COMPARISON: Career Path
Onondaga County Nonprofits Compared to National Sample
Source: CompassPoint, 1999

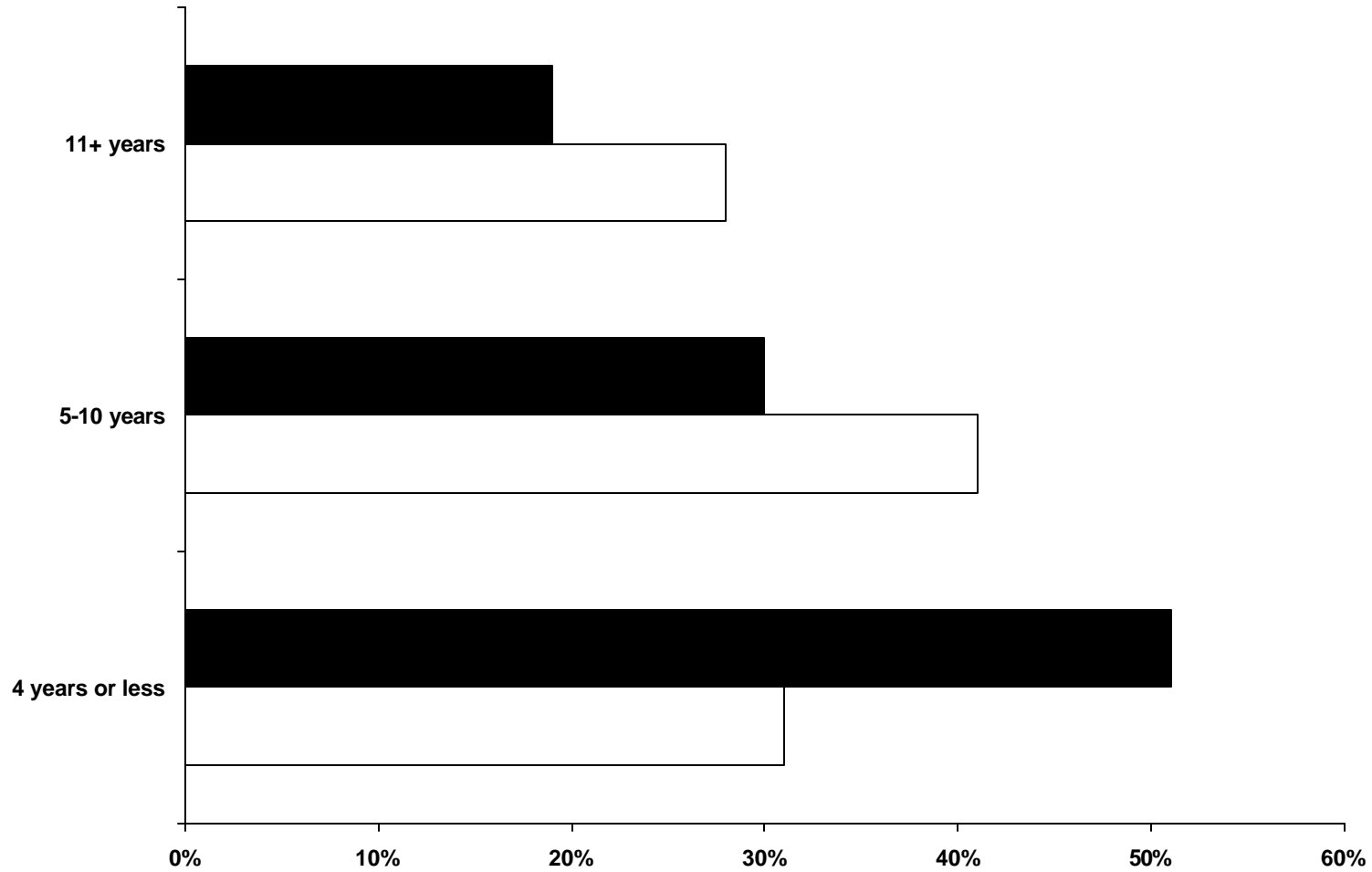


	Internal Candidate	External Candidate
■ National	36%	64%
□ Local	30%	70%

**EXECUTIVE DIRECTOR SALARY COMPARISON: Career Path
Onondaga County Nonprofits**

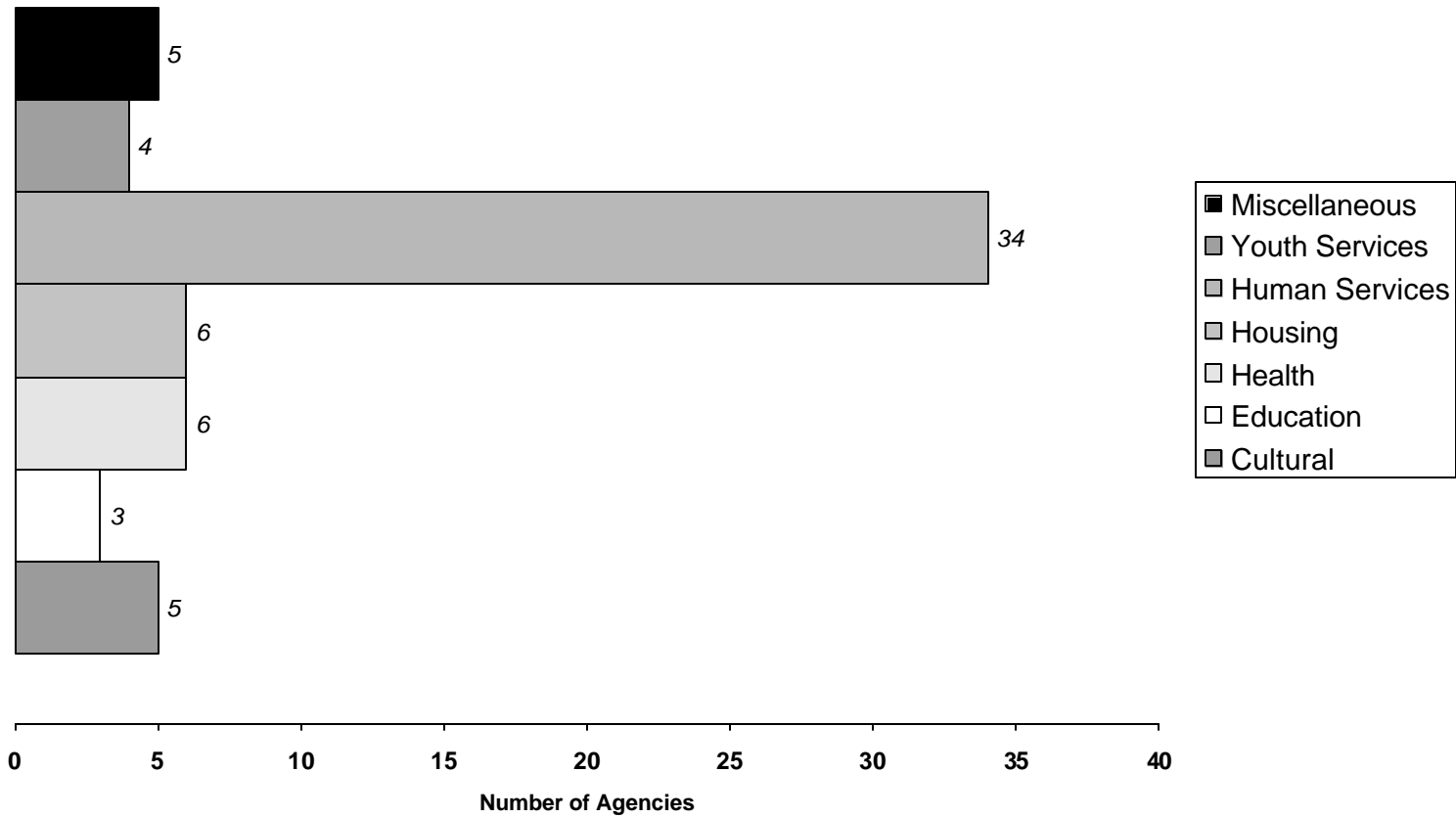


**EXECUTIVE DIRECTOR COMPARISON: Tenure as Executive Director
Onondaga County Nonprofits Compared to National Sample
Source: *CompassPoint*, 1999**

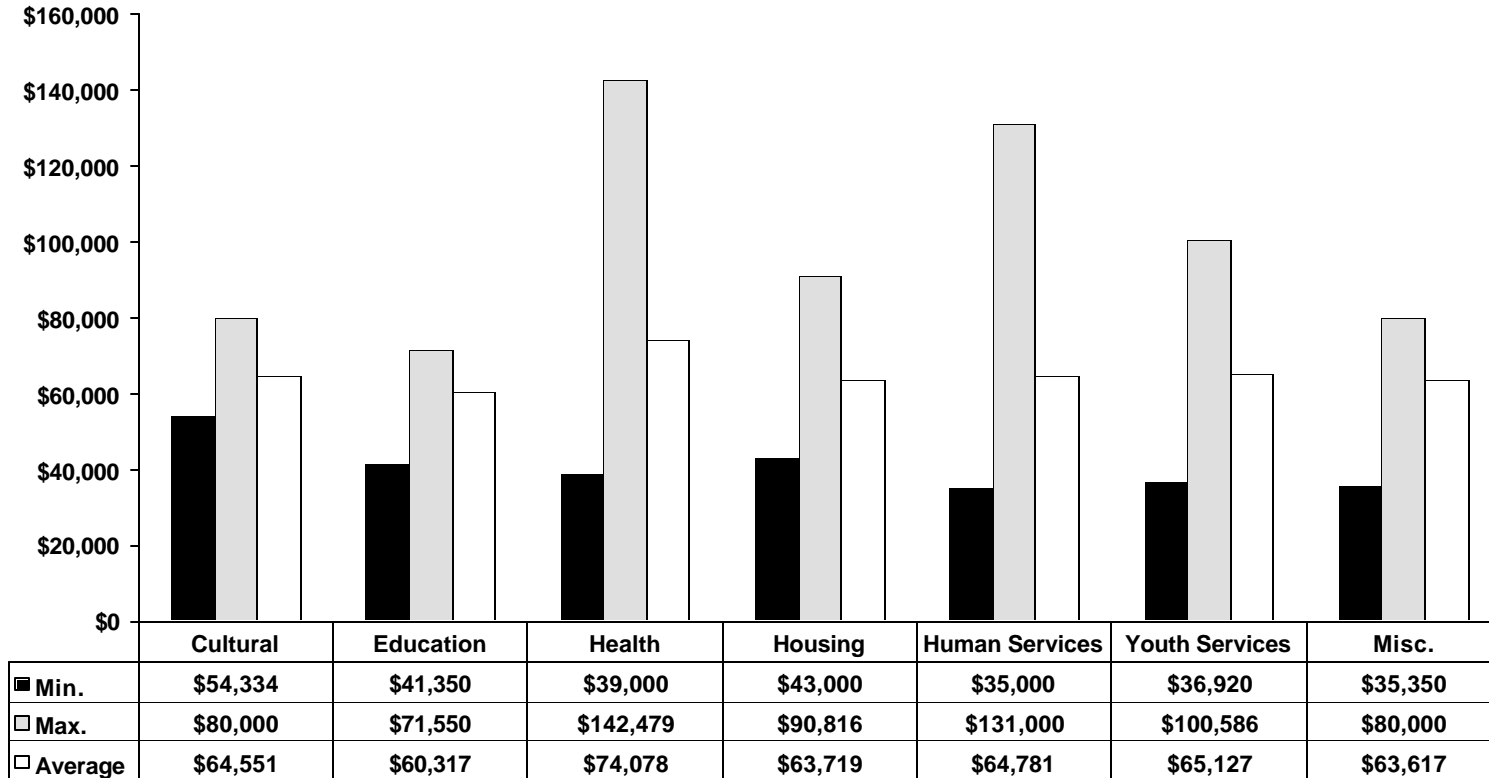


	4 years or less	5-10 years	11+ years
■ National	51%	30%	19%
□ Local	31%	41%	28%

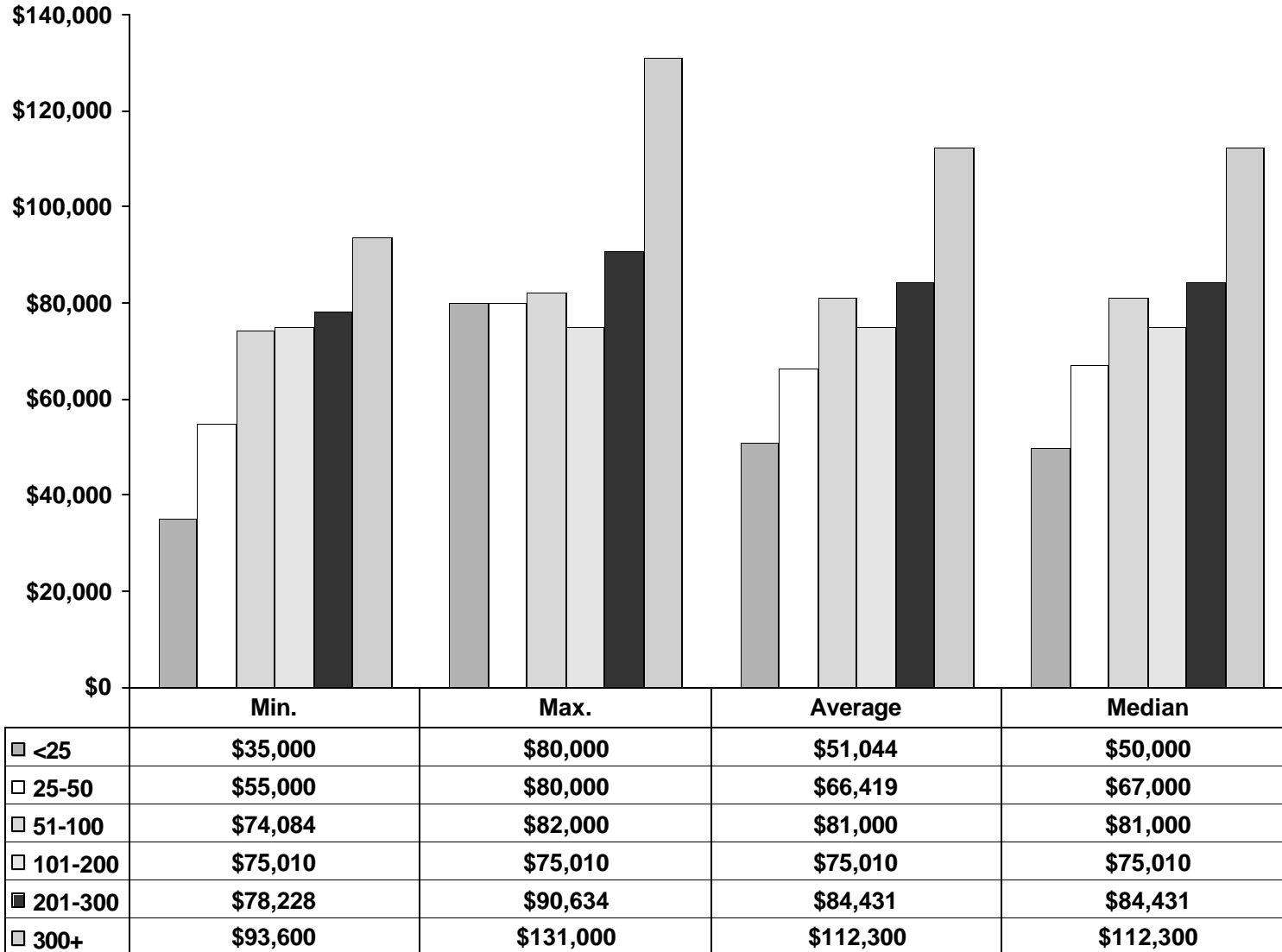
EXECUTIVE DIRECTOR COMPARISON: Agency Type
Onondaga County Nonprofits
N=63



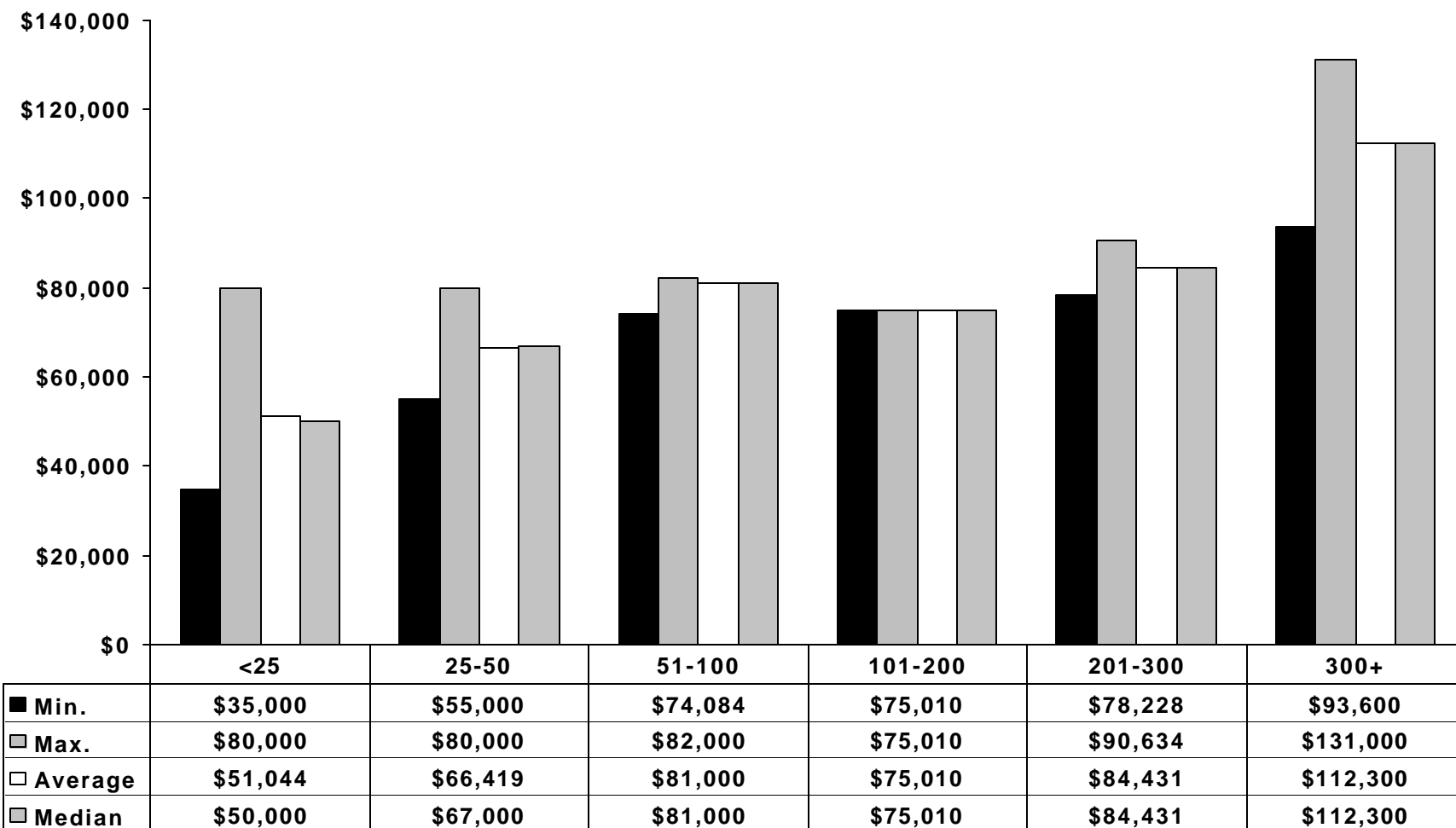
EXECUTIVE DIRECTOR SALARY COMPARISON: Type of Agency
Onondaga County Nonprofits
N=63



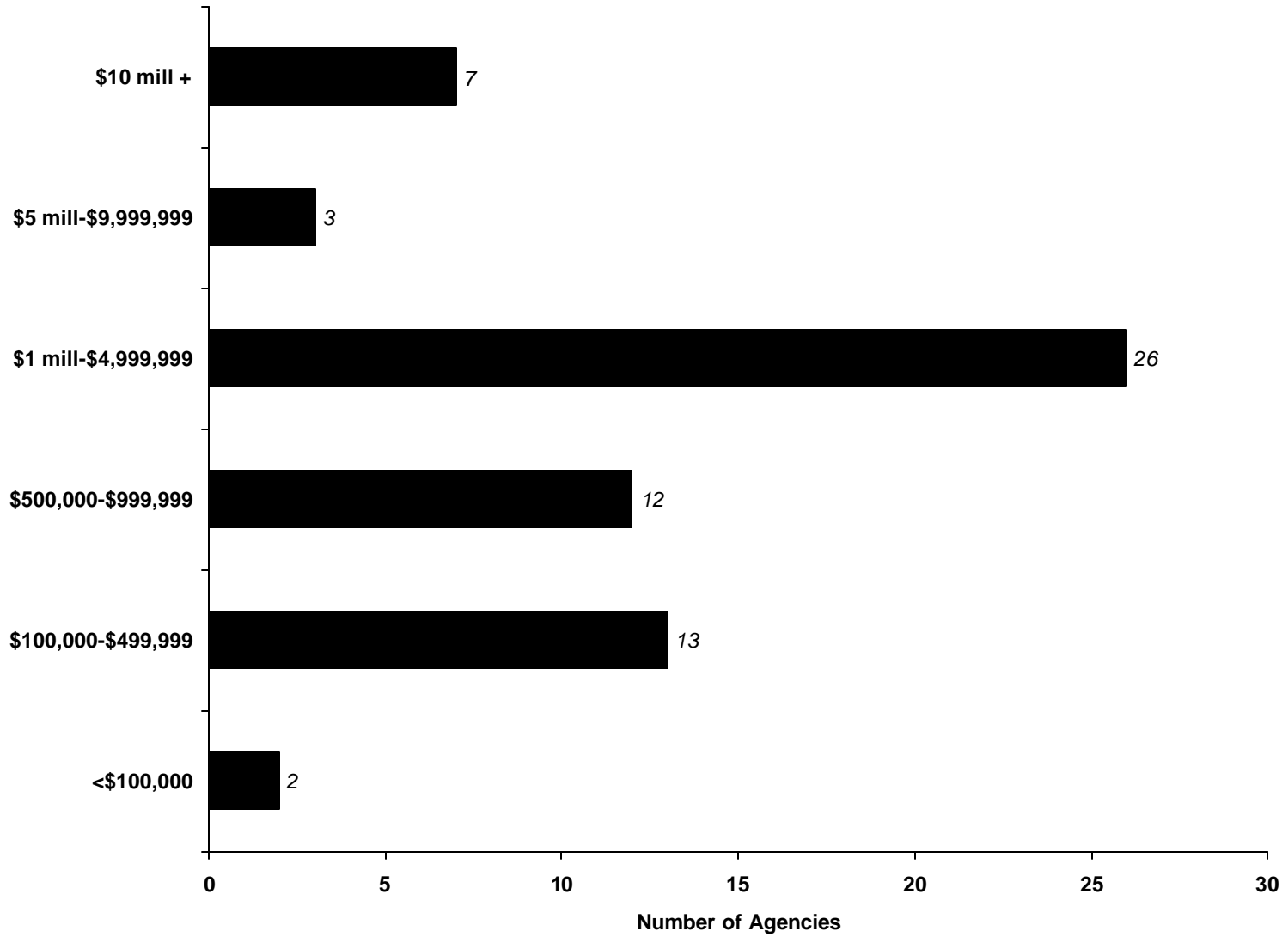
**EXECUTIVE DIRECTOR SALARY COMPARISON: Number of Paid Staff
Onondaga County Nonprofits
N=36**



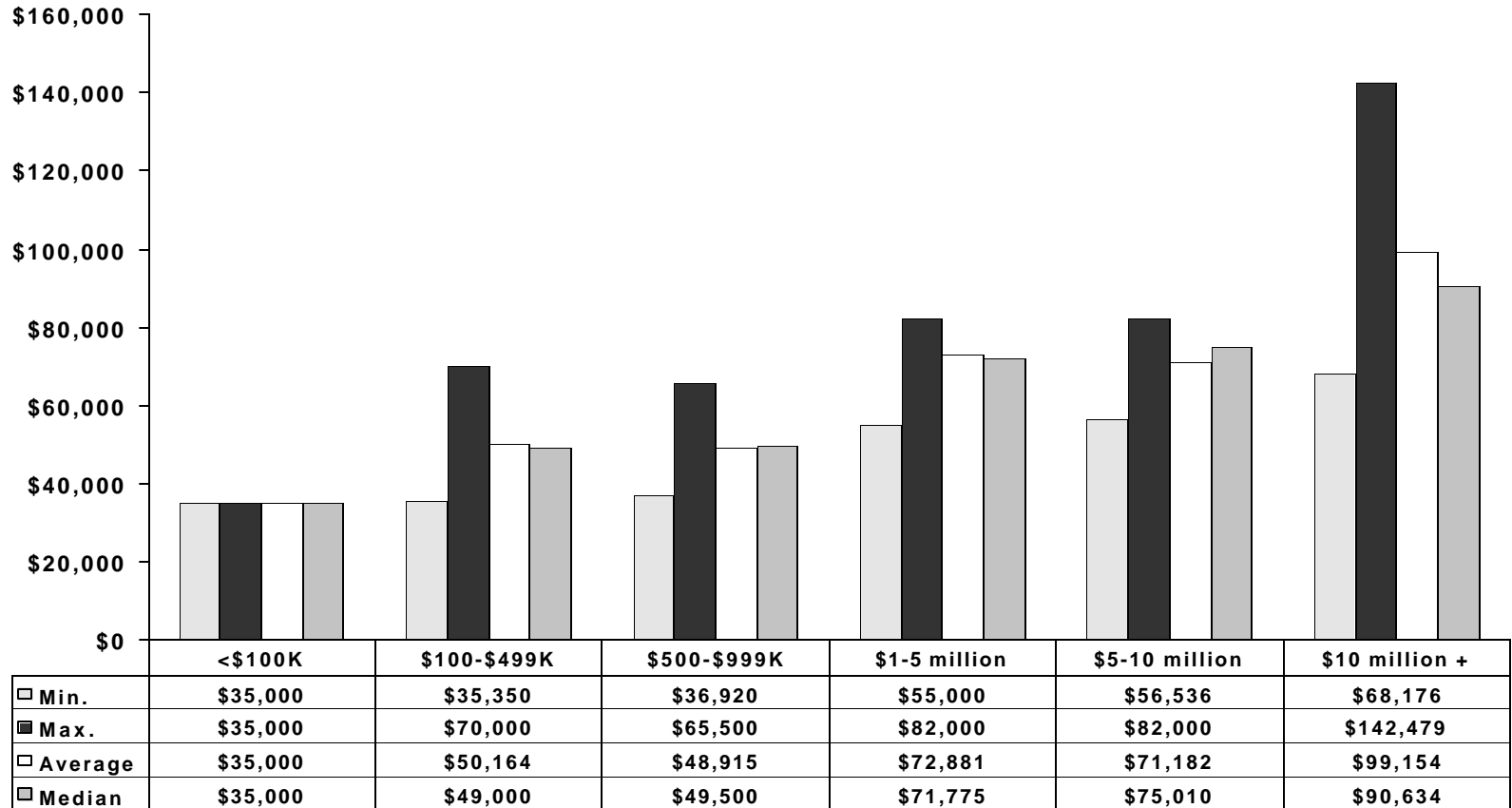
EXECUTIVE DIRECTOR SALARY COMPARISON: Number of Paid Staff
Onondaga County Nonprofits
N=36



**EXECUTIVE DIRECTOR COMPARISON: Agency Budget
Onondaga County Nonprofits
N=63**



**EXECUTIVE SALARIES: Comparison by Size of Agency Budget
Onondaga County Nonprofits
N=63**



BENEFITS

The survey also requested information about benefits offered to executive directors and other managers in the agency. With few exceptions, benefits offered to executive directors do not differ significantly from those provided to other employees. The most common exceptions were use of a company vehicle, one additional week of vacation and a no cost benefit package. A summary of the benefit comparison follows.

HEALTH INSURANCE

% of Respondents

Ind. Coverage Free, Family Extra	22.2%	<i>Most agencies offer health insurance for full-time staff only</i>
Ind. and Family Coverage Free	19.4%	
Employee Share for Ind. and Family	50.0%	<i>Employees pay from 0-75% of premium.</i>
Unknown	8.3%	

DENTAL COVERAGE

% of Respondents

Included at no extra cost	30.6%	
Additional charge	52.8%	<i>Ranges from \$7-43/month</i>
Not offered	11.1%	
Unknown	5.6%	

VISION COVERAGE

% of Respondents

Included at no extra cost	22.2%	
Additional charge	16.7%	
Not offered	55.6%	
Unknown	5.6%	

VACATION (beginning level for managers)

% of Respondents

5 days/first year	5.6%	<i>Approximately 25% of executive directors start with one additional week.</i>
10 days/first year	38.9%	
12 days/first year	8.3%	
15 days/first year	22.2%	
18 days/first year	2.8%	
20 days/first year	5.6%	
Combined PTO (paid time off) (vacation/personal/sick)	11.1%	
Unknown	5.6%	

SICK TIME**% of Respondents**

3 days/year	2.8%	<i>Ability to carryover unused time ranges from 0-120 days.</i>
5 days/year	13.9%	
6 days/year	8.3%	
9 days/year	2.8%	
10 days/year	2.8%	
12 days/year	47.2%	
15 days/year	2.8%	
Combined PTO (paid time off) (vacation/personal/sick)	11.1%	
Unknown	8.3%	

PERSONAL TIME**% of Respondents**

0 days/year	5.6%
2 days/year	11.1%
3 days/year	50.0%
4 days/year	8.3%
5 days/year	2.8%
6 days/year	2.8%
8 days/year	2.8%
Combined PTO (paid time off) (vacation/personal/sick)	11.1%
Unknown	5.6%

TUITION REIMBURSEMENT**% of Respondents**

Yes (cash or remitted tuition credits)	47.2%	<i>Nine respondents stated they offer remitted tuition only.</i>
No	52.8%	
Unknown	2.8%	

RETIREMENT BENEFITS**% of Respondents**

Employer contributes	66.7%	<i>Ranges from 1-10% of annual salary.</i>
Employer contributes and matches employee contribution	8.3%	<i>Match ranges from 2.5-6% of salary.</i>
Available, no employer contribution	5.6%	<i>Two employers contribute a set amount to all employees, regardless of salary.</i>
Not available	13.9%	
Unknown	8.3%	

FLEX TIME**% of Respondents**

Yes	63.9%
No	33.3%
Unknown	5.6%

JOB SHARING**% of Respondents**

Yes	16.7%
No	80.6%
Unknown	5.6%

OTHER BENEFITS INCLUDE:

- Paid holidays
- Life Insurance
- Short-term Disability
- Long-term Disability
- Profit-sharing
- Credit Union
- Cafeteria benefit plan (including cash option)
- Child care dental
- Free parking
- Core work hours
- Health insurance for part-time employees
- Child care discount
- Use of company vehicle (executive director only)
- No cost benefit package (executive director only)

SPECIALIST POSITIONS

The survey also asked for the salaries of the next three highest paid employees and/or the Director of Human Resources, CFO/Director of Finance and IT/MIS Director. The table below summarizes the results in categories reported by at least 10 percent of respondents (N=63). Positions with similar responsibilities, if not identical titles, were grouped together (i.e., CFO/Dir. of Finance/Comptroller; Executive VP/Dir. of Operations/Assoc. Dir.). Because the uniqueness of a few positions in some agencies would have obliterated the confidentiality assured agency leaders who provided the salary data, those organizations are not included in the analysis.

Based on 63 agencies	Human Resources	CFO/ Comptroller	IT/MIS	Exec VP/ Dir. of Operations	Development Director	Program Director
Number of Responses	8	24	4	20	8	9
Percentage of Agencies	13.3%	72.7%	12.1%	31.7%	12.7%	14.3%
Minimum	\$30,000	\$30,000	\$30,900	\$27,290	\$29,477	\$31,000
Maximum	\$56,268	\$80,766	\$55,000	\$112,887	\$92,204	\$57,797
Average	\$42,596	\$46,528	\$44,043	\$56,771	\$45,734	\$47,785
Median	\$42,920	\$44,771	\$45,137	\$58,751	\$37,846	\$51,444

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Sinclair, M. (2002, February 1). Salary Survey: Salaries Mostly Staying Put. The NonProfit Times. Retrieved **March 30, 2002** from the World Wide Web: <http://www.nptimes.com/Feb02/sr1.html>

APPENDIX

1. Cover Letter
2. Survey Form
3. List of Survey Responses
4. List of IRS 990 Agencies

COVER LETTER



SYRACUSE UNIVERSITY

**THE MAXWELL SCHOOL
COMMUNITY BENCHMARKS PROGRAM**

A program to develop indicators of community conditions
MAXWELL SCHOOL OF CITIZENSHIP AND PUBLIC AFFAIRS

March 6, 2002

«M_1st_Nm» «Last_Nm», «Title»
«Organization»
«Address»
«City», «ST» «Zip»

Dear «MM» «Last_Nm»:

I am writing to request your assistance with a project I have assigned to a team of graduate researchers enrolled in my Nonprofit Management and Leadership course at The Maxwell School. I have asked the researchers to review the salary and benefits compensation package for the top three managers in local nonprofit organizations and/or for positions requiring a specific expertise.

To obtain consistent information on the salary and benefits provided in various local nonprofit organizations, researchers have prepared the enclosed survey form. I would appreciate it if you would complete this form and return it to my office. The survey form can be faxed to my attention at 443-5069. You may also mail it to me at the address on this stationary.

The researchers are on a tight deadline to finish this project within the next three weeks. I would appreciate it if you would return the completed form by **Thursday, March 14**.

The salary information will be displayed in a manner that will not link the remuneration to specific individuals. The data will be presented by comparing similar positions. Other potential comparisons may be based on the size of the respective organizations, gender or longevity, etc. Your confidentiality will be honored throughout this project. It is believed that this information can be very useful to all nonprofit agency directors and boards. The researchers will send an executive summary of their findings to all organizations that return the completed survey. The full report will also be posted on the Community Benchmarks Program Web site.

If you have any questions or concerns about the project or the survey, please do not hesitate to contact me at 443-3934. Thank you in advance for your cooperation in this matter. As always, if you have any proposals for projects, I would like to hear from you.

Sincerely,

Carol Dwyer, Director
Community Benchmarks Program

102 Maxwell Hall / Syracuse, New York 13244-1090 / 315-443-3934 / Fax: 315-443-5069 / E-mail: cdwyer@maxwell.syr.edu
Website: www.maxwell.syr.edu/benchmarks

PLEASE RETURN SURVEY BY Thursday, March 14
 Fax: Syracuse University Community Benchmarks Program
 Attention: Carol Dwyer
(315) 443-5069

Agency Name: _____

Person Completing Survey: _____ Phone Number: _____

E-mail: _____

Total FTE staff: _____ Total FTE Volunteers: _____ Staff Turnover Rate (2001): _____

Annual Budget (2001): _____ Clients Served (2001): _____ Number of Programs: _____

Organizational Purpose (ie. human services, foundations, education, health care, etc.) _____

TYPE OF BENEFIT	MANAGEMENT STAFF	EXECUTIVE DIRECTOR/ CEO	COMMENTS
Health Insurance (employee cost)			
Dental Insurance (employee cost)			
Vision Insurance (employee cost)			
Vacation Time (starting level; rate of accrual)			
Sick Leave (starting level; rate of accrual)			
Personal Days (starting level; rate of accrual)			
Tuition Reimbursement			
Retirement Benefits			
Flex Time			
Job Sharing			
Other: (please list on reverse side)		Please detail benefits exclusive to executive director on reverse side)	

ANNUAL SALARY (2001) OF 3 HIGHEST PAID EMPLOYEES AND SPECIALIST POSITIONS (IF DIFFERENT)

TITLE	GROSS WAGES	YEARS OF SERVICE
1. Executive Director		
2.		
3.		
Director of Human Resources		
CFO/Director of Finance		
IT/MIS Director		

CURRENT EXECUTIVE DIRECTOR BACKGROUND

Number of Years as Executive Director	Number of Years in Nonprofit Management
Director was hired as an: <div style="display: flex; justify-content: space-around;"> Internal Candidate External Candidate </div> If internal candidate, prior position within the agency?	Highest Level of Education

Thank you for your help with this project; results will be available in May 2002.

SURVEY RESPONSES

N=39

AIDS Community Resources
American Cancer Society
ARC of Onondaga
ARISE
Association for Better Living
Boys and Girls Club of Syracuse
Camp Fire USA CNY Council
Center for Community Alternatives
Chadwick Residence
Child Care Council of Onondaga County
CNY Council on Adolescent Pregnancy
CNYHSA
Empire Housing and Development Corporation
Enable
Family Ties Network
Food Bank of Central New York
Girls Inc. of CNY
Greater Syracuse Tenants Network
Home Headquarters
Huntington Family Centers
Jubilee Homes of Syracuse
Leadership Greater Syracuse
Liberty Resources
Make-A-Wish Foundation
Meals on Wheels of Syracuse
Mental Health Association
New Justice Services
Onondaga Pastoral Counseling Center
Planned Parenthood of Rochester/Syracuse Region
Prevention Network
Rape Crisis Center
Samaritan Center
Spanish Action League
Syracuse Behavioral Healthcare
Syracuse Habitat for Humanity
Syracuse Symphony
The Salvation Army
Transitional Living Services
Vera House

DATA FROM IRS 990 FILINGS

N=27

Agency	Year Filed
Arthritis Foundation	2000
Boy Scouts-Hiawatha Seaway Council	2000
Central New York Services	2000
Christopher Community	2000
Consortium for Children's Services	2000
Contact	2000
Cultural Resource Council of Syracuse and Onondaga County	2001
Discovery Center of Science and Technology (MOST)	2000
Dunbar Association	2000
Erie Canal Museum	2000
Everson Museum of Art	2000
Hiscock Legal Aide Society	2000
Home Aides of CNY	2000
Home Health Providers	1999
Legal Services of CNY	2000
Literacy Volunteers	2000
National Kidney Foundation of CNY	2001
Onondaga Community Living	2000
Rescue Mission	2000
RLS Career Center	1999
Ronald McDonald House Charities	2000
Syracuse Model Neighborhood Corp.	2000
Syracuse Model Neighborhood Facility (Southwest Community Center	2000
Syracuse United Neighbors	2000
United Way of Central New York	2000
Visiting Nurses Association of CNY	2000
YMCA	2000